# TRANSPORT CANADA
# Departmental Results Report
## 2016-17

# Transport Canada

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The Honourable Marc Garneau, P.C., M.P.

Minister of Transport

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## Minister's Message

On behalf of Transport Canada, I am proud to share with you our 2016-17 Departmental Results Report.

This report provides parliamentarians and all Canadians with information on what we achieved this past year. We also introduced a new, simplified reporting format to tell a clearer story of actual results, while continuing to clearly demonstrate how we spend taxpayers' dollars.

In November 2016, I announced Transportation 2030[ii], our long-term vision for a safe, secure and innovative transportation system that enables trade and economic growth, a cleaner environment and the well-being of Canadians. Our consultations with Canadians, Indigenous groups, industry stakeholders and the provinces and territories, were a great help in developing this vision, which in-turn will help us in meeting Canada's transportation needs for the coming 20 to 30 years.

That same month, I was delighted to help launch the Oceans Protection Plan[iii] (OPP), which will strengthen Canada's position as a world leader in marine safety. To fulfil the Plan's objectives, our department is working on the OPP in partnership with five other government entities. Together we will:

- Develop a world-leading marine safety system that protects Canada's coasts;

- Preserve and restore Canada's marine ecosystems; and

- Partner with Indigenous and coastal communities to better respond to marine-related matters, such as shipping.

We also undertook several measures in 2016-17 to strengthen the safety of Canada's transportation network. This included:

- Improving rail safety by:

  - Introducing the Rail Safety Improvement Program[iv], which builds on three previous rail safety programs, by expanding funding levels and the list of eligible recipients/projects; and

  - Announcing the accelerated retirement of DOT-111 rail tanker cars transporting dangerous goods, which do not meet modern safety standards;

- Presenting to Parliament the Strengthening Motor Vehicle Safety for Canadians Act. This Act will enable us to order manufacturers to repair defects at their expense; to repair new vehicles before they are sold; and increase our flexibility to address ever-changing safety technology; and

- Holding consultations for the review of the Navigation Protection Act[v] and the formalization of a moratorium on crude oil tankers on British Columbia's north coast.

To build on the key commitments set out in my [mandate letter](#)vi from the Prime Minister, we are always looking for ways to modernize and innovate how our programs and services can better support Canada's transportation sector.

I am proud of the dedication of Transport Canada employees and the results we've achieved during the past year. I look forward to continuing our efforts to develop a highly integrated transportation system that supports economic growth, job creation and Canada's middle class.

The Honourable Marc Garneau, P.C., M.P.
Minister of Transport

## Results at a Glance

**For Priority 1: "Accelerate the modernization of Transport Canada's safety and security oversight", in 2016-17, we:**

✓ Identified strategies for the safe use of Unmanned Aerial Systems (UAS), commonly known as drones, including:

- Releasing revised regulatory exemptions in December 2016 for small UAS operating in lower risk environments;

- Issuing an Interim Order respecting the use of model aircraft to ensure the continued safe recreational use of this technology; and

- Authorizing Canada's first UAS test site in Foremost, Alberta to allow industry stakeholders to conduct research and development for new UAS technologies;

✓ Worked towards improving marine transportation in the Arctic by consulting with industry and northern stakeholders on the drafting of the proposed Arctic Shipping Safety and Pollution Prevention Regulations;

✓ Reinforced aviation security by:

- Starting to harmonize Canada's screening procedures at preclearance airports with those of the U.S. Transportation Security Administration[vii]; and

- Advancing additional components of the One Stop Security Initiative[viii];

✓ Applied new measures to reinforce railway safety such as the Grade Crossings Regulations[ix], Railway Safety Administrative Monetary Penalty Regulations[x], Railway Safety Management Systems Regulations, 2015[xi] and Railway Operating Certificate Regulations[xii]; and

✓ Tabled Bill S-2 proposing amendments to the Motor Vehicle Safety Act[xiii], including:

- Giving the Minister the power to order a company to issue a recall;

- Making companies repair a recalled vehicle at no cost to the consumer and prevent new vehicles from being sold until they are repaired; and

- Authorizing the use of monetary penalties to increase safety compliance and give Transport Canada added flexibility to address new technologies;

✓ Began to address the 40 Transportation of Dangerous Goods recommendations from the Emergency Response Task Force.

**For Priority 2: "Advance initiatives that promote an environmentally responsible transportation system", in 2016-17, we:**

✓ Worked on policies, regulations and programs to promote safe and environmentally responsible shipping practices aimed at protecting the marine environment and reducing the impact of marine pollution incidents in Canadian waters. We:

- Commenced work on the government's [Oceans Protection Plan](#) (OPP), which was [announced by the Prime Minister on November 7, 2016](#)[xiv];

- Published regulations that require companies to report any hazardous and noxious substances they receive in Canada;

- Collaborated with partners to reduce the impacts of transportation on the marine environment in a highly successful [Area Response Planning](#) pilot project, which seeks to modernize the environmental response regime; and

- Continued to implement a strengthened regulatory regime that sets out the standards to:

  o Control pollution in Canada's waters from oil, chemicals, sewage and garbage;

  o Reduce the risks of introducing invasive species from the ballast water of ships arriving in Canada;

  o Protect the Arctic; and

  o Require ships to carry insurance to cover costs arising from oil pollution incidents;

✓ Continued to work with the [Canadian Coast Guard](#)[xv] and the [Canadian Hydrographic Service](#)[xvi] on developing the Northern Marine Transportation Corridors Initiative and its future adoption as a government-wide strategic policy framework to prioritize federal investments and services affecting marine transportation in Canada's arctic waters;

✓ Led the development of transportation sector regulations for the next generation of clean and resilient transportation by publishing proposed Locomotive Emissions Regulations in [Canada Gazette, Part I](#)[xvii];

✓ Began our review of the [Navigation Protection Act](#) (NPA) to restore protections and incorporate modern safeguards by:

- Launching a Participant Funding Program in August 2016, to help Indigenous peoples participate in the NPA review process; and

- Holding meetings with Canadians and stakeholders over a seven month period, during which we received valuable input and feedback that will shape the future directions for the NPA;

✓ Advanced work with other federal departments to formalize a moratorium on crude oil tanker traffic on British Columbia's North Coast. The Oil Tanker Moratorium Act, was introduced in Parliament in the spring of 2017 by the Minister of Transport.

**For Priority 3: "Develop long-term federal strategies to improve Canada's transportation sector and infrastructure, taking into account the recommendations of the [Canada Transportation Act](#)[xviii] Review Panel", in 2016-17, we:**

✓ Began an extensive effort of policy analysis and consultations with Canadians, key transportation stakeholders, provincial and territorial governments and Indigenous groups. The Minister announced the results of these consultations on November 3, 2016, when he unveiled [Transportation 2030: A Strategic Plan for the Future of Transportation in Canada](#);

✓ Advanced Phase 2 of the Government of Canada's Investing in Canada Plan by:

- Developing the [Trade and Transportation Corridors Initiative](#)[xix], announced in [Budget 2017](#)[xx]. It includes measures that address congestion and bottlenecks along vital transportation corridors and around transportation hubs to improve access to world markets; and

- Creating the [National Trade Corridors Fund](#)[xxi] to support trade-related transportation infrastructure projects across Canada;

✓ Developed the Transportation Modernization Act to advance a fairer, more efficient and transparent transportation services, which the Minister introduced in Parliament in spring 2017. It includes measures related to:

- Air passenger rights;

- Foreign ownership and joint ventures for airlines;

- Rail freight; and

- Locomotive voice and video recorders.

**For Priority 4: "Optimize integrated resources management within Transport Canada", in 2016-17, we:**

✓ Equipped our inspectors with new portable tablets to help reduce paperwork  and enable them to work more efficiently, in real-time, during site inspections;

✓ Successfully completed our Treasury Board mandated "Comprehensive Review" exercise, which is helping us reallocate resources to where we need them most, in a timely manner, and modernize our legislative, regulatory, oversight and cost recovery frameworks;

✓ Received the authority to update our cost recovery framework for 24 business lines over the next five years, including implementing service level agreements with clients; and

✓ Developed and applied targeted human resources (HR) recruitment and talent management strategies to address Transport Canada's future workforce needs by

partnering with [Fisheries and Oceans Canada](#)[xxii] to improve HR efficiencies, including running joint staffing competitions.

For more information on the results for each of our Programs, see the "[Results: What we Achieved](#)" section of this report.

**Budgetary and Human Resources**

The following table provides a summary of our department's fiscal year-end actual spending (in dollars) and total human resources (Full-time equivalents-FTEs).

| 2016-17 Actual Spending (authorities used) | FTEs |
|---|---|
| 1,191,158,784 | 4,815 |

# Raison d'être, Mandate and Role: Who we are and what we do

## Raison d'être

A safe and secure transportation system provides Canada with reliable and efficient movement of goods and people across the country and around the world. In an environmentally responsible way, it meets the challenges posed by topography and geography, linking communities and reducing the effects of the distance that separates people. These vital roles reflect transportation's interdependent relationship with all sectors of the economy and society.

| OUR VISION |
| --- |
| A transportation system in Canada that is recognized worldwide as safe and secure, efficient and environmentally responsible. |

Transport Canada's vision of a sustainable transportation system integrates social, economic and environmental objectives. Our vision's three guiding principles are to work towards:

- The highest possible safety and security of life and property, supported by performance-based standards and regulations;
- The efficient movement of people and goods to support economic prosperity and a sustainable quality of life, based on competitive markets and targeted use of regulation and government funding; and
- Respect of the environmental legacy of future generations of Canadians, guided by environmental assessment and planning processes in transportation decisions and selective use of regulation and government funding.

## Mandate and role

[Transport Canada](#)[xxiii] is responsible for the Government of Canada's transportation policies and programs. Our department develops legislative and regulatory frameworks, and conducts transportation oversight through legislative, regulatory, surveillance and enforcement activities. While not directly responsible for all aspects or modes of transportation, we play a leadership role to ensure that all parts of the transportation system across Canada work together effectively.

Transport Canada has sole responsibility for matters such as aviation safety and security. For other matters, we share responsibility with other government departments, and provincial, territorial and municipal governments. We also work with trading partners and international organizations to develop and harmonize policy and regulatory frameworks, to protect Canadian users of our increasingly global transportation system, while encouraging efficiency.

In areas for which Transport Canada does not have direct responsibility—for example, for building and maintaining road networks—we use strategic funding and partnerships to promote the safe, efficient and environmentally responsible movement of people and goods into and across the country. In this way, we play a leadership role to ensure that all parts of

the transportation system across Canada and worldwide work together, effectively and efficiently.

For more general information about us, see the "Supplementary Information" section of this report. For more information on our organizational mandate letter commitments, see the Minister's mandate letter on the Prime Minister of Canada's website[xxiv].

**Strategic Outcomes and Program Alignment Architecture (PAA)**

Transport Canada's Program Alignment Architecture includes 15 Programs that contribute to achieving the following three Departmental Strategic Outcomes:

1. An efficient transportation system;
2. A clean transportation system; and
3. A safe and secure transportation system.

The 16th Program, Internal Services, supports all three strategic outcomes.

# Operating Context and Key Risks

## Operating Context

This subsection describes the context within which our department operated and how we delivered our Programs. It identifies both external and internal influences and factors, and summarized the conditions that existed for us throughout 2016-17.

At Transport Canada (TC), we have begun an ambitious journey of transformation with the Minister announcing Transportation 2030: A Strategic Plan for the Future of Transportation in Canada, which is centred on the five themes of:

- The traveller;
- Safer transportation;
- Green and innovative transportation;
- Trade corridors to global markets; and
- Waterways, coasts and the North.

Our transformation also includes:

- The Oceans Protection Plan (OPP), which was announced by the Prime Minister on November 7, 2016;
- New initiatives we identified through our Treasury Board-mandated Comprehensive Review exercise; and
- The new Trade and Transportation Corridors Initiative.

We launched OPP activities, a government priority focussed on creating a world-leading marine safety system that includes plans for:

- Having specific protections for Canada's three coastal regions[xxv] (i.e., North, West and East), including the tanker moratorium on British Columbia's North Coast[xxvi];
- A marine safety system that protects Canada's coasts[xxvii];
- Preserving and restoring Canada's marine ecosystems[xxviii]; and
- Creating stronger Indigenous partnerships and engaging coastal communities[xxix].

We are one of six government entities responsible for administering the OPP. We are working in partnership with:

- Fisheries and Oceans Canada;
- The Canadian Coast Guard;
- Indigenous and Northern Affairs Canada[xxx];
- Natural Resources Canada[xxxi]; and
- Environment and Climate Change Canada[xxxii].

The OPP and all of its initiatives are closely aligned with the government's Indigenous reconciliation objectives. TC's approach continues to evolve, and includes:

- Making specific efforts to co-develop key initiatives with Indigenous communities;
- Having our employees go well beyond historical consultation approaches; and

- Building on community expertise and knowledge to introduce more innovative and efficient approaches to marine safety and environmental protection.

**The Trade and Transportation Corridors Initiative**

In 2016-17, we also started advancing the newly launched Trade and Transportation Corridors Initiative. This program will invest in three areas, specifically:

- $2 billion for the National Trade Corridors Fund, to fund key projects that will strengthen our national trade corridors' efficiency and reliability;
- $50 million to:
  - Stimulate innovation and foster use of new transportation technologies;
  - Safely deploy connected and automated vehicles; and
  - Help integrate unmanned air systems into our transportation system; and
- $50 million to launch a new Trade and Transportation Information System, which will invest in information, data and analytical efforts to build the evidence-base for addressing gaps in the transportation system. It will also strengthen collaboration and dialogue with transportation stakeholders.

We are also rolling out six modernization initiatives over the coming years. These will put TC on a solid footing to deliver more effectively on our mandate and be more financially sustainable for the future, and consist of:

- **Modernizing outdated legislation and regulations,** so regulatory and enforcement approaches will be more consistent across modes and in line with modern regulatory and operational practices;

- **Modernizing our oversight regimes,** so our inspectors focus on higher-risk operators;

- **Modernizing our cost-recovery regime** so that we can provide better and timelier services to our clients. We will:

  - Update user fees for services such as registering domestic vessels and certifying new aircraft; and

  - Introduce new fees for other business lines that are directly benefitting users.

- **Modernizing the marine and aviation safety regulatory frameworks** to address longstanding issues the Transportation Safety Board[xxxiii] has identified. Marine regulations, especially those related to vessel construction and equipment, are out of date with new and evolving technologies used in modern ships. We also need to update aviation safety regulations to align with International Civil Aviation Organization[xxxiv] standards and to address irritants stakeholders and inspectors have identified;

- **Strengthening Canada's engagement with international partners** by investing in new resources to ensure that:

  - International aviation standards reflect Canadian objectives;

  - We can establish or expand technical bilateral agreements that allow Canadian products and services to be sold in global markets; and

  - Canadian pilots are permitted to work around the world; and

- **Strengthening the economic competitiveness of Canada's aerospace sector** by strengthening our capacity to certify aerospace products to create new jobs and increase exports.

## Key Risks

Risk refers to the likelihood and impact of an event that has the potential to prevent an organization from achieving its goals. Risks are driven by factors both internal and external to the organization. This subsection describes the key risks we faced in implementing and/or initiating:

- Our Programs' commitments;
- The commitments in the minister's mandate letter; and
- Key government wide or departmental priorities in 2016-17.

Risk also includes those factors that are outside the control of the department and that carry the highest risks both in terms of likelihood and impact.

### Management of Key Risks

Organizations adopt risk management systems to manage risk and control activities across all of their activities. This approach includes developing plans to manage and/or mitigate risk to an acceptable level while supporting the organization's objectives. In 2016-17, we adopted a number of actionable plans to reduce our key risks, support decision making and improve business practices, including how we:

- Develop policy;
- Set priorities;
- Allocate resources; and
- Deliver on our core activities and transformation initiatives.

The assessment level of four key corporate risks Transport Canada (TC) managed over the last year is set in the matrix below. These risks are:

1) Canada's transportation legislative, regulatory and oversight regimes may not effectively address emerging safety and security issues, industry practices and increasing demands;

2) Federal transportation policies and regulations may not effectively contribute to reducing the environmental impacts of transportation-related activities and their adverse effects on Coastal and Northern communities and Indigenous groups[1];

3) Federal transportation policies, programs and infrastructure investments may not sufficiently support the efficient transportation of goods and people, and the adoption of new technologies; and

4) Transportation-related security incidents may not be effectively addressed due to communication gaps at critical points.

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[1] This risk was modified by Transport Canada's senior management team after the release of our 2016-17 Report on Plans and Priorities, due to the Oceans Protection Plan, which was launched on November 7, 2016.

**Figure 1: Risk Matrix**
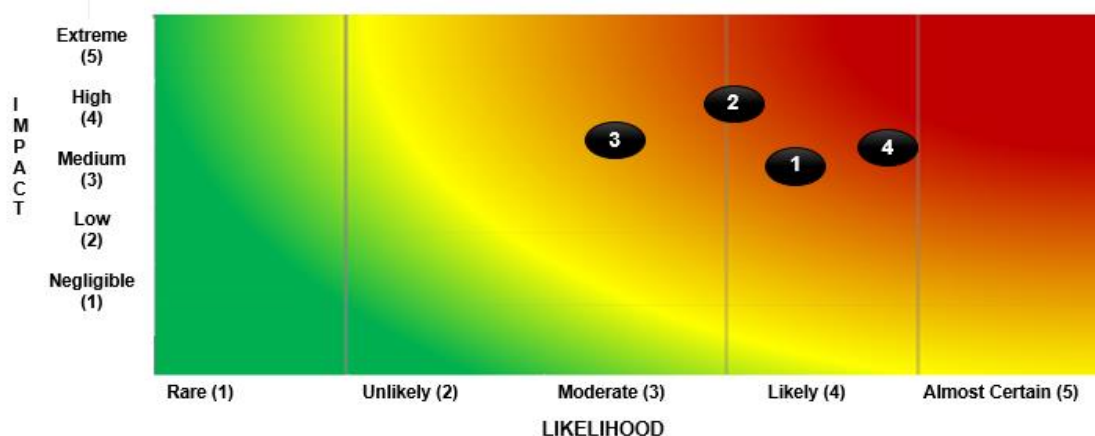


The risk table below describes the actions taken surrounding each of the four risks listed above.

| Risks | Mitigating Strategy and Effectiveness (Results)[2] | Link to the Department's Programs (or Core Responsibilities) | Link to mandate letter commitments or to government-wide and departmental priorities (as applicable) |
|---|---|---|---|
| Federal transportation policies, programs and infrastructure investments may not sufficiently support the efficient transportation of goods and people, and the adoption of new technologies. | TC has identified "Innovation" as one of our key programs, with oversight by our Strategic Policy and Innovation Directorate. Work on this initiative involves continued engagement/collaboration on ongoing transportation innovation policies, programs and technology with Canadian and international jurisdictions; industry; and academic/research organizations. However, budget constraints limited our Civil Aviation[xxxv] team's involvement in international activities (e.g., they postponed some harmonization activities).<br><br>Specific 2016-17 progress included, but was not limited to TC:<br><br>• Making ongoing efforts to identify innovation as a core TC responsibility, with oversight by the Strategic Policy and Innovation Directorate;<br><br>• Developing a more balanced, efficient and transparent freight rail transportation system;<br><br>• Developing the proposed Transportation Modernization Act, with the Minister introducing the bill in Parliament in spring 2017. The legislation includes measures to: | This risk is linked to the following Programs under "An Efficient Transportation System":<br><br>• Marketplace Programs<br><br>• Analysis and Innovation Program<br><br>• Gateways, Corridors and Border Crossing Programs | **Priority 1:**<br><br>Facilitate movement of goods to market and support supply chain reliability<br><br>**Priority: 2**<br><br>Provide for better choice and services, and new rights for consumers<br><br>**Priority 3:**<br><br>Strengthen marine safety and responsible shipping and enhance Northern transportation infrastructure<br><br>**Priority 6:**<br><br>Modernize TC's Legislative, |

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[2] Our risk response strategy is subject to changes.

| Risks | Mitigating Strategy and Effectiveness (Results)[2] | Link to the Department's Programs (or Core Responsibilities) | Link to mandate letter commitments or to government-wide and departmental priorities (as applicable) |
|---|---|---|---|
| | <ul><li>o Promote system transparency, efficiency and investment;</li><li>o Provide fair access for shippers;</li><li>o Establish new rules for air passenger rights; and</li><li>o Introduce new provisions for international ownership of the voting interests of Canadian air carriers, going from 25 to 49 percent;</li></ul><ul><li>Working with the Department of Finance Canada[xxxvi] to assess VIA Rail's High Frequency Rail proposal[xxxvii]; and</li><li>Developing regulations and standards for connected and automated vehicles (CV/AVs) and Unmanned Aerial Systems (UAS). We are also working with industry, the provinces, territories and municipalities to identify and address critical technical, regulatory or policy barriers, and to establish pilot projects.</li></ul> | | Regulatory and Oversight regimes and develop a new asset stewardship strategy |
| Transportation-related security incidents may not be effectively addressed due to communication gaps at critical points. | At TC, we are constantly reviewing and improving incident management structures and procedures. We are currently working with industry to develop a national Threat-Risk Assessment Protocol to improve national coordination and define the lead agency during an incident. We prepared a significant amount of industry guidance material, which we published in fall 2016. However, the 2015-16 budgetary challenges affected the next fiscal cycle, so the air cargo security outreach and information sessions were more limited than originally planned for 2016-17.<br><br>Specific 2016-17 progress included, but was not limited to:<br><ul><li>Regulated Air Cargo Security Program[xxxviii] participants providing security awareness training to their employees who handle secure cargo. Since budgetary challenges limited the number of air cargo security outreach and information sessions we originally planned for 2016-17, we have not yet reached all Program participants; and</li><li>Designated airports under Airport Security Programs providing security awareness training. We published industry guidance</li></ul> | This risk is linked to the following Programs under "A Safe and Secure Transportation System":<br><br>• Multimodal, Emergency and Training Programs<br><br>• Air, Marine and Surface Support Programs<br><br>• Aviation Security<br><br>• Marine Safety & Security | **Priority 4:**<br><br>Strengthen the safety and security of Canada's transportation system |

| Risks | Mitigating Strategy and Effectiveness (Results)[2] | Link to the Department's Programs (or Core Responsibilities) | Link to mandate letter commitments or to government-wide and departmental priorities (as applicable) |
|---|---|---|---|
| | material and delivered it to airport operators. | | |
| Federal transportation programs and regulations may not effectively contribute to reducing the environmental impacts of transportation-related activities and their adverse effects on Coastal and Northern communities and Indigenous groups. | The development of complementary measures to reduce greenhouse gas (GHG) emissions from transportation were announced as part of the Pan-Canadian Framework on Clean Growth and Climate Change[xxxix] (PCF) in December 2016. Our contributions included commencing activities that will contribute to improving efficiency and supporting fuel switching in the rail, aviation, marine and off-road sectors. In conjunction with Fisheries and Oceans Canada (DFO) and the Canadian Coast Guard (CCG), we launched the Oceans Protection Plan, which received $1.5 billion in funding over five years through Budget 2017. This strategy includes legislative, program and funding measures. Specific 2016-17 progress included, but was not limited to:  • Supporting the development of the Pan-Canadian Framework on Clean Growth and Climate Change with research, analysis and policy development work;  • Starting to develop requirements for retrofitting in-use heavy duty vehicles with fuel saving technologies;  • Making plans to develop a Zero-Emission Vehicles (ZEV) strategy, in collaboration with provinces and territories and other stakeholders;  • Taking actions to improve efficiency and support fuel switching in the rail, aviation, marine and off-road sectors;  • Responding to the energy audit report, conducted in February-March 2016 at one of our hangars, by choosing and planning how best to improve energy efficiency;  • Collecting GHG emissions from TC's owned and operated sites, and commencing planning for the next steps, namely to establish an action plan and create a working group;  • Starting a two year research project with the National Research Council[xl] (NRC) to study | This risk is linked to the following Programs under "A Clean Transportation System", "A Safe and Secure Transportation System" and "An Efficient Transportation System":  • Clean Air Programs  • Clean Water Programs  • Asset Stewardship Programs  • Environmental Stewardship Program | **Priority 3:** Strengthen marine safety and responsible shipping and enhance Northern transportation infrastructure **Priority 5:** Reduce air pollution and embrace new technologies to improve greenhouse gas emissions from the transportation sector |

| Risks | Mitigating Strategy and Effectiveness (Results)[2] | Link to the Department's Programs (or Core Responsibilities) | Link to mandate letter commitments or to government-wide and departmental priorities (as applicable) |
|---|---|---|---|
| | motor vehicle battery safety. This project will directly help develop international and Canadian electric vehicle safety standards and increase understanding of battery safety across all modes of transportation.<br><br>• Finalizing the first phase of the United Nations Global Technical Regulation for Electric Vehicle Safety[xli];<br><br>• Working with the DFO and the CCG, to develop a comprehensive marine strategy, which culminated in the Oceans Protection Plan announced in November 2016. This strategy includes legislative, program and funding measures;<br><br>• Starting to draft new legislation that will prohibit vessel abandonment and strengthen vessel owner responsibility and liability for vessel clean up and disposal; and<br><br>• Creating a dedicated Underwater Vessel Noise Unit to lead policy development, collaboration and stakeholder engagement. | | |
| Canada's transportation legislative, regulatory and oversight regimes may not effectively address emerging safety and security issues, industry practices and increasing demands. | Transport Canada has established a strong foundation for legislative and regulatory renewal, and for integrating risk-based oversight into its activities. We are working towards developing new and enhanced program, legislative and regulatory documents, including those related to oversight policy. We also continue to work on strengthening the Regulatory Framework to support innovation. TC received $50 million in new funding to support the innovation agenda, including for Unmanned Aerial Systems (UAS).<br><br>Specific 2016-17 progress included, but was not limited to:<br><br>• Developing a performance scorecard with key metrics (indicators) to assess the health of the rail industry;<br><br>• Introducing Bill S-2 (the proposed Strengthening Motor Vehicle Safety for Canadians Act[xlii]) in the | This risk is linked to the following Programs under "A Safe and Secure Transportation System":<br><br>• Oversight Programs for each transportation mode[3]<br><br>• Legislative and Regulatory Framework for each | **Priority 4:**<br>Strengthen the safety and security of Canada's transportation system<br><br>**Priority 6:**<br>Modernize TC's Legislative, Regulatory and Oversight regimes and develop a new asset stewardship strategy |

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[3] Transportation modes include: Air, Rail, Marine, Road and all are used either for freight, passenger transport and/or recreational purposes.

| Risks | Mitigating Strategy and Effectiveness (Results)[2] | Link to the Department's Programs (or Core Responsibilities) | Link to mandate letter commitments or to government-wide and departmental priorities (as applicable) |
|---|---|---|---|
| | Senate. The Bill is designed to make vehicle exemptions easier to understand and to address gaps within the Motor Vehicle Safety Act. Risk-based oversight was integrated into the proposed legislation;<br><br>• Conducting an environmental scan on autonomous and connected vehicle issues, which will help us develop program requirements;<br><br>• Advancing work within Civil Aviation to establish the "National Oversight Office and Project Management Office", which aims to deliver nationally consistent approaches to problem areas and facilitate communications amongst all involved parties (e.g., from inspectors to senior Departmental Executives);<br><br>• Modifying the Transportation of Dangerous Goods (TDG) inspection cycle to a maximum two year inspection cycle for high risk sites;<br><br>• Creating a classification-targeted inspection regime for crude oil inspections, so we now take enforcement actions, where warranted, following the analysis of lab test results;<br><br>• Developing a follow-up policy for our TDG inspectors to provide them with a standard that determines when follow-up inspections are required, as well as the need for non-compliant sites to provide proof of compliance;<br><br>• Developing regulations for UAS weighing 25 kilograms or less and operating in visual-line-of-sight conditions. We also:<br><br>   o Completed a Regulatory Report for beyond-visual-line-of-sight operations, to inform the development of future regulations;<br><br>   o Published an Interim Order Respecting the Use of Model Aircraft[xliii] to deal with the increasing risk of recreational drone use; and<br><br>   o Updated the UAS Regulatory Exemptions;<br><br>• Starting to work with the Royal Canadian Mounted Police[xliv] to develop a UAS Enforcement Strategy and creating the non-profit | transportation mode<br><br>• Air, Marine and Surface Support Programs<br><br>• Aviation Safety<br><br>• Service to the Aviation Industry<br><br>• Transportation of Dangerous Goods | |

| Risks | Mitigating Strategy and Effectiveness (Results)[2] | Link to the Department's Programs (or Core Responsibilities) | Link to mandate letter commitments or to government-wide and departmental priorities (as applicable) |
|---|---|---|---|
| | UAS Centre of Excellence[xlv] in Alma, Québec. We also established a UAS Steering Committee to guide and advise program staff in order to improve the UAS regulatory program's efficiency; | | |
| | • Being on track to bring into force Phase I of the Fishing Vessel Safety Regulations[xlvi] in 2017-18. We undertook four months of extensive stakeholder consultations to prepare industry. TC also published a brochure and circulated it amongst industry and other government partners to increase awareness; | | |
| | • Finalizing the proposed Arctic Shipping Safety and Pollution Prevention Regulations; | | |
| | • Drafting amendments to the Railway Safety Act[xlvii] that mandate the installation of Locomotive Video and Voice Recorders in locomotive cabs. The amendments are included in the "Transportation Modernization Act" bill, which was tabled in Parliament in spring 2017; | | |
| | • Identifying research and knowledge gaps with respect to fatigue management in the rail industry. This allowed us to formulate an immediate, short- and long-term strategy to address fatigue. TC also completed an analysis on critical gaps in the existing "Work/Rest" rule regime (e.g., for rest periods and maximum work hours). We met with industry and union stakeholders to identify their concerns with existing rules and challenges moving forward; and | | |
| | • Supporting the Emergency Response Task Force[xlviii] (ERTF) in making a total of 40 recommendations related to the transportation of dangerous goods. The ERTF published its Final Report on our website in December 2016. | | |

# Results:  What We Achieved

At Transport Canada, we have three Strategic Outcomes that reflect long-term and enduring benefits to Canadians that stem from our raison d'être and vision. As we strive towards these outcomes, we report on our progress in relation to the expected results[4], performance indicators[5] and targets[6], which are in line with the Program Alignment Architecture (PAA). What distinguishes the different levels of a PAA is the scope and reach of the Programs at those levels. The Program level has a broad scope and area of societal intervention, while the Sub-Program (SP) and Sub-Sub-Program (SSP) levels have a more limited and specific focus on a smaller target group and area of intervention.

This section:

- Describes how we met the expected results indicated in the 2016-17 Report on Plans and Priorities[xlix]; and

- Presents the financial and non-financial resources that we dedicated to each Program.

## Strategic Outcome 1:  An Efficient Transportation System

An efficient transportation system supports trade, economic prosperity and a better quality of life through low costs, reliable service, and the best use of all modes and innovation in transportation. Transport Canada promotes an efficient transportation system in Canada by: modernizing marketplace frameworks so that the transportation sector can adapt, innovate and remain competitive; implementing trade corridor initiatives; ensuring the renewal of federal transportation infrastructure; encouraging innovation in the transportation sector; and partnering with provinces, territories, municipal governments, and public and private sector entities in various transportation initiatives.

The following Programs support this Strategic Outcome:

### Program 1.1:  Transportation Marketplace Frameworks

**Description:**  The Transportation Marketplace Frameworks Program encourages transportation efficiency by fostering a competitive and viable transportation sector. The Program: sets regimes governing the economic behaviour of carriers in all modes of transportation; sets the rules of governance for all the transportation infrastructure providers falling under federal authority; monitors, analyzes, researches, and reports on the transportation system; promotes innovation in transportation; enables access to transportation for Canadians; represents the interests of Canada in trade negotiations, international transportation fora and other international bodies; promotes access to markets in the context of international trade; fosters greater cooperation to support economic

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[4] An expected result is an outcome towards which Transport Canada is contributing through various activities in its Program Alignment Architecture.

[5] A performance indicator is a statistic or parameter that, tracked over time, provides information on trends in the status of a program.

[6] A target is a specific performance goal tied to a performance indicator against which actual performance will be compared.

activity; and fulfills certain federal responsibilities with regard to the International Bridges and Tunnels Act[l].

**Results**

In Transport Canada's 2016-17 Report on Plans and Priorities, the Transportation Marketplace Frameworks Program, along with our lower level Sub-Programs, identified a number of key Planning Highlights. During the 2016-17 fiscal year, our Program recorded the following achievements as we:

- Signed a contract for the completion of the first phase of the aviation sector analyses for the Pickering Lands and began planning for the second phase, which we expect to begin in 2017-18;
- Provided technical and administrative support for the legislative and regulatory processes for the implementation of the Canada-European Union Comprehensive Economic and Trade Agreement, and did much preparation towards being ready to enforce transportation sector compliance;
- Secured in Budget 2017 $278.3 million over five years, starting in 2017-18, to continue to provide safe and reliable operations of federally-funded ferry services in Eastern Canada;
- Received approval in the fall of 2016 for federal regulations for projects on federal lands involving liquefied natural gas facilities;
- Brought a strengthened rail liability and compensation regime into force in June 2016, and implemented all its administrative activities on schedule;
- Worked on the due diligence of VIA Rail's "High Frequency Rail" (HFR) proposal, such as assessing VIA Rail[li] ridership forecasts, engineering and implementation risks, interoperability (track sharing) with regional/urban rail transit operators and alternative scenarios to HFR;
- Began the implementation of the Agreement on Land, Rail, Marine and Air Transport Preclearance with the U.S.[lii], as planned. In particular:
  - o The Minister of Public Safety introduced the required implementing legislation for Canada, Bill C-23, to amend the Preclearance Act[liii], in the House of Commons on June 17, 2016; and
  - o Canada and the U.S. continued to work jointly on outstanding operational issues required to implement the Agreement;
- Advanced initiatives related to the Northern transportation system that deepen our understanding of climate impacts and measures that foster adaptation. We:
  - o Finalized three grant and contribution agreement projects with the Yukon and Northwest Territories governments under the Northern Transportation Adaptation Initiative[liv]. These are on track for completion in 2017-18, consisting of:
    - ▪ Establishing a monitoring program with the Government of Northwest Territories to collect data at established test sites;
    - ▪ Working with the Government of Yukon to monitor test sections along the Campbell Highway to evaluate wicking geosynthetics as a way to prevent pavement cracking during spring thaw; and
    - ▪ Entering a partnership with the Government of Yukon to develop a climate-resilient functional plan for the Dempster Highway, which seeks to:

- Integrate climate change and geohazards[7] research, industry experience and adaptation strategies into the planning process; and
- Identify and assess potential and anticipated improvements over a 20-year planning horizon, which will help guide investments in the corridor's improvement and development;
  - o Began developing an Arctic transportation policy framework to better articulate a federal approach to the unique transportation concerns in the territorial North, which aligns with the Government of Canada's new Arctic Policy Framework[lv]. Once completed, the framework will support greater coherence in federal actions related to policy, investment and regulatory measures that support improving social and economic opportunities in Canada's Arctic;
  - o Advanced two grant and contribution agreement projects with Canada Port Authorities under the Truck Reservation System Program, including:
    - Completing the project at the Port of Montreal[lvi] to install radio-frequency identification (RFID) technology aimed to:
      - better manage truck flows; and
      - reduce truck wait times, idling and greenhouse gas emissions;
    - Continuing a project at the Port of Vancouver[lvii], with a planned 2017-18 completion, to better integrate existing reservation systems and improve truck traffic flow at the port and its container terminals;
- Worked with the Railway Research Advisory Board[8] (RRAB) to complete a new Strategic Plan in February 2017, which will help to:
  - o Support the modernization of the rail sector; and
  - o Develop project selection processes designed to ensure the best return on Research and Development investments;
- Undertook policy analyses and extensive stakeholder consultations on key policy issues examined by the Canada Transportation Act Review[lviii] (CTAR), which included:
  - o Conducting a series of Minister-led and other public consultations to hear reactions to CTAR Report findings and recommendations. These resulted in eight months of policy analysis and consultations with:
    - Canadians;
    - Key transportation stakeholders;
    - Provincial and Territorial governments; and
    - Indigenous groups.

    The Minister announced the results of these consultations on November 3, 2016, by making public the "Transportation 2030: A Strategic Plan for the Future of Transportation in Canada" plan; and
  - o Proposing legislation to advance a more balanced, efficient and transparent transportation system, which included measures that will:
    - Benefit Grain handling;
    - Contain provisions to improve the air traveller experience; and

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[7] Geohazards are geological and environmental conditions and involve long-term or short-term geological processes. Geohazards can be relatively small features, but they can also attain huge dimensions and affect local and regional socio-economies to a large extent (e.g., tsunamis, forest fires, blizzards, etc.).

[8] The RRAB is an advisory body to our department on matters related to science, technology and innovation in the rail sector involving partners from government, industry and the research community that was tasked with completing a new Strategic Plan in February 2017.

- ▪ Increase investment and competition in the air sector;
- • Worked to foster innovation within the transportation sector by:
  - ○ Securing in Budget 2017, proposed funding of $76.7 million (including $26.7 million in existing resources) for our department to develop regulations and standards for connected and automated vehicles (CV/AVs) and unmanned air systems (UAS);
  - ○ Engaging  and collaborating on transportation innovation and technology with:
    - ▪ The provinces and territories through the Council of Ministers of Transportation and Highway Safety and other federal/provincial/territorial counterparts;
    - ▪ Other international jurisdictions, such as at the G7 Transport Ministers' Meetings; and
    - ▪ Industry and academic/research organizations; and
- • Strengthened our partnerships with the provinces and territories to confront shared challenges by:
  - ○ Attending federal/provincial/territorial (FPT) meetings with the Minister and senior departmental officials. Strategic agendas for meetings and briefing materials were prepared and centred around federal and departmental mandates and other priorities;
  - ○ Initiating a discussion on how to engage Indigenous Peoples in the context of the Council of Ministers and the parameters for implementing this new relationship; and
  - ○ Reaching an agreement at the Council of Ministers September 2016 meeting on six priority areas (including enhance safety, supporting trade corridors infrastructure and addressing climate change) for FPT collaboration. This then resulted in focussing intergovernmental work on and creating task forces related to:
    - ▪ Automated and connected vehicles;
    - ▪ Vulnerable road users around heavy vehicles;
    - ▪ Distracted driving; and
    - ▪ Trucking harmonization.

**Lessons Learned**

Through the significant amount of our Policy group's analysis conducted during the year, we learned that:

- • Solid evidence-based analysis supports policy development and decision-making; and
- • Given the importance of the transportation sector in growing the Canadian economy, early stakeholder engagement is critical for policy-making and decision-making processes.

**2016-17 Budgetary Financial Resources (in dollars[9]) – For Program**

| Main Estimates | Planned Spending | Total Authorities Available for Use | Actual Spending (authorities used) | Difference (planned minus actual) |
|---|---|---|---|---|
| 21,711,678 | 21,711,678 | 25,071,391 | 22,863,304 | (1,151,626) |

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[9] Due to rounding, column totals shown in all tables may not be exact.

## 2016-17 Human Resources (Full–time Equivalents (FTEs)) – For Program

| Planned | Actual | Difference (planned minus actual) |
|---|---|---|
| 158 | 158 | 0 |

### Planned Results – For Program

| Expected Results | Performance Indicators | Target | Date to Achieve Target | 2016-17 Actual Results | 2015-16 Actual Results | 2014-15 Actual Results |
|---|---|---|---|---|---|---|
| **1.1 Transportation Marketplace Frameworks** | | | | | | |
| a) A competitive transportation sector | Rail freight transportation intensity (tonne-km per locomotive) (Transportation intensity represents system usage) | 120,917,636 | March 2017 | 166,397,167 | 149,337,129 | 122,181,729 |
| b) A competitive transportation sector | Truck freight transportation intensity (tonne-km per heavy vehicle) (Transportation intensity represents system usage) | 1,662,130 | March 2017 | 1,849,307 | 1,853,430 | 1,698,561 |
| c) A competitive transportation sector | Marine freight transportation intensity (tonne-km per port call) (Transportation intensity represents system usage) | 2,895 | March 2017 | 2,866 | 2,871 | 2,875 |
| d) A competitive transportation sector | Air passenger transportation intensity (passenger-km per seat-km) (Transportation intensity represents system usage) | 0.79 | March 2017 | 0.82 | 0.83 | 0.82 |
| e) A competitive transportation sector | Rail passenger transportation intensity (passengers per available seat) (Transportation intensity represents system usage) | 0.59 | March 2017 | 0.544 | 0.57 | 0.61 |

Information on Transport Canada's lower-level programs is available on our website and in the TBS[10] InfoBase[lix].

## Explanation of Variance

**For 1.1e):** The target was not reached as a result of the number of passengers growing by 4.1% versus 2015, while available seats (i.e. capacity) grew by 9.3%, leading to lower average load factor.

## Response to Evaluations

### Evaluation #1

**Name of the Evaluation:** Evaluation of Transportation Development Centre's rail research and development

**Response:** This evaluation was a key input to strategic planning for Rail Research and Development (R&D) for the next three years (2017-2020). The evaluation called for:

1) Research and Development projects to be more strategic, namely to focus on areas that potentially have the greatest impact by undertaking longer-term project planning;
2) Improving links with international organizations; and
3) Strengthening knowledge transfer to senior managers in industry and government of rail R&D projects and their results, including performance measurement and reporting of system condition and capacity, to support timely, effective and evidence-based decision making.

The impact of addressing these recommendations will be integral to:

- Future rail Research and Development activities; and
- The Railway Research Advisory Board's (RRAB) Strategic Plan for 2017 to 2020, as it is designed to:
  - Set out the framework for ensuring that projects and activities are forward looking;
  - Anticipate trends that will affect the rail sector;
  - Understand the role science, technology and innovation can play;
  - Establish the framework within which better engagement with international partners occurs; and
  - Strengthen knowledge management and information dissemination.

### Evaluation #2

**Name of the Evaluation:** Evaluation of the Contribution to the Canadian Transportation Research Forum Scholarship Program

**Response:** Our Transportation and Economic Analysis team now makes sure the scholarship selection criteria align with Transport Canada's mandate and the government's priorities and commitments (e.g., Transportation 2030).

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[10] TBS = Treasury Board Secretariat

## Program 1.2:  Gateways and Corridors

**Description:**  Canada is a trading nation, and the efficiency and reliability of the transportation system to support this trade impacts directly on the nation's prosperity and well-being. For this reason, it is imperative that the federal government play a role in the development of an integrated transportation network linking importers and exporters to markets and suppliers in the increasingly complex global supply chains. Guided by the National Policy Framework for Strategic Gateways and Corridors[lx], the Gateways and Corridors Program supports Canada's international commerce by creating a more efficient, reliable and seamless trade-related transport system in Canada. The Program: develops initiatives to improve and integrate transportation networks in key regions; fosters partnerships between all levels of government and the private sector; supports and oversees projects that contribute to the increased capacity and efficiency of gateway and corridor infrastructure; develops and puts in place measures that remove impediments to the effective development of gateways and corridors; and markets the use of gateways and corridors within Canada and internationally.

**Results**

In Transport Canada's 2016-17 Report on Plans and Priorities, the Gateways and Corridors Program, along with our lower level Sub-Programs, did not identify key Planning Highlights as this is a sunsetting[11] Program. Nevertheless, during the 2016-17 fiscal year, our Program recorded the following achievements as we continued to:

- Administer 28 contribution agreements under the Asia-Pacific Gateway and Corridor Transportation Infrastructure Fund[lxi]; and
- Provide funding to project proponents for marketing initiatives under Atlantic Gateway International Marketing, a component of the Gateways and Border Crossings Fund[lxii].

**2016-17 Budgetary Financial Resources (in dollars) – For Program**

| Main Estimates | Planned Spending | Total Authorities Available for Use | Actual Spending (authorities used) | Difference (planned minus actual) |
|---|---|---|---|---|
| 259,603,003 | 259,603,003 | 259,532,214 | 158,636,456 | 100,966,547 |

**2016-17 Human Resources (Full–time Equivalents (FTEs)) – For Program**

| Planned | Actual | Difference (planned minus actual) |
|---|---|---|
| 19 | 14 | 5 |

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[11] A sunsetting Program means that a Program's operations have a planned end date and are gradually being wound down.

**Results Achieved – For Program**

| Expected Results | Performance Indicators | Target | Date to Achieve Target | 2016-17 Actual Results | 2015-16 Actual Results | 2015-14 Actual Results |
|---|---|---|---|---|---|---|
| **1.2 Gateways and Corridors** | | | | | | |
| Gateways and corridors are efficient | Total average landside transit time (number of days) of international containerized freight using Canada's strategic gateways and trade corridors | 7.0 days of average landside transit with a standard deviation of 0.4 days | March 2017 | 6.8 days with standard deviation of 0.5 days | Average of 8.4 days with standard deviation of 1.1 days | Average of 9.0 days, standard deviation of 1 day |

Information on Transport Canada's lower-level programs is available on our website and in the TBS InfoBase.

**Response to Evaluations**

Even though the Asia-Pacific Gateway and Corridor Transportation Infrastructure and Gateways and Border Crossings Funds are sunsetting, the 2017 evaluations of these two funding programs show there is an ongoing need to invest in critical trade-related transportation infrastructure. Transport Canada has efficiently delivered Gateways and Trade Corridors-related Infrastructure programming, which continues to align with federal and departmental priorities. The National Trade Corridors Fund announced in Budget 2017 will continue to address infrastructure needs across Canada in support of international trade.

**Program 1.3:  Transportation Infrastructure**

**Description:**  The Transportation Infrastructure Program oversees, funds and manages multimodal transportation infrastructure under Transport Canada's mandate to improve efficiency and service delivery for the benefit of Canadian taxpayers. The Program acts as the steward of certain commercial transportation assets operated by third parties on behalf of the federal government (airport authorities, port authorities, bridges under federal authority, VIA Rail, St. Lawrence Seaway Management Corporation[lxiii], Marine Atlantic[lxiv]); provides funding for Canada's strategic transportation infrastructure to support federal objectives; and develops transportation infrastructure policy through consultation with stakeholders. It also manages Transport Canada ports and airports, supports essential services in remote communities, manages legacy commitments, and divests assets where possible.

**Results**

In Transport Canada's 2016-17 Report on Plans and Priorities, the Transportation Infrastructure Program, along with our lower level Sub-Programs, identified a number of key Planning Highlights. During the 2016-17 fiscal year, our Program recorded the following achievements as we:

- Implemented the Asset Management Strategy for Transport Canada-owned and operated ports. This approach supports the transfer of these facilities to local and private interests who are better positioned to operate them. Under the [Ports Asset Transfer Program](#)[lxv], we:
  - o successfully transferred two port facilities (Liverpool in Nova Scotia and Cornwall in Ontario);
  - o demolished one port facility in Quebec (Vieux Fort); and
  - o continued working with interested parties for potential future transfers at a number of port facilities; and
- Worked with [Parks Canada](#)[lxvi] to expedite the transfer of an additional 2,100 hectares (5,200 acres) of surplus lands in support of the [Rouge National Urban Park](#)[lxvii]. This included completing necessary due diligence.

We also secured $278.3 million over five years in [Budget 2017](#), for the continued safe and reliable operations of the following three ferry services:

1) Saint John, New Brunswick - Digby, Nova Scotia;
2) Cap-aux-Meules, Quebec - Souris, Prince Edward Island; and
3) Wood Islands, Prince Edward Island - Caribou, Nova Scotia.

**Lessons Learned**

We have taken steps to strengthen our oversight of vessel maintenance in view of the unexpected repairs to the ferry vessel MV Holiday Island in the summer of 2016. The MV Holiday Island is one of two vessels providing service between Wood Islands, Prince Edward Island and Caribou, Nova Scotia.

**2016-17 Budgetary Financial Resources (in dollars) – For Program**

| Main Estimates | Planned Spending | Total Authorities Available for Use | Actual Spending (authorities used) | Difference (planned minus actual) |
|---|---|---|---|---|
| 415,437,562 | 415,437,562 | 477,401,056 | 407,475,290 | 7,962,272 |

**2016-17 Human Resources (Full–time Equivalents (FTEs)) – For Program**

| Planned | Actual | Difference (planned minus actual) |
|---|---|---|
| 217 | 222 | (5) |

**Results Achieved – For Program**

| Expected Results | Performance Indicators | Target | Date to Achieve Target | 2016-17 Actual Results | 2015-16 Actual Results | 2015-14 Actual Results |
|---|---|---|---|---|---|---|
| **1.3 Transportation Infrastructure** | | | | | | |
| Federally funded infrastructure is operational | Percentage of federally funded transportation infrastructure that meets annually established operational targets | 100% | March 2017 | 100% | 100% | 95% |

Information on Transport Canada's lower-level programs is available on our website and in the TBS InfoBase.

**Response to Evaluations**

**Name of the Evaluation:** Evaluation of the Airports Operations and Maintenance Subsidy Program

**Response:** The evaluation demonstrated that the Airport Operations and Maintenance Subsidy Program:

- Continues to address a need;
- Aligns with federal policy parameters for funding airports set out in the National Airports Policy; and
- Achieved its expected outcomes related to operations, safety and airport certification.

As a result of the findings, the Evaluation demonstrated that our plans and operations are on track and do not require adjusting.

# Strategic Outcome 2:  A Clean Transportation System

Transport Canada promotes a clean transportation system in Canada. This Strategic Outcome: advances the federal government's environmental agenda in the transportation sector and complements other federal programs designed to reduce air emissions to protect the health of Canadians and the environment for generations to come; protects the marine environment by reducing the pollution of water from transportation sources; and fulfills Transport Canada's responsibilities in working towards a cleaner and healthier environment with regard to its own operations.

The following Programs support this Strategic Outcome:

## Program 2.1:  Clean Air from Transportation

**Description:**  Transport Canada's Clean Air from Transportation Program advances the federal government's environmental agenda in the transportation sector and complements other federal programs designed to reduce air pollutant and greenhouse gas emissions (GHG) to improve the health of Canadians and the environment for generations to come. The Program: regulates air pollutant and/or greenhouse gas emissions from the air, marine and rail sectors; and implements Transport Canada's Clean Air Program obligations and commitments.

**Results**

In Transport Canada's 2016-17 Report on Plans and Priorities, the Clean Air from Transportation Program, and level Sub-Programs identified a number of key Planning Highlights. During the 2016-17 fiscal year, our Program recorded the following achievements as we:

- Supported, through the Clean Rail Academic Grant Program[lxviii], academic research programs currently developing technologies and practices focussed on proactive

and evidence based policy and regulatory development, and aimed at reducing air emissions from the rail sector. Research projects included investigating emissions reduction with the use of biodiesel fuel, railway electrification and ultra-low sulphur diesel fuel. Highlights of the ten university research projects funded included:
  o Developing a wireless charging system for an electric rail system;
  o Creating a more efficient hydrogen fuel cell; and
  o Encouraging the commercialization of biofuel from wood pulp and electrical energy storage;
- Led the Government of Canada's work supporting the development of new Standards and Recommended Practices at the:
  o International Civil Aviation Organization, including:
    ▪ Finalizing a carbon dioxide ($CO_2$) standard for new aircraft and a non-volatile particular matter (nvPM) mass standard for aircraft engines and an agreement on the framework of the Carbon Offsetting and Reduction Scheme for International Civil Aviation[lxix].
    ▪ Beginning work on the domestic implementation of these standards into our Canadian Aviation Regulations[lxx], including the completion of:
      • Sampling two Pratt & Whitney Canada aircraft engines to gather emissions data for small aircraft engines; and
      • Targeting research projects on calibration and measurement to support the development of new nvPM standards; and
  o International Maritime Organization[lxxi] (IMO), including:
    ▪ Reaching an agreement to develop a comprehensive IMO strategy for reducing greenhouse gas emissions from ships, as well as to confirm 2020 as the coming into force date of a stricter global cap on the maximum allowed sulphur content in marine fuel;
    ▪ Reaching an agreement on a timeline for completing IMO's black carbon[12] work plan; and,
    ▪ Adopting a mandatory ship fuel oil consumption and activity data collection system for international shipping;
- Released the 2015 Annual Report[lxxii] prepared under Canada's Action Plan to Reduce Greenhouse Gas Emissions from Aviation[lxxiii];
- Addressed greenhouse gas emissions and air pollutant emissions from the rail sector by:
  o Publishing proposed Locomotive Emissions Regulations in the Canada Gazette, Part I that will:
    ▪ Limit air contaminant emissions from locomotives; and
    ▪ Align Canada with the emission standards set out in the United States' regulations;
  o Releasing the 2014 Locomotive Emissions Monitoring Report[lxxiv] prepared under the voluntary agreement with the Canadian rail industry;
  o Working with other government departments to begin developing a multi-departmental tracking tool that will allow us to:
    ▪ Monitor technology development and uptake beyond the end of a research and development project;
    ▪ Better measure the long-term return on government research and development investments; and

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[12] Black carbon is defined as the most strongly light-absorbing component of fine particulate matter, and is formed by the incomplete combustion of fossil fuels, biofuels and biomass.

- Facilitate the coordination of clean technology activities;
- Contributed to the development of the [Pan-Canadian Framework on Clean Growth and Climate Change](#) by analyzing and modelling complementary measures, in collaboration with other departments, provinces and territories;
- Worked with the U.S. [National Highway Traffic Safety Administration](#)[lxxv] and the [United Nations World Forum for the Harmonization of Vehicle Regulations](#)[lxxvi], to develop and update international regulations related to electric vehicle safety;
- Co-hosted with [Defence Research and Development Canada](#)[lxxvii], a stakeholder workshop on connected vehicle and automated vehicle technologies to:
  - Build technical capacity amongst federal-provincial-territorial transportation officials on issues such as cybersecurity, privacy and technology readiness
  - Help Canada prepare for the introduction of these technologies;
- Successfully delivered 25 advanced vehicle technology testing and evaluation projects under the [ecoTECHNOLOGY for Vehicles (eTV) Program](#)[lxxviii] to address air pollutant and greenhouse gas emissions including:
  - Canada's first [Cooperative Truck Platooning Testing](#)[lxxix] at Transport Canada's Motor Vehicle Test Centre in collaboration with the U.S. [Department of Transportation](#)[lxxx] and U.S. [Federal Highways Administration](#)[lxxxi]; and
  - Research related to developing global standards for electric vehicle battery durability; and
- Provided funding, via the [Shore Power Technology for Ports Program](#)[lxxxii], for installing marine shore power facilities at Canadian ports, including:
  - Two projects at the [Port of Vancouver](#) for container ships; and
  - One project at the [Port of Montreal](#) for cruise ships.

**2016-17 Budgetary Financial Resources (in dollars) – For Program**

| Main Estimates | Planned Spending | Total Authorities Available for Use | Actual Spending (authorities used) | Difference (planned minus actual) |
|---|---|---|---|---|
| 12,017,045 | 12,017,045 | 34,380,387 | 21,245,675 | (9,228,630) |

**2016-17 Human Resources (Full–time Equivalents (FTEs)) – For Program**

| Planned | Actual | Difference (planned minus actual) |
|---|---|---|
| 15 | 62 | (47) |

**Results Achieved – For Program**

| Expected Results | Performance Indicators | Target | Date to Achieve Target | 2016-17 Actual Results | 2015-16 Actual Results | 2015-14 Actual Results |
|---|---|---|---|---|---|---|
| **2.1 Clean Air from Transportation** | | | | | | |
| Measurement of the intensity of greenhouse gas (GHG) emissions in the transportation sector | Percentage of transportation sector emissions covered by annual reporting on the GHG emission intensity of transportation (as measured in grams per unit of activity) | 100% | March 2020 | 100% | N/A | N/A |

Information on Transport Canada's lower-level programs is available on our website and in the TBS InfoBase.

### Program 2.2:  Clean Water from Transportation

**Description:**  The Clean Water from Transportation Program protects the marine environment by reducing the pollution of water from transportation sources. This Program: regulates and monitors the release and impact of discharges from marine vessels into the marine environment; regulates ballast water; and contributes to setting domestic and international rules that govern limits to liability of marine pollution incidents. This Program also: advances the federal government's clean water agenda in the transportation sector; and complements other federal programs designed to protect the marine environment for the health of Canadians and the environment for generations to come. This Program also represents Canada in discussions to set international standards to prevent pollution from vessels operating in Canada's waters and addresses the threat of aquatic invasive species.

### Results

In Transport Canada's 2016-17 Reports on Plans and Priorities, the Clean Water from Transportation Program, along with its lower level Sub-Programs, identified a number of key Planning Highlights. During the 2016-17 fiscal year, our Program recorded the following achievements as we:

- Identified future strategic requirements in the North, with a focus on transportation services and infrastructure that will strengthen safe and environmentally responsible transportation for all modes. We did this by continuing to work with the Canadian Coast Guard and the Canadian Hydrographic Service on:
  - Developing the Northern Marine Transportation Corridors Initiative; and
  - Supporting  its adoption as a government-wide strategic policy framework to prioritize federal investments and services affecting marine transportation in Canada's arctic waters;
- Worked towards amending the Navigation Safety Regulations[lxxxiii] so the Automatic Identification System (AIS) carriage requirements apply to a greater number of vessels. We held national and regional consultations on our proposed changes so Canada's Navigation Safety Regulations align with current St. Lawrence Seaway and United States regulatory AIS requirements;
- Monitored and analyzed domestic and international developments related to water pollution, for potential impacts on the transportation sector, departmental policies and legislative authorities by:
  - Undertaking stakeholder consultations across Canada to:
    - Identify legislative, program and policy measures to address abandoned, derelict and wrecked vessels; and
    - Study the impact on vessel owners and Canadians consenting to be bound by the requirements of the Nairobi International Convention on the Removal of Wrecks, 2007[lxxxiv];
    These consultations are part of the Oceans Protection Plan, which includes provisions for a comprehensive, national strategy to address abandoned, derelict and wrecked vessels;
  - Working via the Arctic Council's[lxxxv] Emergency Prevention, Preparedness and Response Working Group[lxxxvi] to improve the level of preparedness and

response to marine-related incidents and emergencies (e.g., a marine oil spill) in small Arctic communities; and

- o Working with the [Centre of Documentation, Research and Experimentation on Accidental Water Pollution](#)[lxxxvii] in France, which introduced an operational guide to strengthen our department's level of preparedness and response to hazardous and noxious substance marine spills;
- Continued to work with domestic and international stakeholders to update Canada's regulations for the management of ballast water by:
  - o Creating a government-industry working group to inform how Canada brings the [International Convention for the Control and Management of Ships' Ballast Water and Sediments](#)[lxxxviii] into force in Canada;
  - o Internationally, through the [International Maritime Organization](#), by successfully proposing ways to build confidence in systems that treat ballast water on board ships; and
  - o Given our shared waters, working with the U.S. Government to encourage a mutually beneficial approach to managing ballast water, even though the U.S. is not party to the International Convention; and
- Helped promote a safe and environmentally responsible marine transportation system, which advances economic development by:
  - o Supporting the [Clear Seas Centre for Responsible Shipping](#)[lxxxix], whose mandate is to be an independent source of information on best practices on the marine transportation of oil and liquefied natural gas, and [Ocean Networks Canada](#)[xc] (ONC), to enable them to transform their oceanographic data into navigational safety information by:
    - Contributing up to $20 million to ONC, which enabled them to:
      - Install oceanographic radars to measure ocean surface currents and vessel movements across the 5 highest traffic locations along the British Columbia coastline;
      - Install and commission ocean observatories at three new locations in British Columbia (Prince Rupert, Campbell River and Kitamaat Village); and
      - Provide a range of informational and data products to support safe and responsible marine shipping; and
    - Contributing $3.7 million to the operation of the Clear Seas Centre for Responsible Shipping;
  - o Strengthening and modernizing the [Environmental Response Program](#)[xci], by increasing the number of staff in several regions of the country and by developing new policies and training courses. This helped us exceed our planned number of compliance inspections and enforcement actions to address non-compliance for the year, as we:
    - Planned to review 47 Oil Handling Facilities (OHF) emergency plans, but actually completed 137;
    - Planned on conducting 72 OHF inspections, but actually completed 83; and
    - Planned to monitor/evaluate 19 operational exercises conducted by the OHF, but actually completed 46;
  - o Completing the Area Response Planning (ARP) initiative pilot project in four locations, including:
    - The Southern portion of British Columbia;
    - The St. Lawrence area from Montreal to Anticosti Island, Quebec;

- Port Hawkesbury and the Strait of Canso, Nova Scotia; and
- Saint John and the Bay of Fundy, New Brunswick.

The ARP addressed a number of gaps in the Canadian ship-source oil spill preparedness and response regime, most notably the:

- Lack of regional risk assessments in the planning process;
- Limited information on ecological and socio-economic factors; and
- Absence of a mechanism to regularly examine the response capacity available for ship-source oil spills.

The ARP pilot project successfully assessed a full range of scenarios, including looking at worst-case scenarios (e.g., the complete loss of a tanker and its cargo oil) and addressed the capacity of response organizations and the Canadian Coast Guard to respond to oil spills; and

- Continuing to use the National Aerial Surveillance Program[xcii] to help prevent and support response to ship-source spill pollution as we:
  - Provided aerial surveillance of waters under Canadian jurisdiction to monitor shipping activities;
  - Flew a total of 2,068 patrol hours;
  - Visually observed/overflew 12,461 vessels and monitored 204,880 vessels using the Automatic Identification System;
  - Completed an average of six vessel overflights per hour; and
  - Observed 246 pollution incidents during patrols, of which:
    - 26 were of a known source; and
    - 220 were from unknown/suspected sources, where the source could not be positively identified.

  The total volume of oil we observed from these incidents was 2,878 litres, which included 8 offshore spills.

**Lessons Learned**

Given the success of the Area Response Planning (ARP) initiative pilot project to address a number of gaps in the Canadian ship-source oil spill preparedness and response regime, we are currently evaluating what we learned to determine next steps for the ARP initiative.

**2016-17 Budgetary Financial Resources (in dollars) – For Program**

| Main Estimates | Planned Spending | Total Authorities Available for Use | Actual Spending (authorities used) | Difference (planned minus actual) |
|---|---|---|---|---|
| 29,181,758 | 29,181,758 | 27,036,666 | 24,307,579 | 4,874,179 |

**2016-17 Human Resources (Full–time Equivalents (FTEs)) – For Program**

| Planned | Actual | Difference (planned minus actual) |
|---|---|---|
| 82 | 78 | 4 |

**Results Achieved – For Program**

| Expected Results | Performance Indicators | Target | Date to Achieve Target | 2016-17 Actual Results | 2015-16 Actual Results | 2014-15 Actual Results |
|---|---|---|---|---|---|---|
| **2.2 Clean Water from Transportation** | | | | | | |
| Prevention of pollution in the marine environment from vessels operating in waters under Canadian jurisdiction | Number of releases of harmful pollutants in the marine environment by vessels identified by pollution patrol and other means | 17 | March 2017 | 26 | 50 | 37 |

**Explanation of Variance**

The Department cannot control the number of ship-source spills the National Aerial Surveillance Program (NASP) identifies. However, once a NASP crew detects spills, we analyze and report them to the appropriate authorities.

While the number of spills observed have exceeded the target the past three years, the estimated volume of spills has decreased. This is because improved technologies in recent years now allow our crews to detect smaller spills.

**Response to Evaluations**

**Name of the Evaluation:** Horizontal Implementation Review of the World Class Prevention, Preparedness and Response for Oil Spills from Ships Initiative

**Response:** We have fully implemented the recommendations stated within the evaluation's Management Action Plan.

The Oceans Protection Plan includes significant investments in science initiatives that build on the earlier World-Class Tanker Safety System science initiatives. In response to those recommendations, we established a centralized team within our department that will oversee and track the various initiatives across all the departments.

**Program 2.3:  Environmental Stewardship of Transportation**

**Description:**  The Environmental Stewardship of Transportation Program fulfills Transport Canada's responsibilities in working towards an environmentally responsible and resilient national transportation system for Canadians by ensuring compliance with the Department's environmental obligations in relation to Acts, Regulations, Policies and Guidelines, and the department's obligations towards Aboriginal peoples. The Program: ensures that Transport Canada's lands and facilities are managed in an environmentally responsible manner in compliance with federal legislation and policies; provides functional support for environmental assessments, including for major resource projects; manages contaminated sites; advises on Aboriginal consultation, engagement and treaty negotiations and implementation; and seeks to increase the national transportation system's resilience to the current and anticipated future climate and extreme weather events.

**Results**

In Transport Canada's 2016-17 Report on Plans and Priorities, the [Environmental Stewardship of Transportation Program](#) identified a number of key Planning Highlights. During the 2016-17 fiscal year, our Program recorded the following achievements as we:

- Contributed to Government of Canada initiatives to improve the regulatory framework of major projects throughout Canada by being involved in:
  - 81 of 100 projects under review with the [Canadian Environmental Assessment Agency](#)[xciii] and the [Major Projects Management Office](#)[xciv]; and
  - 29 of 34 projects with the [Northern Projects Management Office](#)[xcv] that are either in the pre-application phase or under review;
- Took steps to better understand climate- and weather-related risks facing the Canadian transportation sector by:
  - Working with [Natural Resources Canada](#) to finalize the "[Climate Risks and Adaptation Practices for the Canadian Transportation Sector 2016](#)[xcvi]" report, which:
    - Presented the current state of knowledge about climate risks, opportunities and adaptation practices for the Canadian transportation sector; and
    - Involved engaging with over 200 Canadian expert reviewers to develop the final report; and
  - Completing, in cooperation with our territorial counterparts, vulnerability assessments of three northern airports to the impacts of climate change;
- Completed the The Rock Bay remediation project, and sold the property to the Esquimalt Nation and the Songhees Nation as part of our department's contributions to the [Federal Contaminated Sites Action Plan](#)[xcvii], where we:
  - Removed contaminated sediments from the Bay and foreshore;
  - Backfilled the Bay to its original grade; and
  - Restored the shoreline; and
- Supported the development of an integrated process to ensure that legislative and regulatory instruments are modern, streamlined and effective by:
  - Making submissions and responding to requests from the "[expert panel](#)[xcviii]" tasked with reviewing federal environmental assessment processes; and
  - Contributing to the "Whole-of-Government" (i.e., across multiple departments) approach to developing an integrated consultation regulatory review process, so that the Government of Canada can enact multiple changes at the same time (e.g., reviewing the [Canadian Environmental Assessment Act, 2012](#)[xcix], the [Navigation Protection Act](#) and [Fisheries Act](#)[c], and examining the modernization of the [National Energy Board](#)[ci]). This ensures related legislative and regulatory instruments remain effective because we modernize and streamline them simultaneously.

**2016-17 Budgetary Financial Resources (in dollars) – For Program**

| Main Estimates | Planned Spending | Total Authorities Available for Use | Actual Spending (authorities used) | Difference (planned minus actual) |
|---|---|---|---|---|
| 13,132,224 | 13,132,224 | 61,411,655 | 35,517,316 | (22,385,092) |

## 2016-17 Human Resources (Full–time Equivalents (FTEs)) – For Program

| Planned | Actual | Difference (planned minus actual) |
|---------|--------|-----------------------------------|
| 115 | 108 | 7 |

## Results Achieved – For Program

| Expected Results | Performance Indicators | Target | Date to Achieve Target | 2016-17 Actual Results | 2015-16 Actual Results | 2014-15 Actual Results |
|---|---|---|---|---|---|---|
| **2.3 Environmental Stewardship of Transportation** | | | | | | |
| a) Compliance with Transport Canada's obligations in relation to Acts, regulations, policies and guidelines | Percentage of Departmental commitments achieved under the [Federal Sustainable Development Strategy](cii) (FSDS) | 100% | March 2017 | 100% | 100% | 100% |
| b) Compliance with Transport Canada's obligations in relation to Acts, regulations, policies and guidelines | Number of instances where Transport Canada was not in compliance with applicable environmental legislation | 0 | March 2017 | 0 | 0 | 0 |
| c) Compliance with Transport Canada's obligations in relation to Acts, regulations, policies and guidelines | Number of instances Transport Canada was found to have failed to meet its legal duty to consult Aboriginal groups | 0 | March 2017 | 0 | 0 | 0 |
| d) Strengthen Transport Canada's adaptation knowledge and capacity and improved integration of climate considerations into decision-making | Percentage of actions from the Climate Change Adaptation Plan that have been implemented, for which expected results were achieved | 100% | March 2017 | 92%[13] | N/A | N/A |

### Explanation of Variance

**For 2.3d):** 24 of the Climate Change Adaptation Plan's 26 commitments were completed by the Plan's end date of 2015-16. One commitment was delayed due to legislative amendments, another was superseded by another project. Originally, the Plan included 28 commitments, however, two did not proceed as responsibility for the initiatives shifted to another department.

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[13] Data is from 2015-16 as there is a one year lag time to tabulate and report on the result for this indicator. This is a new indicator for 2016-17. Therefore, results for prior years are not available/applicable.

# Strategic Outcome 3: A Safe and Secure Transportation System

A safe and secure transportation system moves people and goods across Canada and to international destinations, without loss of life, injury or damage to property. Transport Canada supports a safe and secure transportation system by influencing the behaviour of the public and industry through policies, standards, regulations and laws. Harmonized and streamlined regulatory regimes, informed by the practices of multiple countries and stakeholders, promote effective, safe and secure transportation operations and a sound safety and security culture. Transport Canada ensures that Canadians and the transportation industry are in compliance with the regulatory framework through its oversight program.

The following Programs support this Strategic Outcome:

## Program 3.1: Aviation Safety

**Description:** The Aviation Safety Program, under the authority of the Aeronautics Act[ciii], develops, administers and oversees the policies, regulations and standards necessary for the safe conduct of civil aviation within Canada's borders, including establishment of safety standards for the design and manufacture of aeronautical products in a manner harmonized with international standards. The Program: fosters the safety of the aviation system; provides oversight of the aviation sector; and enforces international conventions signed by Canada. It also provides aviation services and related training to support Transport Canada and other government department operations.

**Results**

In Transport Canada's 2016-17 Report on Plans and Priorities, the Aviation Safety Program, along with our lower level Sub-Programs and Sub-Sub-Programs, identified a number of key Planning Highlights. During the 2016-17 fiscal year, our Program recorded the following achievements as we took measures to strengthen aviation safety in Canada by:

- Pursuing opportunities for regulatory changes associated with approach and landing phases of flight, with an emphasis on unstable approaches and runway overruns. We did so by pre-publishing and providing a public consultation period, for proposed amendments to the Canadian Aviation Regulations in the Canada Gazette[civ], Part I, for:
  - Seaplane Operations, which requires occupants of commercial seaplanes to wear a flotation device and introduces mandatory emergency underwater exit training for commercial seaplane pilots;
  - Minimum Take-off Performance, which requires commuter aeroplanes providing scheduled service for ten to 19 passengers to meet the take-off certification performance requirements; and
  - Airport Winter Maintenance, which requires airport operators to develop standardized procedures related to the winter maintenance of their runways;

  We expect these proposed amendments will be adopted and published in Canada Gazette, Part II in the fall of 2017;
- Taking steps to strengthen regulations, standards and guidance material related to human performance including fatigue and Crew Resource Management (CRM) by:

- o Starting the regulatory amendment process for "Flight Crew Fatigue Management", which will reduce the maximum duty day and increase the minimum rest periods for flight crew. We then prepared for the anticipated publishing of the amendment into the Canada Gazette, Parts I and II in 2017-18; and
  - o Preparing for a future CRM industry briefing, which focussed on applying the new standards;
- Redirecting our focus from developing a safety promotion and education program on reducing the risks of Loss of Control In-Flight, towards an emerging priority related to mental health and substance abuse disorders. As a result, we designed and developed a "Fit to Fly" program for the aviation and aerospace sectors to address:
  - o Pilot mental health and wellness challenges; and
  - o Recent incidents, both in Canada and abroad, of pilots reporting for duty under the influence of alcohol.

  We consulted with industry and medical professionals to develop a program that we launched in the spring of 2017; and
- Continuing to collaborate regionally and internationally on the development of regulations, standards and strategies for Unmanned Aircraft Systems (UAS)[14], that are consistent with:
  - o The International Civil Aviation Organization (ICAO), where we have an active representative at ICAO on UAS initiatives; and
  - o The United States' Federal Aviation Administration[cv].

  **Note:** We are members on various UAS panels and advisory and working groups that:
  - o Continue long-term work to develop standards and recommended practices for UAS;
  - o Released a UAS toolkit in December 2016, to make aviation authorities around the world aware of safety awareness best practices and approaches to governance;
  - o Strengthen information-sharing; and
  - o Identify future opportunities for collaboration surrounding UAS research and development and the sharing of UAS safety best practices.

In addition, our Aircraft Services Directorate:

- Completed the introduction of two new helicopter fleets and decommissioned two old fleets for the Canadian Coast Guard;
- Entered into a maintenance and repair services agreement with the Department of National Defence[cvi] for our military's Griffon helicopters; and
- Were key contributors to:
  - o Helping with the fuel spill resulting from the sinking of the Nathan E. Stewart vessel along the coast of British Columbia; and
  - o The monitoring and evacuation efforts surrounding the spring flooding in Ontario and Quebec.

## Lessons Learned

Our Program's 2016-17 lessons learned relate to Evaluation #2 outlined below.

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[14] Unmanned Aircraft Systems were formerly referred to as Unmanned Air Vehicles (UAVs), including within the 2016-17 Report on Plans and Priorities.

**2016-17 Budgetary Financial Resources (in dollars) – For Program**

| Main Estimates | Planned Spending | Total Authorities Available for Use | Actual Spending (authorities used) | Difference (planned minus actual) |
|---|---|---|---|---|
| 179,090,581 | 179,090,581 | 176,170,682 | 160,176,146 | 18,914,435 |

**2016-17 Human Resources (Full–time Equivalents (FTEs)) – For Program**

| Planned | Actual | Difference (planned minus actual) |
|---|---|---|
| 1,732 | 1,470 | 262 |

**Results Achieved – For Program**

| Expected Results | Performance Indicators | Target | Date to Achieve Target | 2013-14 Actual Results | 2014-15 Actual Results | 2015-16 Actual Results |
|---|---|---|---|---|---|---|
| **3.1 Aviation Safety** | | | | | | |
| A safe civil aviation system | Number of accidents per 100,000 hours of flight. Rolling 10-year average to be compared to the target. (Target is based on the previous 10-year average.)<br><br>(Improvement = decrease) | 3% reduction in the rate as compared to the 10-year rolling average (10 year rolling average currently at 5.8) | December 2016 | 5.2 (preliminary data) | 5.4 | 5.5 |

Information on Transport Canada's lower-level programs is available on our website and in the TBS InfoBase.

**Response to Evaluations**

**Evaluation #1**

**Name of the Evaluation:** Grant to the International Civil Aviation Organization (ICAO) for Cooperative development of Operational Safety and Continuing Airworthiness Program (COSCAP)

**Description:** The Government of Canada has provided financial and technical support to the COSCAP since its inception. This is done through ICAO's Technical Cooperation Bureau. Since 2003, we have supported the COSCAP initiative for North Asia (NA), which includes:

- The People's Republic of China;
- The Democratic People's Republic of Korea (North Korea);
- The Republic of Korea (South Korea); and
- Mongolia.

**Results:** Our department's internal Evaluation and Advisory Services team conducted an evaluation of the grant program, which we published in July 2016. The evaluation found that there is an ongoing need for the program due to the increasing economic and air traffic

growth in North Asia. Without the grant to ICAO, Canada would be removed from the international discussions under the COSCAP. This could:

- Affect Canadians traveling to this sub-region; and
- Reflect negatively on Transport Canada's collaboration efforts in international aviation safety.

**Response:** The evaluation concluded that there are no recommendations for consideration in a Management Action Plan.

**Evaluation #2**

**Name of the Evaluation:** [Payments to other governments or international agencies for the operation and maintenance of airports, air navigation and airways facilities](#) (DEN-ICE Agreement)

**Description:** The Den-Ice Agreements were established in 1956 to cover the operation and funding of facilities and services Denmark and Iceland provide to civil aircraft flying across the North Atlantic (north of 45º N latitude). These facilities are in Greenland, Iceland and the Faroe Islands. The Den-Ice Agreements have evolved over time and Canada has been a signatory since 1956.

**Results:** We published the evaluation of the contribution program in July 2016. The evaluation found that there is a continuing need for the Program, as Canadian air traffic in the North Atlantic is on the rise, and that despite the growth in overall air traffic in the region covered by the Agreement, the Program achieved its safety outcomes, noting that there were no fatal accidents during the evaluation period.

The evaluation recommended that:

- We track annual air traffic data in the North Atlantic and ensure that Transport Canada (TC) pays its fair share of the Agreements based on the number of Canadian aircraft crossing the region; and
- TC should consider reducing the Program's budget to better align with actual spending.

**Response:** Through a TC "Management Action Plan" commitment, we now validate the number of Canadian aircraft crossings and the corresponding financial figures on an annual basis using data published by ICAO in Working Papers[15].

Although data for Canada indicate that crossings in 2016 were up 11.5% for a total of 29,020 crossings north of 45°N latitude, the adjusted 2017 forecast anticipates further increases in demand. The forecasted increase in demand for 2017 does not indicate a need to reduce the Program budget at this time.

## Program 3.2: Marine Safety

**Description:** The Marine Safety Program, under the authority of the [Canada Shipping Act, 2001](#)[cvii], the [Navigation Protection Act](#), the [Safe Containers Convention Act](#)[cviii], the [Pilotage](#)

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[15] This is our Program's lesson learned.

Act, the Coasting Trade Act[cix] and the Arctic Waters Pollution Prevention Act[cx], develops, implements and administers policies, regulations and standards necessary for the safe conduct of marine activities in a manner harmonized with international standards.

The Program: fosters the safety of the marine transportation system; provides oversight of the marine industry, including domestic and foreign vessels (both non-pleasure craft and pleasure craft); enforces international conventions signed by Canada; protects the public right to navigate on Canadian waterways; regulates lights or markers required for safe navigation during and/or on completion of certain works; regulates the placement of private buoys as per the Private Buoy Regulations[cxi] of the Canada Shipping Act, 2001; and acts as the Receiver of Wreck as per the Canada Shipping Act, 2001, Part 7.

**Results**

In Transport Canada's 2016-17 Report on Plans and Priorities, the Marine Safety Program, along with our lower level Sub-Programs, identified a number of key Planning Highlights. During the 2016-17 fiscal year, our Program recorded the following achievements as we:

- Strengthened links between international engagement, domestic consultations and regulatory development by:
  - Identifying strategic engagement opportunities with international forums, including the:
    - International Maritime Organization (IMO);
    - Organization of American States[cxii]; and
    - Asia-Pacific Heads of Maritime Safety Agencies[cxiii] (APHoMSA).
    These opportunities allow us to contribute to the development of maritime policy and work with these organizations to establish international standards we can adopt into our own marine safety regulations; and
  - Announcing that Canada will be hosting the 21st APHoMSA session in 2020;
- Implemented and/or prepared new regulations aimed at improving fishing vessel safety, vessel construction and equipment standards, and vessel safety certification and inspection oversight by:
  - Advancing work on formulating the new Vessel Construction and Equipment Regulations, including for vessels using liquefied natural gas and compressed natural gas as fuel, by developing a draft policy setting out:
    - Interim requirements for natural gas fuelled vessels; and
    - How the International Code of Safety for Ships using Gases or other Low Flashpoint Fuels[cxiv] (IGF code) will be applied to Canadian vessels;
  - Introducing changes to the Fishing Vessel Safety Regulations that:
    - Require all small fishing vessels to have written safety procedures;
    - Provide a range of life saving appliance choices for the operator depending on the vessel length and voyage duration; and
    - Make changes to the requirements for stability assessments, as well as for new stability notices.
    In preparation of the coming into force of the Fishing Vessel Safety Regulations, we also:
    - Prepared education and awareness material for the marine industry;
    - Developed program tools for our team; and
    - Provided training to our inspectors; and
  - Conducting outreach and engagement activities for the newly amended Fishing Vessel Safety Regulations with:

- ▪ FishSafe BC[cxv] about implementing the newly amended Regulations; and
- ▪ The fishing community at regional Atlantic, Pacific and Quebec Canadian Marine Advisory Council[cxvi] sessions.

  **Note:** Work on the Vessel Safety Certificate Regulations, now called the Vessel Certificates Regulations, did not advance due to changes in departmental priorities;

- Brought the Vessel Fire Safety Regulations[cxvii] into force on February 3, 2017, replacing the Fire Detection and Extinguishing Equipment Regulations[cxviii]. For new vessels more than 24 metres long, the requirements of these regulations harmonize with the international requirements in the Safety of Life at Sea Convention[cxix]. We are developing material for training inspectors on how to use the new Regulations;

- Supported the progressive implementation of the IMO's Polar Code[cxx], which came into force on January 1, 2017, by:
  - o Advancing work with Canadian Arctic operators, regarding the applicable provisions of the Code into Canada's Arctic shipping regulatory regime, by drafting and reviewing instructions for the proposed Arctic Shipping Safety and Pollution Prevention Regulations. These are designed to replace the Arctic Shipping Pollution Prevention Regulations;
  - o Developing standards, guidelines and courses that respect Canadian principles for safety and environmental protection in the Arctic by taking the international lead in the development and subsequent approval of two critical training courses for operations in polar waters;
  - o Starting to explore options to provide funding to the IMO Technical Cooperation Committee for fiscal year 2017-18, to help other foreign governments implement the Polar Code, and consider advancing a Polar Code 'Phase II';
  - o Undertaking preliminary work to support the re-establishment of a permanent Canadian representative at the IMO, which we anticipate completing later in 2017; and
  - o Assisting with:
    - ▪ The coming into force of the Polar Code via the new Arctic Shipping Safety and Pollution Prevention Regulations, which we expect will be introduced before the end of 2018; and
    - ▪ Developing a revised Arctic Ice Regime Shipping System[cxxi] standard to describe the methodologies to use to assess a vessel's operational capabilities and limitations in icy waters;

- Maintained a consistent level of compliance and oversight activities;

- Continued to modernize our regulatory and oversight frameworks and responsiveness to stakeholder requirements by:
  - o Assembling an internal task force to conduct an in-depth review of future options for the Technical Review Process of Marine Terminal Systems and Transshipment Sites (TERMPOL[cxxii]), as part of the government's Oceans Protection Plan, including developing and amending regulations;
  - o Completing two TERMPOL Review reports[cxxiii] to ensure the marine transportation components of the projects can be carried out safely and are consistent with Canada's safety regulations and industry best practices. These included the:
    - ▪ Port of Quebec[cxxiv] Facilities Expansion Project, which concluded the project would be safe for tanker operations if the proponent follows the recommendations in the report; and

- Bear Head Liquefied Natural Gas (LNG) Project in Nova Scotia, in which we found no regulatory concerns for the proposed vessels, route and cargo operations. We did, however, propose several actions that would help provide a higher level of safety for its tanker operations;
  - o Providing input to environmental assessment and National Energy Board processes (panels) as they relate to navigation and marine safety for several energy-related projects, such as the:
    - Trans Mountain Expansion project that seeks to add new tanker loading facilities at its marine terminal; and
    - Energy East pipeline project, which is designed to bring crude oil from Alberta to an Eastern Canada refinery in Saint John, New Brunswick;
- Continued to strengthen tanker safety by developing the bill proposing a tanker moratorium on British Columbia's north coast, which was introduced in Parliament in spring 2017; and
- Implemented several initiatives under the Joint Action Plan for the Canada–U.S. Regulatory Cooperation Council[cxxv] to further harmonize Canada–U.S. regulatory regimes by:
  - o Renewing two Regulatory Cooperation Council Work Plans that built on progress made in 2015-16 and committed to continue to:
    - Strengthen bilateral regulatory cooperation with the United States Coast Guard[cxxvi] by:
      - Addressing areas for collaboration to enhance mutual regulatory effectiveness while, when possible, reducing unnecessary differences; and
      - Improving cost-effective stakeholder compliance while maintaining or increasing the overall level of maritime safety, security and environmental protection, and
    - Work with the United States Coast Guard to:
      - Coordinate, as appropriate, our marine safety, environmental stewardship and security regulatory systems, which focus on both regulations and implementation procedures for vessels in the Great Lakes and coastal waters; and
      - Identify:
        - o Mutually acceptable mechanisms and practices; and
        - o Any existing overlaps within each country's enforcement and inspection regimes; and
  - o Continuing our work on crewing issues arising from the 2010 amendments to the International Convention on Standards of Training, Certification and Watchkeeping for Seafarers[cxxvii] by making progress towards:
    - Updating the Convention's Memorandum of Understanding between the United States Coast Guard and Transport Canada Respecting the Mutual Recognition of Domestic Mariner Qualifications; and
    - Developing and implementing the future Regulations Amending the Marine Personnel Regulations.

## 2016-17 Budgetary Financial Resources (in dollars) – For Program

| Main Estimates | Planned Spending | Total Authorities Available for Use | Actual Spending (authorities used) | Difference (planned minus actual) |
|---|---|---|---|---|
| 56,814,328 | 56,814,328 | 63,914,519 | 60,034,090 | (3,219,762) |

## 2016-17 Human Resources (Full–time Equivalents (FTEs)) – For Program

| Planned | Actual | Difference (planned minus actual) |
|---|---|---|
| 553 | 554 | (1) |

### Results Achieved – For Program

| Expected Results | Performance Indicators | Target | Date to Achieve Target | 2016-17 Actual Results | 2015-16 Actual Results | 2014-15 Actual Results |
|---|---|---|---|---|---|---|
| **3.2 Marine Safety** | | | | | | |
| a) A safe marine transportation system | Number of Canadian commercial vessel (non-pleasure craft) occurrences per 1,000 vessels in the Canadian registry (five-year moving average)<br><br>(Improvement = decrease) | 2% reduction based on established two-year average | December 2016 | 24.59 = a reduction of 8.4% from the average | 30.68 | 18.6 |
| b) A safe marine transportation system | Number of pleasure craft fatalities per licensed pleasure craft (five-year average)<br><br>(Improvement = decrease) | 1% decrease based on established five-year average | December 2016 | N/A[16] | 110 | 116 |

Information on Transport Canada's lower-level programs is available on our website and in the TBS InfoBase.

**Response to Evaluations**

**Name of the Evaluation:** Horizontal Implementation Review of the World Class Prevention, Preparedness and Response for Oil Spills from Ships Initiative

**Response:** We have fully implemented the recommendations stated within the evaluation's Management Action Plan.

The Oceans Protection Plan includes significant investments in science initiatives that build on the earlier World Class Tanker Safety System science initiatives. In response to those recommendations, we established a centralized team within our department that will oversee and track the various initiatives across all the departments.

### Program 3.3:  Rail Safety

**Description:**  The Rail Safety Program, under the authority of the Railway Safety Act, develops, administers and oversees the policies and regulatory instruments necessary for the safety of railway operations in a manner consistent with North American and International safety standards/levels. The Program fosters safety within the rail transportation system and provides oversight of the rail industry. It also promotes public

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[16] National pleasure craft fatality statistics for 2016-17 are not yet available.

safety at crossings, identifies the risks of trespassing and provides funds to improve safety at grade crossings.

**Results**

In Transport Canada's 2016-17 Report on Plans and Priorities, the Rail Safety Program, along with our lower level Sub-Programs, identified a number of key Planning Highlights. During the 2016-17 fiscal year, our Program recorded the following achievements as we:

- Continued to strengthen our rail safety legislative and regulatory frameworks by:
  - o Finalizing the implementation of regulations and legislative amendments stemming from the 2013 Office of the Auditor General's report on Rail Safety[cxxviii] and the Transportation Safety Board's Lac-Mégantic Railway Investigation Report[cxxix]. We accomplished this by enacting the:
    - Railway Safety Management Systems Regulations, 2015;
    - Railway Safety Administrative Monetary Penalty Regulations;
    - Grade Crossings Regulations; and
    - Railway Operating Certificate Regulations;
  - o Issuing six monetary penalty infractions under the Administrative Monetary Penalty Regulations totalling $278,836, to address safety deficiency/violation issues; and
  - o Continuing the gradual implementation of the Grade Crossings Regulations, which were introduced in late 2014 and require full implementation by 2021. This past fiscal year, we specifically focussed on:
    - Facilitating of the information sharing portion of the regulations (between the railways and the road authorities, which required compliance by November 2016);
    - Continuing to provide guidance to all stakeholders to increase compliance and subsequently improve overall safety at crossings by:
      - Releasing a guide for railways and road authorities, which contains advice and technical guidance to determine minimum sightline requirements at grade crossings;
      - Providing an increased presence and guidance at shortline railway crossings; and
      - Mailing out information packages in September 2016 to approximately 2,000 stakeholders affected by the new regulations;
    - Completing in January 2017, the issuance of all Railway Operating Certificates to railways under federal jurisdiction;
    - Publishing the Prevention and Control of Fires on Line Works Regulations[cxxx]; and
    - Beginning to develop new and/or stronger regulations to address outstanding safety issues related to railway employee training qualifications and railway employee fatigue; and
- Improved our rail safety oversight regime by conducting audits of railways' Safety Management Systems (SMS) under the new regulatory regime of the Railway Safety Management Systems Regulations, 2015 framework, including completing:
  - o A total of 26 targeted, comprehensive or partial comprehensive audits; and
  - o 14 of the 26 as comprehensive audits, whereby we audited all components of a railway's SMS.

We are on track to complete a comprehensive audit of all railways over our targeted five year cycle.

**Lessons Learned**

Formally tracking and monitoring program outcomes is a priority area for the Government of Canada. As a result, going forward, the reduction of rail accidents, incidents and fatalities, and taking action as appropriate, will be key performance metrics that we will:

- Formally incorporate into our revised risk-based business planning methodologies; and
- Use to inform decision making and operational planning.

**2016-17 Budgetary Financial Resources (in dollars) – For Program**

| Main Estimates | Planned Spending | Total Authorities Available for Use | Actual Spending (authorities used) | Difference (planned minus actual) |
|---|---|---|---|---|
| 35,124,187 | 35,124,187 | 38,003,423 | 32,879,827 | 2,244,360 |

**2016-17 Human Resources (Full–time Equivalents (FTEs)) – For Program**

| Planned | Actual | Difference (planned minus actual) |
|---|---|---|
| 208 | 190 | 18 |

**Results Achieved – For Program**

| Expected Results | Performance Indicators | Target | Date to Achieve Target | 2016-17 Actual Results | 2015-16 Actual Results | 2014-15 Actual Results |
|---|---|---|---|---|---|---|
| **3.3 Rail Safety** | | | | | | |
| a) A safe rail transportation system | Rate of rail accidents (per million train miles) that occur on railways under federal jurisdiction (includes main-track collisions, derailments, non-main track derailments and collisions, fires/explosions and others) (five-year average)  (Improvement = decrease) | 5% reduction in the rate as compared to average of previous 5 years | December 2016 | 3.7% reduction | N/A | N/A |
| b) A safe rail transportation system | Rate of rail incidents (per million train miles) that occur on railways under federal jurisdiction (includes main-track switch in abnormal position, movement exceeds limits of authority, dangerous goods leak, crew member incapacitated, runaway rolling stock, signal less restrictive than required and unprotected overlap of authorities) (five-year average) | 5% reduction in the rate as compared to average of previous 5 years | December 2016 | 12.5% reduction | N/A | N/A |

| Expected Results | Performance Indicators | Target | Date to Achieve Target | 2016-17 Actual Results | 2015-16 Actual Results | 2014-15 Actual Results |
|---|---|---|---|---|---|---|
| | (Improvement = decrease) | | | | | |

Information on Transport Canada's lower-level programs is available on our website and in the TBS InfoBase.

**Explanation of Variance**

**For 3.3 a):** While we did not meet this target, there still was a reduction (3.7% instead of the 5% reduction target), which indicates an improvement. When conducting an analysis of the immediate- (monthly average), short- (12 month rolling average) and medium-term (five-year rolling average), the number of accidents is declining. We will continue to monitor this metric.

**Program 3.4:  Motor Vehicle Safety**

**Description:**  The Motor Vehicle Safety Program, under the authority of the Motor Vehicle Safety Act and the Motor Vehicle Transport Act[cxxxi], develops, administers and oversees the policies, regulations and standards necessary for the safety of motor vehicles and commercial vehicle operations in a manner that is harmonized with international and national standards. The Program contributes to reduced road deaths and injuries and provides safety oversight of the motor vehicle industry.

**Results**

In Transport Canada's 2016-17 Report on Plans and Priorities, the Motor Vehicle Safety Program, along with our lower level Sub-Programs, identified a number of key Planning Highlights. During the 2016-17 fiscal year, our Program recorded the following achievements as we:

- Continued to implement the Canada-United States Regulatory Cooperation Council Joint Forward Plan[cxxxii] to align new and updated light- and heavy-duty motor vehicle safety standards in Canada and the U.S. by:
  - Completing:
    - The regulatory amendments for Side Impact Protection (CMVSS 214) and Ejection Mitigation (CMVSS 226)[cxxxiii];
    - Stakeholder consultations, which took place following the Canada Gazette, Part I publication for the regulatory amendment related to Lighting (CMVSS 108) and also in preparation of Canada Gazette, Part II publication expected in December 2017;
    - The Canada Gazette, Part I publication for:
      - Rear back up cameras[cxxxiv];
      - Electronic Stability Control for heavy trucks and buses; and
      - Bus seat belt and installation requirements[cxxxv];
    - Updates to Technical Standard Document (TSD) 301[cxxxvi] to incorporate several Hydrogen Safety Global Technical Regulations[cxxxvii] (GTRs) requirements. The goals of these GTRs are:

- To develop and establish a GTR for hydrogen-fuelled vehicles that attains or exceeds the equivalent levels of safety of those for conventional gasoline fuelled vehicles; and
- Performance-based and do not restrict future technologies.
  **Note:** Development of:
  - Phase I of this GTR occurred within the [United Nations World Forum for Harmonization of Vehicle Regulations (WP.29)](#)[cxxxviii]; and
  - Phase II's development will begin in the fall of 2017.
  The existing GTRs are in [GTR No. 13](#)[cxxxix].
  - o Conducting a review to evaluate the effectiveness of existing crashworthiness standards of commercial buses;
  - o Playing an active role in developing Phase I for the electric vehicle safety GTR and agreeing to host the initial meeting for the Phase II development, scheduled for the fall of 2017; and
  - o Sharing research and standards development information on "Human Factors for Connected and Automated Vehicles" with the U.S. [National Highway Traffic Safety Administration](#). This effort allows joint Canada-U.S. regulatory development for connected and automated vehicles as part of the Regulatory Cooperation Council initiative;
- Assessed the [Motor Vehicle Safety Act](#) and governance structure to increase motor vehicle safety levels for Canadians by proposing amendments to the Act to:
  - o Improve the safety regime, by for example:
    - Giving the Minister the power to order a company to issue a recall;
    - Making companies repair a recalled vehicle at no cost to the consumer; and
    - Preventing new vehicles from being sold until they are repaired; and
  - o Provide flexibility to support innovative technologies.
  The amendments were introduced in the Senate on May 11, 2016; and
- Responded to [Transportation Safety Board recommendations for improving bus safety](#)[cxl] by:
  - o Developing preliminary guidelines to reduce the risk of driver distraction from in-vehicle video displays. These will be finalized through consultations with the [Canadian Council Of Motor Transportation Administrators](#)[cxli] and other stakeholders; and
  - o Undertaking a review of technical and scientific studies on the accuracy and limitations of commercial vehicle event data recorders[17] for commercial vehicles.

## 2016-17 Budgetary Financial Resources (in dollars) – For Program

| Main Estimates | Planned Spending | Total Authorities Available for Use | Actual Spending (authorities used) | Difference (planned minus actual) |
|---|---|---|---|---|
| 22,077,988 | 22,077,988 | 27,872,261 | 24,739,225 | (2,661,237) |

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[17] An event data recorder (EDR), is a device installed in some vehicles to record information related to vehicle crashes or collisions. In modern trucks, EDRs are triggered by electronically sensed problems in the engine or a sudden change in wheel speed. One or more of these conditions may occur because of a collision. Information from these devices can be collected after a crash and analyzed to help determine what the vehicles were doing before, during and after the crash or event. The term generally refers to a simple, tamper-proof, read-write memory device.

## 2016-17 Human Resources (Full–time Equivalents (FTEs)) – For Program

| Planned | Actual | Difference (planned minus actual) |
|---|---|---|
| 109 | 79 | 30 |

## Results Achieved – For Program

| Expected Results | Performance Indicators | Target[18] | Date to Achieve Target | 2016-17 Actual Results | 2015-16 Actual Results | 2014-15 Actual Results |
|---|---|---|---|---|---|---|
| **3.4 Motor Vehicle Safety** | | | | | | |
| a) Safe motor vehicles based on improved crash avoidance and crash survivability | Collisions per 10,000 motor vehicles registered (Improvement = decrease) | 2% reduction in the rate for 2015 as compared to average of previous 5 years | March 2017 | 3.9% reduction in 2015 as compared to five-year average (2010–14) | 16.1% reduction in 2014 as compared to 5-year average (2009-13) | 15.9% reduction in 2013 as compared to five-year average (2008–12) |
| b) Safe motor vehicles based on improved crash avoidance and crash survivability | Fatalities per 10,000 police-reported collisions occurring on public roads (Improvement = decrease) | 1% reduction in the rate for 2015 as compared to average of previous 5 years | March 2017 | 10.1% reduction in 2015 as compared to five-year average (2010–14) | 2.3% reduction in 2014 as compared to 5-year average (2009-13) | 0.3% reduction in 2013 as compared to five-year average (2008–12) |
| c) Safe motor vehicles based on improved crash avoidance and crash survivability. | Serious injuries per 10,000 police-reported collisions occurring on public roads (Improvement = decrease) | 1% reduction in the rate for 2015 as compared to average of previous 5 years | March 2017 | 8.0% reduction in 2015 as compared to five-year average (2010–14) | 4.4% reduction in 2014 as compared to 5-year average (2009-13) | 2.1% increase in 2013 as compared to five-year average (2008–12) |

Information on Transport Canada's lower-level programs is available on our website and in the TBS InfoBase.

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[18] **Note:** The 2016-17 Report on Plans and Priorities incorrectly listed the target year as 2012. The actual year listed should have been 2015, as that is the latest year for which data are available.

**Response to Evaluations**

**Name of the Evaluation:** [Evaluation of the Motor Vehicle Test Centre](#)

**Response:** An evaluation of The Motor Vehicle Test Centre (MVTC) made three recommendations. Transport Canada (TC) should:
1) **Develop a strategic plan.** Response: Work is currently underway on a strategy/vision for the test centre within the broader context of rapidly evolving technologies and innovation;
2) **Take a more proactive role in the oversight of the Centre.** Response: This is underway, including more formal meetings with the contractor and revised work order practices related to capital projects. TC will consider additional improvements when the contract is renewed in 2019; and
3) **Examine ways to improve the cost-effectiveness of the MVTC as the contract for the Centre's operation was due for retender or renewal for a five year period in 2017.** Response: We opted for a two-year renewal term to allow time for:
   o Conducting more complete assessment of the Centre's future direction and operations; and
   o Incorporating the new requirements into the contract.

This evaluation accelerated our planned improvements to MVTC oversight, resulting in more coherent processes such as, but not limited to, regular and consistent meetings with the contractor and [Public Services and Procurement Canada](#)[cxlii]. In addition, we have a new staff position to help develop a strategy/vision for an expanded Motor Vehicle Test Centre.

### Program 3.5: Transportation of Dangerous Goods

**Description:** The Transportation of Dangerous Goods Program, under the authority of the [Transportation of Dangerous Goods Act, 1992](#)[cxliii], develops, administers and oversees the policies, regulations and standards necessary for the safe transportation of dangerous goods by all modes of transport in Canada in a manner that is harmonized with international standards, and provides expertise in emergency response in the event of release of dangerous goods. This Program also works to prepare for and coordinate the response to safety and security threats and incidents that may impact the national transportation system or the Department with regard to chemical, radiological, biological, nuclear or explosive substances. The Program: fosters safety in the transport of dangerous goods; provides oversight of the transportation industry; enforces international conventions signed by Canada; and responds to emergency situations that affect the safety of Canadians.

**Results**

In Transport Canada's 2016-17 Report on Plans and Priorities, the [Transportation of Dangerous Goods Program](#), along with our lower level Sub-Programs, identified a number of key Planning Highlights. During the 2016-17 fiscal year, our Program recorded the following achievements as we:

- Implemented a regulatory strategy and plan to anticipate and respond to the evolving issues faced during the transportation of dangerous goods, by publishing amendments to the [Transportation of Dangerous Goods Regulations](#)[cxliv] in:
  o Canada Gazette, Part I, to update and:

- Align Canada's regulations with the 19th edition of the United Nations Model Regulations for the Transportation of Dangerous Goods[cxlv];
- Address the classification of dangerous goods and new dangerous goods safety marks (i.e., new label to identify lithium batteries, updated fumigation sign for sea containers);
- Introduce ambulatory (i.e., Means of Containment[cxlvi] (MOC) technical standards) references for United Nations recommendations associated with the International Maritime Organization's Dangerous Goods Code[cxlvii], and International Civil Aviation Organization's Technical Instructions For The Safe Transportation of Dangerous Goods By Air[cxlviii]; and
- Strengthen safety standards for the design, manufacture, selection and use of MOC, when transporting dangerous goods.

  We expect all of these amendments/updates will be published in Canada Gazette, Part II and adopted into the Regulations during the 2017-18 fiscal year;
  - Canada Gazette, Part II to update and clarify transportation of dangerous goods reporting requirements to:
    - Enable efficient data collection and improve risk analysis related to dangerous goods incidents;
    - Harmonize Canadian regulations and standards with:
      - The U.S. by sharing and comparing incident data to further collaboration during research initiatives; and
      - Our other international partners via the UN and other forums;
    - Promote public safety by collaborating with the U.S. and our other international partners; and
    - Adopt new international prohibition measures for the transportation of lithium batteries on aircraft related to:
      - Belly cargo on passenger aircraft; and
      - New packaging requirements for the transport of lithium batteries on cargo aircraft.

  All of these amendments/updates became part of the Regulations by the end of the 2016-17 fiscal year;
- Increased the number of inspections by 31% for high-risk dangerous goods sites. We increased our Inspector Division's resources and capabilities by creating and implementing of a new data governance structure that is fully integrated into our inspection processes. We can now better:
  - Monitor localized trends/anomalies related to the transportation of dangerous goods; and
  - Assess the effectiveness of our inspection activities, which also enabled us to respond more fully to:
    - Recommendations from the Office of the Auditor General[cxlix]; and
    - Our internal Audit and Advisory Services team[cl].

  The measures we have taken, help ensure that we:
  - Continue to identify and inspect high-risk sites handling dangerous goods appropriately according to the level of risk; and
  - Strengthen public safety protections;
- Conducted collaborative research with the U.S. Departments of Transportation and Energy[cli], including:
  - A crude oil project, which also involved the Sandia National Laboratory[clii], to:

- - Assess sampling and analysis methods to accurately characterize how crude oils react while being transported; and
    - Investigate the fire properties of different crude oils; and
  - The completion of Phase 2 of the chlorine release study (Jack Rabbit II[cliii]) that assessed rapid large-scale releases of pressurized, liquefied Toxic Inhalation Hazard gases from a railcar. We expect the final reports will be completed and published online in 2017-18;
- Addressed issues the Emergency Response Task Force[19] (ERTF) identified, including:
  - Completing the definition of the ERTF's mandate in March 2017, to strengthen the government's and first responders' response capacity to rail incidents involving flammable liquids in Canada; and
  - Establishing a steering committee and associated working groups in December 2016, tasked with developing training curriculum on flammable liquids and delivery for:
    - People handling them in facilities; and
    - First responders;
  - Releasing a new edition of the Emergency Response Guidebook[cliv] to help first responders:
    - Quickly identify the specific or generic hazards of the material(s) involved in an incident; and
    - Protect themselves and the general public during the initial response phase of an incident; and
  - Developing and following a Safety and Awareness Strategy that:
    - Includes transportation of dangerous goods Safety Awareness Kits[clv], which can be distributed to industry; and
    - Provides outreach and awareness information materials to first responders, municipalities and the general public.

**Lessons Learned**

Working closely with various partners, including other government departments and U.S. counterparts, helps to ensure that the results and outcomes of tests and evaluations will continue to inform our Program's future regulatory development and emergency response procedures.

**2016-17 Budgetary Financial Resources (in dollars) – For Program**

| Main Estimates | Planned Spending | Total Authorities Available for Use | Actual Spending (authorities used) | Difference (planned minus actual) |
|---|---|---|---|---|
| 15,841,719 | 15,841,719 | 31,095,107 | 27,864,018 | (12,022,299) |

**2016-17 Human Resources (Full–time Equivalents (FTEs)) – For Program**

| Planned | Actual | Difference (planned minus actual) |
|---|---|---|
| 146 | 246 | (100) |

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[19] The Emergency Response Task Force brings together municipalities, first responders, railways and shippers to strengthen emergency response public safety in Canada.

**Results Achieved – For Program**

| Expected Results | Performance Indicators | Target | Date to Achieve Target | 2016-17 Actual Results | 2015-16 Actual Results | 2014-15 Actual Results |
|---|---|---|---|---|---|---|
| **3.5 Transportation of Dangerous Goods** | | | | | | |
| a) Public safety during the transportation of dangerous goods | Number of reportable releases of dangerous goods per trillion dollars of Canadian gross domestic product (five-year average)<br><br>(Improvement = decrease) | 193.5 | March 2017 | 193.5 | 217.3 | 203.1 |
| b) Public safety during the transportation of dangerous goods | Number of reportable releases of dangerous goods, which caused injuries or deaths per trillion dollars of Canadian gross domestic product (five-year average)<br><br>(Improvement = decrease) | 3.1 | March 2017 | 3.3 | 4.1 | 3.7 |

Information on Transport Canada's lower-level programs is available on our website and in the TBS InfoBase.

**Explanation of Variance**

**For 3.5a) and b):** Our Program's performance results are based on a five year average of data collected for the number of reportable releases of dangerous goods. The Lac Mégantic, Quebec tragedy in 2013 resulted in 47 deaths, influencing the five-year average of fatalities.

Consequently, the final results reported are representative of the total number of incidents over a five year period, and do not explicitly communicate the progress achieved from one yearly reporting cycle to another.

**Program 3.6:** **Aviation Security**

**Description:** The Aviation Security Program develops, administers and oversees the policies, regulations and standards to support the secure conduct of aviation activities in a manner harmonized with international standards. The Program is risked-based and fosters security within the aviation transportation system and provides security oversight of the aviation industry while ensuring that Canada complies with international standards.

**Results**

In Transport Canada's 2016-17 Report on Plans and Priorities, the Aviation Security Program, along with our lower level Sub-Programs, identified a number of key Planning Highlights. During the 2016-17 fiscal year, our Program recorded the following achievements as we:

- On October 17 2016, introduced a series of regulatory improvements to the [Air Cargo Security Program](#), including amendments to the [Canadian Aviation Security Regulations, 2012](#)[clvi].
  These amendments:
  - Introduced new [Air Cargo Security Program](#) categories (i.e., "Known Consignors", "Regulated Agents" and "Certified Agents"); and
  - Put in place requirements on how cargo, once screened and made secure, must be transported and stored as well as how it must be transferred between Program participants;
- Strengthened aviation security oversight activities, including risk-based decision making, and updated and modernized data collection processes and inspection procedures by:
  - Incorporating risk into our inspection planning, to ensure we prioritize oversight activities by their level of risk; and
  - Launching, following months of development, consultation and testing, a new module for our inspectors so that tasks can be done electronically in real time;
- As part of our department's international commitments, renewed the current Air Cargo Security Mutual Recognition Agreement with the U.S. [Transportation Security Administration](#) (TSA) to:
  - Recognize Canada's expanded [Secure Supply Chain](#)[clvii]; and
  - Include new [Air Cargo Security Program](#) categories; and
- Provided aviation security expertise and support in areas such as aviation security technology, when as  part of the "[Beyond the Border Agreement](#)[clviii]" with the United States, we helped complete the roll-out/deployment of TSA-certified Explosives Detection System technology, in partnership with Canada's eight existing U.S. preclearance airports. The benefit is that the U.S. now recognizes Canada's passenger baggage screening processes as being equal to their own.

**Lessons Learned**

Before the regulatory improvements to the [Air Cargo Security Program](#) came into force, stakeholders had a 12 month implementation period to adjust their operations. Based on lessons learned and stakeholder feedback, we deem this implementation phase not only helpful, but necessary. We will consider this type of implementation period as a best practice going forward.

**2016-17 Budgetary Financial Resources (in dollars) – For Program**

| Main Estimates | Planned Spending | Total Authorities Available for Use | Actual Spending (authorities used) | Difference (planned minus actual) |
|---|---|---|---|---|
| 29,781,105 | 29,781,105 | 27,047,609 | 25,610,408 | 4,170,697 |

**2016-17 Human Resources (Full–time Equivalents (FTEs)) – For Program**

| Planned | Actual | Difference (planned minus actual) |
|---|---|---|
| 287 | 249 | 38 |

**Results Achieved – For Program**

| Expected Results | Performance Indicators | Target | Date to Achieve Target | 2016-17 Actual Results | 2015-16 Actual Results | 2014-15 Actual Results |
|---|---|---|---|---|---|---|
| **3.6 Aviation Security** | | | | | | |
| Canada is aligned with international aviation security standards | Percentage of aviation security regulations aligned with International Civil Aviation Organization (ICAO) standards<br><br>(Improvement = increase) | 100% | March 2017 | 100% | 100% | 100% |

Information on Transport Canada's lower-level programs is available on our website and in the TBS InfoBase.

### Program 3.7:  Marine Security

**Description:**  The Marine Security Program, under the authority of the Marine Transportation Security Act[clix], develops, administers and oversees the policies, regulations and standards necessary for the secure conduct of marine activities in a manner consistent with international standards. The Program promotes security within the marine transportation system, provides oversight of the regulated marine transportation industry and enforces international conventions signed by Canada. The Program coordinates marine security policy and regulatory development across the Government of Canada through its leadership of the interdepartmental Marine Security Working Group and associated activities.

**Results**

In Transport Canada's 2016-17 Report on Plans and Priorities, the Marine Security Program, along with our lower level Sub-Programs, identified a number of key Planning Highlights. During the 2016-17 fiscal year, our Program recorded the following achievements as we:

- Carried out security assessment, compliance and enforcement activities including, providing education and awareness activities for and working with our stakeholders, to help them comply with the Marine Transportation Security Act's requirements, regulations and security measures by:
  - Conducting:
    - 90 security assessments on marine facilities and ports; and
    - 242 mandatory inspections of all regulated entities; and
  - Reviewing:
    - 47 security assessments for vessels; and
    - 198 security plans and 147 security plan amendments for all regulated entities.
  
  These activities helped:
  - Our stakeholders comply with the security requirements for the marine mode; and

- o Strengthen the security posture[20] of the marine industry;
- Optimized the regulatory inspection program's overall performance by focussing resources on higher risk areas including:
  - o Adjusting the risk-assessment matrix that evaluates a foreign vessel's risk of non-compliance; and
  - o Directing our attention towards inspections of Canadian entities posing a higher risk, especially with cases where there has been previous non-compliance;
- Drafted a policy framework for the Marine Security Operations Centres[clx] (MSOC) to complete the transition from the Centres being a project to an ongoing program. The policy outlines the governance framework for the Transport Canada portion of the MSOC. In addition, discussions continue with other government departments involved in the MSOCs, to develop a sustainable governance model for the program.

With regards to "Advancing, in partnership with the United States Coast Guard, the implementation of the Canada-U.S. Beyond the Border Maritime Commerce Resilience[clxi] Initiative in the Pacific, Great Lakes and Atlantic regions", we remained in close contact with the United States Coast Guard to explore options for potential future collaboration.

**2016-17 Budgetary Financial Resources (in dollars) – For Program**

| Main Estimates | Planned Spending | Total Authorities Available for Use | Actual Spending (authorities used) | Difference (planned minus actual) |
|---|---|---|---|---|
| 12,950,665 | 12,950,665 | 12,132,442 | 11,490,828 | 1,459,837 |

**2016-17 Human Resources (Full–time Equivalents (FTEs)) – For Program**

| Planned | Actual | Difference (planned minus actual) |
|---|---|---|
| 116 | 100 | 16 |

**Results Achieved – For Program**

| Expected Results | Performance Indicators | Target | Date to Achieve Target | 2016-17 Actual Results | 2015-16 Actual Results | 2014-15 Actual Results |
|---|---|---|---|---|---|---|
| **3.7 Marine Security** | | | | | | |
| Industry has confidence in Canadian marine transportation security | Percentage of industry indicating confidence in the Canadian marine security transportation system (Improvement = increase) | 80% | March 2017 | 80% | 80% | 80% |

Information on Transport Canada's lower-level programs is available on our website and in the TBS InfoBase.

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[20] A "security posture" is essentially the overall capability of an entity to prevent, detect, respond and recover from a security incident. It's a term for everything from planning to implementation of the security plan. Our oversight activities ensure that regulated entities have plans in place and are implementing those plans.

**Program 3.8:** **Surface and Intermodal Security**

**Description:** The Surface and Intermodal Security Program, guided by the Railway Safety Act, the International Bridges and Tunnels Act, and the Transportation of Dangerous Goods Act, 1992, develops, administers and oversees the policies, regulations/voluntary frameworks, standards and guidance material necessary for the secure conduct of surface and intermodal activities. The Program fosters the security of the surface and intermodal transportation system across Canada.

**Results**

In Transport Canada's 2016-17 Report on Plans and Priorities, the Surface and Intermodal Security Program, along with our lower level Sub-Programs, identified a number of key Planning Highlights. During the 2016-17 fiscal year, our Program recorded the following achievements as we:

- Initiated a risk-based regulatory development process to strengthen passenger rail security, which includes analyzing various options and holding preliminary consultations with key passenger rail industry stakeholders;
- Made refinements to the proposed Transportation of Dangerous Goods by Rail Security Regulations[clxii] after incorporating industry stakeholders' input;
- Developed and began following a risk-based inspection and oversight plan, which incorporated:
    o Government of Canada and Transport Canada intelligence products; and
    o Industry data (e.g., passenger volumes, the type and amount of goods transported by rail, etc.); and
- Worked with industry to improve surface intermodal transportation security-related matters through regular engagement processes, including during and/or through:
    o The Railway Association of Canada[clxiii]; and
    o International Bridges and Tunnels Committee meetings.

**2016-17 Budgetary Financial Resources (in dollars) – For Program**

| Main Estimates | Planned Spending | Total Authorities Available for Use | Actual Spending (authorities used) | Difference (planned minus actual) |
|---|---|---|---|---|
| 4,586,439 | 4,586,439 | 5,251,516 | 5,105,315 | (518,876) |

**2016-17 Human Resources (Full–time Equivalents (FTEs)) – For Program**

| Planned | Actual | Difference (planned minus actual) |
|---|---|---|
| 40 | 41 | (1) |

**Results Achieved – For Program**

| Expected Results | Performance Indicators[21] | Target | Date to Achieve Target | 2016-17 Actual Results | 2015-16 Actual Results | 2014-15 Actual Results |
|---|---|---|---|---|---|---|
| **3.8 Surface and Intermodal Security** | | | | | | |
| Signatories meet the terms and conditions of the voluntary frameworks | Percentage of signatories that received a non-compliance letter being issued<br><br>(Improvement = decrease) | 10% | March 2017 | 0% | 0% | 0% |

### Program 3.9: Multimodal Safety and Security

**Description:** The Multimodal Safety and Security Program contributes to policies and standards that enhance safety and/or security in more than one transportation mode (e.g., through departmental enforcement services, integrated management systems and intelligence assessments). It also provides a technical training regime for inspectors and technical experts, ensuring the required competencies are acquired and maintained to meet or surpass nationally consistent standards. Lastly, this Program works to prepare for and coordinate the response to emerging safety and security threats and situations that may impact the national transportation system or the Department.

**Results**

In Transport Canada's 2016-17 Report on Plans and Priorities, the Multimodal Safety and Security Program, along with our lower level Sub-Programs, identified a number of key Planning Highlights. During the 2016-17 fiscal year, our Program recorded the following achievements as we:

- Improved the alignment and application of national risk-based inspection, oversight and enforcement regimes by:
  - Reinforcing explanations regarding how to identify risks (internal and external) as part of the updating of our oversight/inspection plan;
  - Developing a program delivery dashboard that provides an update on the risk environment and focusses on:
    - The overall implementation of the oversight/inspection plan;
    - Year-to-date expenses; and
    - Areas of concern in terms of compliance rates and oversight/inspection findings; and
  - Delivering department-wide enforcement standards for all modes (i.e., air, dangerous goods, etc.);
- Supported standardized performance measurement of a multimodal strategic framework, for the promotion and oversight of Safety Management Systems (SMS) and Security Management Systems (SeMS) across transportation modes by:
  - Addressing the results of the February 2017 "Internal Audit of the Oversight Practices of Safety and Security Management Systems" by integrating our

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[21] **NOTE:** For the 2017-18 Departmental Results Report, this indicator will be changing to "Percentage of rail signatories that have conducted exercises during the three-year cycle (Improvement = increase)", and the Target will be changing to "90% over three years, with 30% of operators meeting on an annual basis".

management team's commitments in the approved Management Response Plan;
  o Improving performance assessment guidance and requirements for all SMS/SeMS requirements currently found in aviation, rail, and marine regulations;
- Continued our improvements to Security Clearance production methods and processes, including:
  o Strengthening the integrity and security of transportation infrastructure by following the "Perpetual Vetting Initiative", a technological risk mitigation tool, to:
    - Reduce insider threats (i.e., individuals linked to organized crime or with criminal associations who pose a significant threat given their knowledge and access) by identifying immediate threats in real time (every 24 hours); and
    - Vet the entire Transport Security Clearance (TSC) worker database against the Canadian Police Information Centre'sclxiv national database for criminal charges and convictions. If any new criminal charges are laid against a person, we now know about it almost immediately and can act swiftly to assess associated security threats and take appropriate action;
  o Enabling economic opportunities by processing TSC applications in a timely manner. This lowers costs to airports and employers, as they must provide escorts for employees with temporary passes while they await their full security clearances;
  o Contributing to the safety and convenience of travellers through our Security Screening Programs':
    - Outreach efforts with partner security agencies, which has resulted in identifying more applicants as possible security risks; and
    - Discussions with airport authorities for a pilot project to place limits/restrictions on persons holding a temporary Restricted Area Identity Cardclxv pass; and
  o Generating operational efficiencies by:
    - Streamlining the existing security screening automated processes; and
    - Continuing our research of technology solutions to modernize the application process and reduce labour intensive activities;
- As part of our department's Regulatory Affairs modernization, developed better processes and policies to bring greater coherence, efficiency and effectiveness to the regulatory process, which included establishing:
  o A team approach to developing regulations, such as by pairing our regulatory developers with program design and delivery subject matter experts;
  o A clear responsibility framework (i.e., "who does what") and quality control management systems (i.e., quality checks, audits and continuous improvement activities); and
  o New/updated departmental regulatory policies on various relevant topics (e.g., incorporation by reference, instrument choice and openness and transparency); and
- Strengthened and refined oversight of the Canadian transportation system through "Transport Canada's Directive on Safety and Security Oversight"[22], by:

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[22] Transport Canada's Directive on Safety and Security Oversight supports and strengthens internal consistency so that existing internal mechanisms deliver a more consistent, clear, effective and measurable service to Canadians.

- o Developing a common oversight/inspection costing methodology to:
  - ▪ Facilitate horizontal analysis (i.e., across multiple programs); and
  - ▪ Support cost-recovery initiatives;
- o Improving the national oversight/inspection plan to:
  - ▪ Include all oversight/inspection activities in a consistent manner with associated costs; and
  - ▪ Provide opportunities for in-year course corrections and year-end impact assessments;
- o Leading the response to multiple air, surface and marine transportation incidents, and to national level emergencies such as the Alberta wildfires in the spring of 2016, where our 24/7[23] Emergency Preparedness Operations National Situation Centre provided monitoring, reporting and activation support to industry stakeholders and external federal partners; and
- o Conducting exercises, training and emergency planning activities to ensure we have an adequate level of readiness within our department; and
- Developed additional standardized multimodal and modal training programs for inspectors and expanded their delivery by:
  - o Designing, developing and implementing a "Multimodal Oversight and Enforcement Fundamentals" course, including an e-learning component;
  - o Conducting e-learning for Transport Canada's "Interim Order by Respecting the Use of Model Aircraft[clxvi]" course for inspectors and police officers across the country. This will help ensure they are aware of the new regulation and specifically informed of the conditions under which model aircraft can or cannot fly;
  - o Designing, developing and launching multimodal e-learning courses for:
    - ▪ Incident Command Systems;
    - ▪ Acts and Regulations;
    - ▪ On-site Occupational Health and Safety;
    - ▪ Canada's Legal and Government's System;
    - ▪ Crown Liability and Duty of Loyalty;
    - ▪ Orientation to Safety and Security; and
    - ▪ Directives on Safety and Security;
  - o Conducting training needs analyses on regulatory development, operations officer (situation centre), major case management and multimodal occupational health and safety;
  - o Supporting the inspector mobility project (i.e., the use of tablets while travelling) by designing a mobile device reference guide in an e-learning format; and
  - o Developing complimentary applications to track and measure an inspector's mandatory core training, allowing them to carry out their duties.

**Lessons Learned**

We have learned that while our Security Screening Programs' outreach efforts with partner security agencies have given us the opportunity to vet and identify more applicants who pose possible security risks, it has also created challenges, including:

- Coping with the additional pressures these investigations entail; and
- The added workload placed upon our available/unchanged resource levels.

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[23] 24/7 = 24 hours a day, seven days a week.

**2016-17 Budgetary Financial Resources (in dollars) – For Program**

| Main Estimates | Planned Spending | Total Authorities Available for Use | Actual Spending (authorities used) | Difference (planned minus actual) |
|---|---|---|---|---|
| 11,363,639 | 11,363,639 | 19,018,520 | 17,742,722 | (6,379,083) |

**2016-17 Human Resources (Full–time Equivalents (FTEs)) – For Program**

| Planned | Actual | Difference (planned minus actual) |
|---|---|---|
| 118 | 159 | (41) |

**Results Achieved – For Program**

| Expected Results | Performance Indicators | Target | Date to Achieve Target | 2016-17 Actual Results | 2015-16 Actual Results | 2014-15 Actual Results |
|---|---|---|---|---|---|---|
| **3.9 Multimodal Safety and Security** | | | | | | |
| Transportation safety and security issues are managed in a consistent manner across all modes | Percentage of successful completion of multimodal activities in support of departmental priorities (Improvement = increase) | 80% | March 2017 | 90% | N/A | N/A |

Information on Transport Canada's lower-level programs is available on our website and in the TBS InfoBase.

# Program 4:  Internal Services[24]

**Description:**  Internal Services are those groups of related activities and resources that the federal government considers to be services in support of programs and/or required to meet the corporate obligations of an organization. Internal Services refers to the activities and resources of the ten distinct service categories that support Program delivery in the organization, regardless of the Internal Services delivery model in a department. The ten service categories are: Management and Oversight Services[25]; Communications Services; Legal Services; Human Resources Management Services; Financial Management Services; Information Management Services; Information Technology Services; Real Property Services; Materiel Services; and Acquisition Services.

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[24] Performance measurement information is not provided as the Treasury Board Secretariat is currently developing government- wide standardized Internal Services Performance Measurement Framework.
[25] Management and Oversight Services include the following service groupings: Strategic Policy and Intergovernmental Relations, Executive Services, Corporate Planning and Reporting, Internal Audit, Evaluation, Integrity Office, Crown Corporation Governance and Internal Management.

**Results**

In Transport Canada's 2016-17 Report on Plans and Priorities, Internal Services identified a number of key Planning Highlights. During the 2016-17 fiscal year, our Program recorded the following achievements as we:

- Strengthened our department's governance, risk management and control processes in response to recommendations made by an independent Treasury Board Secretariat advisor, as part of the Comprehensive Review exercise;
- Hired a professional accounting firm to conduct an assessment of our Entity Level Controls[26]. The assessment concluded that key controls were present, functioning and generally operating effectively;
- Strengthened our Financial Management monitoring and reporting processes including:
  - A more rigorous planning process;
  - Improved reporting; and
  - A new Resource Management Committee that provides oversight and recommendations for all budgetary and financial issues;
- Began a phased approach to following the Public Service Commission's New Direction in Staffing[clxvii]. In spring 2017, Transport Canada approved adopting requirements related to:
  - The areas from where we can select candidates;
  - The use of advertised and non-advertised appointments; and
  - What we need to articulate once we've made a selection decision to staff a position;
- Supported our department's Public Service Employment Survey Action Plan to focus on a stronger culture of respect and civility in the workplace, harassment prevention and improved employee performance management practices by:
  - Launching a:
    - "Respect and Wellness" page on our department's intranet, providing a number of tools such as:
      - Harassment procedures help for our employees;
      - Scenarios for harassment prevention; and
      - Strategies for handling difficult conversations;
    - "Civility Discussion Guide" to help generate conversations within work teams to raise awareness about civility and respect in the workplace; and
  - Incorporating a commitment on civility for managers and employees into in all of our employees' performance agreements.
- Completed and released the Open Government Data Inventory, which has benefitted Canadians by increasing the release of transportation data by publishing 22 datasets on the open.canada.ca[clxviii] website;
- Launched the Transforming Mobile Applications investment project as part of Destination 2020, which will enable us to provide all of our department's 1,400 inspectors with:
  - One-time inspection data entry, thereby eliminating the duplication of administrative work when conducting regulatory inspection activities; and
  - Real-time data management;

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[26] Entity-level controls are internal controls that help ensure that management directives pertaining to the entire organization are being carried out. They are also part of a top-down approach to understanding the risks of an organization.

- Continued working towards improving the efficiency and capacity of information management systems to ensure data completeness and consistency by:
  - Working on the multi-year System Architecture and Rationalization (SAAR) project, which aims to reduce the number of applications and increase integration amongst those that remain by introducing a modern, consistent approach to delivering and supporting applications;
  - Integrating the Directive on Open Government's "open by default" requirements into system planning and analysis so future applications can more easily share and reuse information/data; and
  - Completing an upgrade of the Transport Canada (TC) Records Documents and Information Management System (RDIMS) to accommodate Protected B document storage; and
- Positioned ourselves to adapt to the Government of Canada's planning strategy for back-office transformation, including:
  - **Email Transformation Initiative:** We prepared for the migration of our more than 6,000 accounts to the new email system in 2016-17. However, the migration was delayed by Shared Services Canada and a new migration date is not yet scheduled;
  - **My GCHR:** We completed a "fit-to-standard" exercise[27] and secured funding for the planning phase of the project. In 2016-17, the Office of the Chief Human Resources Officer[clxix] (OCHRO) and Public Services and Procurement Canada signaled a change in corporate approach to implementing My GCHR across government. As a result, we purposefully delayed implementing My GCHR but are instead undertaking critical upgrades to our current system. Business planning for 2017-18 will depend on the new direction the OCHRO wishes to pursue regarding My GCHR;
  - **SAP (Finance):** The migration to SAP remains a long range vision of the Office of the Comptroller General[clxx], so planning for a TC SAP migration is unlikely to begin before 2020. As an interim solution, we upgraded our Oracle eBusiness Suite to the most recent version in order to ensure we:
    - Remain technologically current and responsive to departmental needs; and
    - Receive continued support from the vendor; and
  - **Migration to Canada.ca**: We started to migrate Transport Canada's web pages to the Canada.ca website in September 2016, and are on track to meet the December 2017 full migration deadline.

**2016-17 Budgetary Financial Resources (in dollars) – For Program**

| Main Estimates | Planned Spending | Total Authorities Available for Use | Actual Spending (authorities used) | Difference (planned minus actual) |
|---|---|---|---|---|
| 147,193,676 | 147,193,676 | 166,387,615 | 155,470,585 | (8,276,909) |

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[27] Fit to standard: an exercise to compare how our business processes are handled in our current system compared to once the new system is implemented. It is not solely a comparison of Information Technology (IT) systems, as it looks at the business as a whole and how it is handled within the IT systems.

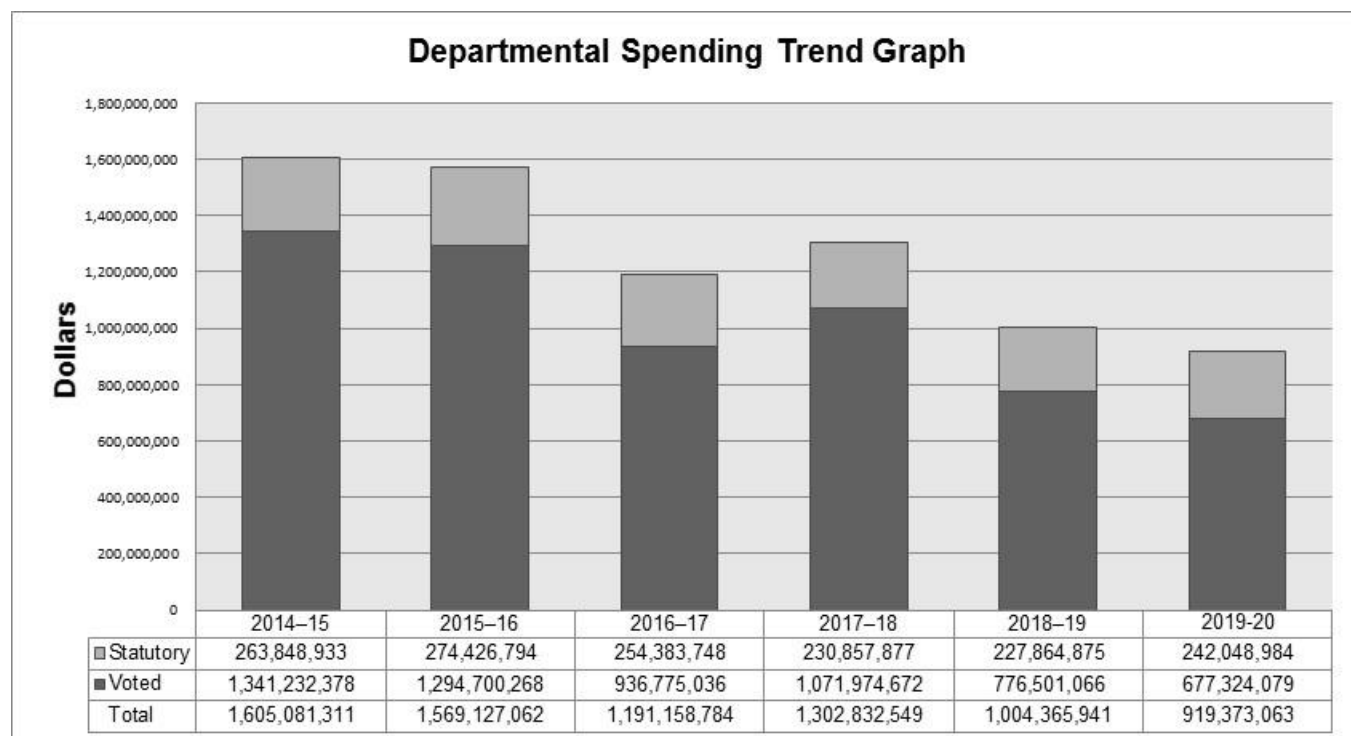**2016-17 Human Resources (Full–time Equivalents (FTEs)) – For Program**

| Planned | Actual | Difference (planned minus actual) |
|---------|--------|-----------------------------------|
| 1,157 | 1,085 | 72 |

## Analysis of Trends in Spending and Human Resources

### Actual expenditures

The following table gives a summary of our department's total budgetary financial resources for the fiscal year 2016-17. For more details on financial resources, including adjustments, please visit the [Transport Canada website](#)clxxi.

### Figure 2: Spending Trend for Transport Canada



Departmental Spending Trend Graph

| | 2014–15 | 2015–16 | 2016–17 | 2017–18 | 2018–19 | 2019-20 |
|---|---|---|---|---|---|---|
| Statutory | 263,848,933 | 274,426,794 | 254,383,748 | 230,857,877 | 227,864,875 | 242,048,984 |
| Voted | 1,341,232,378 | 1,294,700,268 | 936,775,036 | 1,071,974,672 | 776,501,066 | 677,324,079 |
| Total | 1,605,081,311 | 1,569,127,062 | 1,191,158,784 | 1,302,832,549 | 1,004,365,941 | 919,373,063 |

### Budgetary Performance Summary for Programs and Internal Services (in dollars)

| 2016-17 Main Estimates | 2016-17 Planned Spending | 2016-17 Total Authorities Available for Use | 2016-17 Actual Spending (authorities used) | Difference (planned minus actual) |
|---|---|---|---|---|
| 1,265,907,597 | 1,265,907,597 | 1,451,727,063 | 1,191,158,784 | 74,748,813 |

The following table presents (in dollars) the:

- Total actual Departmental spending for all Programs for 2016-17, as well has historical spending for the prior two fiscal years; and
- Planned spending for 2017-18 and 2018-19, by Program, in support of each Strategic Outcome.

| Program Name and Number | 2014-15 Actual Spending[28] (Authorities Used) | 2015-16 Actual Spending (Authorities Used) | 2016-17 Main Estimates | 2016-17 Planned Spending | 2016-17 Total Authorities Available for Use | 2016-17 Actual Spending | 2017-18 Planned Spending | 2018-19 Planned Spending |
|---|---|---|---|---|---|---|---|---|
| **Strategic Outcome 1 (SO1):** An Efficient Transportation System | | | | | | | | |
| 1.1 Transportation Marketplace Frameworks | 28,290,806 | 26,968,971 | 21,711,678 | 21,711,678 | 25,071,391 | 22,863,304 | 23,746,340 | 23,297,118 |
| 1.2 Gateways and Corridors | 448,362,484 | 405,981,642 | 259,603,003 | 259,603,003 | 259,532,214 | 158,636,456 | 114,474,688 | 6,655,700 |
| 1.3 Transportation Infrastructure | 455,366,393 | 412,254,667 | 415,437,562 | 415,437,562 | 477,401,056 | 407,475,290 | 488,050,696 | 357,400,599 |
| **SO1 Total:** | **932,019,683** | **845,205,279** | **696,752,243** | **696,752,243** | **762,004,661** | **588,975,050** | **626,271,724** | **387,353,417** |
| **Strategic Outcome 2 (SO2):** A Clean Transportation System | | | | | | | | |
| 2.1 Clean Air from Transportation | 24,011,027 | 16,606,208 | 12,017,045 | 12,017,045 | 34,380,387 | 21,245,675 | 27,911,832 | 2,093,342 |
| 2.2 Clean Water from Transportation | 24,421,705 | 26,686,601 | 29,181,758 | 29,181,758 | 27,036,666 | 24,307,579 | 18,410,376 | 15,245,705 |
| 2.3 Environmental Stewardship Of Transportation | 44,745,522 | 42,227,322 | 13,132,224 | 13,132,224 | 61,411,655 | 35,517,316 | 56,475,221 | 41,368,281 |
| **SO2 Total:** | **93,178,254** | **85,520,131** | **54,331,027** | **54,331,027** | **122,828,708** | **81,070,570** | **102,797,429** | **58,707,328** |
| **Strategic Outcome 3 (SO3):** A Safe and Secure Transportation System | | | | | | | | |
| 3.1 Aviation Safety | 188,941,065 | 181,487,089 | 179,090,581 | 179,090,581 | 176,170,682 | 160,176,146 | 185,527,899 | 188,785,608 |

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[28] In 2014-15, the Airports Capital Assistance Program was transferred to Program 1.3's (Transportation Infrastructure) Sub-Sub-Program 1.3.1.3 Small Aerodrome support.

| Program Name and Number | 2014-15 Actual Spending[28] (Authorities Used) | 2015-16 Actual Spending (Authorities Used) | 2016-17 Main Estimates | 2016-17 Planned Spending | 2016-17 Total Authorities Available for Use | 2016-17 Actual Spending | 2017-18 Planned Spending | 2018-19 Planned Spending |
|---|---|---|---|---|---|---|---|---|
| 3.2 Marine Safety | 69,847,859 | 66,315,354 | 56,814,328 | 56,814,328 | 63,914,519 | 60,034,090 | 55,107,933 | 52,515,676 |
| 3.3 Rail Safety | 35,333,175 | 110,551,604 | 35,124,187 | 35,124,187 | 38,003,423 | 32,879,827 | 52,895,273 | 53,204,372 |
| 3.4 Motor Vehicle Safety | 25,940,392 | 23,671,193 | 22,077,988 | 22,077,988 | 27,872,261 | 24,739,225 | 30,597,609 | 20,405,326 |
| 3.5 Transportation of Dangerous Goods | 22,740,646 | 26,620,570 | 15,841,719 | 15,841,719 | 31,095,107 | 27,864,018 | 38,374,885 | 40,745,822 |
| 3.6 Aviation Security | 32,722,389 | 29,041,124 | 29,781,105 | 29,781,105 | 27,047,609 | 25,610,408 | 29,541,304 | 29,151,327 |
| 3.7 Marine Security | 14,429,160 | 12,260,662 | 12,950,665 | 12,950,665 | 12,132,442 | 11,490,828 | 13,123,176 | 13,021,025 |
| 3.8 Surface and Intermodal Security | 5,096,531 | 5,049,956 | 4,586,439 | 4,586,439 | 5,251,516 | 5,105,315 | 6,510,672 | 6,515,851 |
| 3.9 Multimodal Safety and Security | 19,315,574 | 19,771,237 | 11,363,639 | 11,363,639 | 19,018,520 | 17,742,722 | 12,017,844 | 11,748,001 |
| SO3 Total: | 414,366,791 | 474,768,789 | 367,630,651 | 367,630,651 | 400,506,079 | 365,642,579 | 423,696,595 | 416,093,008 |

## Program 4 (IS): Internal Services

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| IS Total: | 165,516,583 | 163,632,863 | 147,193,676 | 147,193,676 | 166,387,615 | 155,470,585 | 150,066,801 | 142,212,188 |
| GRAND TOTAL[29]: | 1,605,081,311 | 1,569,127,062 | 1,265,907,597 | 1,265,907,597 | 1,451,727,063 | 1,191,158,784 | 1,302,832,549 | 1,004,365,941 |

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[29] Due to rounding, column totals shown may not be exact.

## Human Resources

The following table provides a summary of Transport Canada's total human resources (Full-time equivalents-FTEs) for the fiscal year 2016-17.

| 2016-17 Planned | 2016-17 Actual | Difference (planned minus actual) |
|---|---|---|
| 5,072 | 4,815 | 257 |

**Human resources planning summary for Programs and Internal Services (FTEs)**

| Programs and Internal Services | 2014-15 Actual | 2015-16 Actual | 2016-17 Forecast | 2016-17 Actual | 2017-18 Planned | 2018-19 Planned |
|---|---|---|---|---|---|---|
| **Strategic Outcome 1 (SO1): An Efficient Transportation System** | | | | | | |
| 1.1 Transportation Marketplace Frameworks | 157 | 173 | 158 | 158 | 163 | 163 |
| 1.2 Gateways And Corridors | 47 | 33 | 19 | 14 | 15 | 3 |
| 1.3 Transportation Infrastructure | 240 | 251 | 217 | 222 | 213 | 211 |
| **SO1 Total:** | **444** | **457** | **394** | **394** | **391** | **377** |
| **Strategic Outcome 2 (SO2): A Clean Transportation System** | | | | | | |
| 2.1 Clean Air from Transportation | 64 | 64 | 15 | 62 | 90 | 17 |
| 2.2 Clean Water from Transportation | 71 | 96 | 82 | 78 | 60 | 59 |
| 2.3 Environmental Stewardship Of Transportation | 127 | 123 | 115 | 108 | 140 | 126 |
| **SO2 Total:** | **262** | **283** | **212** | **248** | **290** | **202** |
| **Strategic Outcome 3 (SO3): A Safe and Secure Transportation System** | | | | | | |
| 3.1 Aviation Safety | 1,487 | 1,568 | 1,732 | 1,470 | 1,733 | 1,733 |
| 3.2 Marine Safety | 579 | 608 | 553 | 554 | 558 | 553 |
| 3.3 Rail Safety | 190 | 212 | 208 | 190 | 270 | 271 |
| 3.4 Motor Vehicle Safety | 78 | 81 | 109 | 79 | 132 | 107 |
| 3.5 Transportation of Dangerous Goods | 172 | 228 | 146 | 246 | 286 | 289 |
| 3.6 Aviation Security | 265 | 269 | 287 | 249 | 287 | 287 |
| 3.7 Marine Security | 112 | 111 | 116 | 100 | 116 | 116 |
| 3.8 Surface and Intermodal Security | 37 | 43 | 40 | 41 | 57 | 57 |
| 3.9 Multimodal Safety and Security | 162 | 177 | 118 | 159 | 125 | 125 |
| **SO3 Total:** | **3,082** | **3,297** | **3,309** | **3,088** | **3,564** | **3,538** |
| **Program 4 (IS): Internal Services** | | | | | | |
| **IS Total:** | **1,188** | **1,226** | **1,157** | **1,085** | **1,189** | **1,173** |
| **GRAND TOTAL:** | **4,976** | **5,263** | **5,072** | **4,815** | **5,434** | **5,290** |

Transport Canada's (TC) FTE count peaked in 2015-16 at 5,263. At that time, we had identified a risk of exceeding our operating budget, so we took a number of measures to ensure that we remained within our delegated appropriations. Through tight controls over hiring and restraint in operating spending, we were able to contain and manage the situation. A Staffing Management Board, implemented in October 2015, oversaw all staffing with a view to ensuring, through managed attrition, by March 31, 2017, that staffing (and salary) levels were sustainable both financially and operationally.

The planned FTE information within our Departmental Results Report (5,434 FTEs in 2017-18) is mostly based on historical information and government decisions that either increase (e.g., new programs) or decrease (change in mandate or priorities) the number of FTEs within TC.

## Expenditures by Vote

For information on Transport Canada's organizational appropriations, consult the [Public Accounts of Canada 2017](#)clxxii.

## Alignment of Spending with the Whole-of-Government Framework

**Alignment of 2016-17 actual spending with the [whole-of-government framework](#) (in dollars)**

| Program | Spending Area | Government of Canada Activity | 2016-17 Actual Spending |
|---|---|---|---|
| Transportation Marketplace Frameworks | Economic affairs | A fair and secure marketplace | 22,863,304 |
| Gateways and Corridors | Economic affairs | Strong economic growth | 158,636,456 |
| Transportation Infrastructure | Economic affairs | Strong economic growth | 407,475,290 |
| Clean Air from Transportation | Economic affairs | A clean and healthy environment | 21,245,675 |
| Clean Water from Transportation | Economic affairs | A clean and healthy environment | 24,307,579 |
| Environmental Stewardship Of Transportation | Economic affairs | A clean and healthy environment | 35,517,316 |
| Aviation Safety | Social affairs | A safe and secure Canada | 160,176,146 |
| Marine Safety | Social affairs | A safe and secure Canada | 60,034,090 |
| Rail Safety | Social affairs | A safe and secure Canada | 32,879,827 |
| Motor Vehicle Safety | Social affairs | A safe and secure Canada | 24,739,225 |
| Transportation of Dangerous Goods | Social affairs | A safe and secure Canada | 27,864,018 |
| Aviation Security | Social affairs | A safe and secure Canada | 25,610,408 |
| Marine Security | Social affairs | A safe and secure Canada | 11,490,828 |
| Surface and Intermodal Security | Social affairs | A safe and secure Canada | 5,105,315 |
| Multimodal Safety and Security | Social affairs | A safe and secure Canada | 17,742,722 |

**Total spending by spending area (dollars)**

| Spending area | Total planned spending | Total actual spending |
|---|---|---|
| Economic Affairs | 751,083,270 | 670,045,620 |
| Social Affairs | 367,630,651 | 365,642,579 |
| International Affairs | 0 | 0 |
| Government Affairs | 0 | 0 |

## Departmental Spending Trend

Figure 2, as noted in the "Actual expenditures" section above, shows Transport Canada's spending profile from 2014-15 to 2019-20. The profile shows expenditures of:

- $1,605 million in 2014-15;
- $1,569 million in 2015-16; and
- $1,192 million in 2016-17.

We can attribute most of the decrease since 2014-15 to a reduction in expenditures for one of our department's major initiatives, the Gateways and Border Crossings Fund as well as spending on one-time initiatives such as the purchase of a ferry vessel (2014-15) and the costs related to an out-of-court settlement (2015-16).

Our department's planned spending:

- Increases to $1,303 million in 2017-18; and then
- Decreases to:
    - $1,004 million in 2018-19; and
    - $865 million in 2019-20.

The increase from 2016-17 to 2017-18 is mostly the result of increased spending plans on initiatives such as the Federal Infrastructure Initiative and the Ports Asset Transfer Program.

Overall, spending plans decline after 2017-18 mostly due to reductions in planned spending for the following initiatives as they reach their maturity dates, including the:

- Asia-Pacific Gateway and Corridor Initiative;
- Gateways and Border Crossings Fund;
- Federal Infrastructure Initiative;
- Next Generation of Clean Transportation[clxxiii]; and
- Ports Asset Transfer Program.

**Note:** Planned spending in future years is listed as per the 2017-18 Departmental Plan[clxxiv] and does not include funding received from Budget 2017. Since the publication of the Departmental Plan we have received incremental funding of $195 million in 2018-19 and $289 million in 2019-20 for such initiatives as the Oceans Protection Plan and the Trade and Transportation Corridors Initiative.

## Financial Statements and Financial Statements Highlights

### Financial Statements

Transport Canada's financial statements [unaudited] for the year ended March 31, 2017, are available on our website<sup>clxxv</sup>.

### Financial statements highlights

Condensed Statement of Operations (unaudited) for the year ended March 31, 2017 (dollars)

| Financial information | 2016-17 Planned results | 2016-17 Actual | 2015-16 Actual | Difference (2016-17 actual minus 2016-17 planned) | Difference (2016-17 actual minus 2015-16 actual) |
|---|---|---|---|---|---|
| Total expenses | 1,433,672,534 | 1,288,706,283 | 1,650,496,911 | (144,966,251) | (361,790,628) |
| Total revenues | 79,214,268 | 73,263,777 | 83,791,905 | (5,950,491) | (10,528,128) |
| Net cost of operations before government funding and transfers | 1,354,458,266 | 1,215,442,506 | 1,566,705,006 | (139,015,760) | (351,262,500) |

Condensed Statement of Financial Position (unaudited) as at March 31, 2017 (dollars)

| Financial Information | 2016-17 | 2015-16 | Difference (2016-17 minus 2015-16) |
|---|---|---|---|
| Total net liabilities | 1,435,800,076 | 1,357,052,730 | 78,747,346 |
| Total net financial assets | 577,460,354 | 476,148,870 | 101,311,484 |
| Departmental net debt | 858,339,722 | 880,903,860 | (22,564,138) |
| Total non-financial assets | 2,788,936,079 | 2,820,891,023 | (31,954,944) |
| Departmental net financial position | 1,930,596,357 | 1,939,987,163 | (9,390,806) |

# Supplementary Information

## Corporate Information

### Organizational Profile

**Appropriate Minister:** The Honourable Marc Garneau, Minister of Transport

**Institutional Head:** Michael Keenan, Deputy Minister

**Ministerial Portfolio:** Transport Canada

The Transport Portfolio includes:

- Transport Canada;
- Shared governance organizations (e.g., the St. Lawrence Seaway Management Corporation); and
- Crown corporations (e.g., the Great Lakes Pilotage Authority[clxxvi])

Grouping these organizations into one portfolio allows for integrated decision making on transportation issues.

**Enabling Instrument:** Department of Transport Act[clxxvii] (R.S., 1985, c. T-18)

Transport Canada administers over 50 laws related to transportation[clxxviii] and shares the administration of many others. Justice Canada is the federal department responsible for maintaining the Consolidated Statutes of Canada[clxxix] and provides access to the full text of federal acts and regulations.

**Year of incorporation / Commencement:** 1936

## Reporting Framework

Transport Canada's Strategic Outcomes and Program Alignment Architecture of record for 2016-17 are shown in the table below.

## Figure 3: Transport Canada's Program Alignment Architecture (PAA)

| SO1: An Efficient Transportation System | SO2: A Clean Transportation System | SO3: A Safe and Secure Transportation System Continued | |
|---|---|---|---|
| **1.1 Transportation Marketplace Frameworks** | **2.1 Clean Air from Transportation** | **3.4 Motor Vehicle Safety** | **4 Internal Services (Supports all SOs)** |
| 1.1.1 Air Marketplace Framework | 2.1.1 Clean Air Regulatory Framework and Oversight | 3.4.1 Motor Vehicle Safety Regulatory Framework | 4.1 Management and Oversight |
| 1.1.2 Marine Marketplace Framework | 2.1.2 Clean Air Initiatives | 3.4.2 Motor Vehicle Safety Oversight | 4.2 Communication |
| 1.1.3 Surface Marketplace Framework | **2.2 Clean Water from Transportation** | 3.4.3 Motor Carrier Safety | 4.3 Legal |
| 1.1.4 International Frameworks and Trade | 2.2.1 Clean Water Regulatory Framework | **3.5 Transportation of Dangerous Goods** | 4.4 Human Resources Management |
| 1.1.5 Transportation Analysis and Innovation | 2.2.2 Clean Water Regulatory Oversight | 3.5.1 Transportation of Dangerous Goods Regulatory Framework | 4.5 Information Management |
| **1.2 Gateways and Corridors** | **2.3 Environmental Stewardship of Transportation** | 3.5.2 Transportation of Dangerous Goods Oversight | 4.6 Information Technology |
| 1.2.1 Asia-Pacific Gateway and Corridor Initiative | **SO3: A Safe and Secure Transportation System** | 3.5.3 Emergency Response for Transportation of Dangerous Goods | 4.7 Financial Management |
| 1.2.2 Gateways and Border Crossings Fund | **3.1 Aviation Safety** | **3.6 Aviation Security** | 4.8 Real Property |
| **1.3 Transportation Infrastructure** | 3.1.1 Aviation Safety Regulatory Framework | 3.6.1 Aviation Security Regulatory Framework | 4.9 Materiel |
| 1.3.1 Airport Infrastructure | 3.1.2 Aviation Safety Oversight | 3.6.2 Aviation Security Oversight | 4.10 Acquisition |
| 1.3.1.1 Airport Authority Stewardship | 3.1.2.1 Service to the Aviation Industry | 3.6.3 Aviation Security Technological Infrastructure | |
| 1.3.1.2 Airport Operations | 3.1.2.2 Surveillance of the Aviation System | **3.7 Marine Security** | |
| 1.3.1.3 Small Aerodrome Support | 3.1.3 Aircraft Services | 3.7.1 Marine Security Regulatory Framework | |
| 1.3.2 Marine Infrastructure | **3.2 Marine Safety** | 3.7.2 Marine Security Oversight | |
| 1.3.2.1 Canada Port Authority Stewardship | 3.2.1 Marine Safety Regulatory Framework | 3.7.3 Marine Security Operations Centres | |
| 1.3.2.2 Seaway Stewardship and Support | 3.2.2 Marine Safety Oversight | **3.8 Surface and Intermodal Security** | |
| 1.3.2.3 Ferry Services Stewardship and Support | 3.2.3 Navigation Protection Program | **3.9 Multimodal Safety and Security** | |
| 1.3.2.4 Port Operations | **3.3 Rail Safety** | 3.9.1 Multimodal Strategies and Integrated Services | **Chart Legend** |
| 1.3.3 Surface and Multimodal Infrastructure | 3.3.1 Rail Safety Regulatory Framework | 3.9.2 Emergency Preparedness and Situation Centres | **Strategic Outcome (SO)** |
| 1.3.3.1 Rail Passenger Stewardship and Support | 3.3.2 Rail Safety Oversight | 3.9.3 Integrated Technical Training | **Program** |
| 1.3.3.2 Bridge Stewardship | 3.3.3 Rail Safety Awareness and Grade Crossing Improvement | | Sub-Program |
| 1.3.3.3 Highway and Other Transportation Infrastructure Support | | | Sub-Sub-Program |

## Supporting Information on Lower-Level Programs

Supporting information on lower-level programs is available on [Transport Canada's website](#)[clxxx] and in the [TBS InfoBase](#).

## Supplementary Information Tables

The Supplementary Information Tables listed in the 2016-17 Departmental Results Report can be found on [Transport Canada's website](#)[clxxxi]. These include:

- Our Departmental Sustainable Development Strategy;
- Details on transfer payment programs of $5 million or more;
- Response to parliamentary committees and external audits;
- Internal audits and evaluations; and
- User fees, regulatory charges and external fees.

## Federal Tax Expenditures

The tax system can be used to achieve public policy objectives through the application of special measures such as low tax rates, exemptions, deductions, deferrals and credits. The Department of Finance Canada publishes cost estimates and projections for these measures each year in the [Report of Federal Tax Expenditures](#)[clxxxii]. This report also provides detailed background information on tax expenditures, including descriptions, objectives, historical information and references to related federal spending programs. The tax measures presented in this report are the responsibility of the Minister of Finance.

## Organizational Contact Information

Transport Canada welcomes your comments on this report.

**Email:** [Questions@tc.gc.ca](mailto:Questions@tc.gc.ca)
**Phone:** 613-990-2309
**Toll Free:** 1-866-995-9737
**Teletypewriter (TTY):** 1-888-675-6863
**Fax:** 613-954-4731

**Mailing Address:**
Transport Canada (ADI)
330 Sparks Street
Ottawa, ON
K1A 0N5

# Appendix: Definitions

**appropriation (crédit)**

Any authority of Parliament to pay money out of the Consolidated Revenue Fund.

**budgetary expenditures (dépenses budgétaires)**

Operating and capital expenditures; transfer payments to other levels of government, organizations or individuals; and payments to Crown corporations.

**Core Responsibility (responsabilité essentielle)**

An enduring function or role performed by a department. The intentions of the department with respect to a Core Responsibility are reflected in one or more related Departmental Results that the department seeks to contribute to or influence.

**Departmental Plan (Plan ministériel)**

Provides information on the plans and expected performance of appropriated departments over a three-year period. Departmental Plans are tabled in Parliament each spring.

**Departmental Result (résultat ministériel)**

A Departmental Result represents the change or changes that the department seeks to influence. A Departmental Result is often outside departments' immediate control, but it should be influenced by program-level outcomes.

**Departmental Result Indicator (indicateur de résultat ministériel)**

A factor or variable that provides a valid and reliable means to measure or describe progress on a Departmental Result.

**Departmental Results Framework (cadre ministériel des résultats)**

Consists of the department's Core Responsibilities, Departmental Results and Departmental Result Indicators.

**Departmental Results Report (Rapport sur les résultats ministériels)**

Provides information on the actual accomplishments against the plans, priorities and expected results set out in the corresponding Departmental Plan.

**Evaluation (évaluation)**

In the Government of Canada, the systematic and neutral collection and analysis of evidence to judge merit, worth or value. Evaluation informs decision making, improvements, innovation and accountability. Evaluations typically focus on programs, policies and priorities and examine questions related to relevance, effectiveness and efficiency. Depending on user needs, however, evaluations can also examine other units, themes and issues, including alternatives to existing interventions. Evaluations generally employ social science research methods.

**full-time equivalent (équivalent temps plein)**

A measure of the extent to which an employee represents a full person-year charge against a departmental budget. Full-time equivalents are calculated as a ratio of assigned hours of work to scheduled hours of work. Scheduled hours of work are set out in collective agreements.

**government-wide priorities (priorités pangouvernementales)**

For the purpose of the 2016–17 Departmental Results Report, government-wide priorities refers to those high-level themes outlining the government's agenda in the 2015 Speech from the Throne, namely: Growth for the Middle Class; Open and Transparent Government;  A Clean Environment and a Strong Economy; Diversity is Canada's Strength; and Security and Opportunity.

**horizontal initiatives (initiative horizontale)**

An initiative where two or more federal organizations, through an approved funding agreement, work toward achieving clearly defined shared outcomes, and which has been designated (for example, by Cabinet or a central agency) as a horizontal initiative for managing and reporting purposes.

**Management, Resources and Results Structure (Structure de la gestion, des ressources et des résultats)**

A comprehensive framework that consists of an organization's inventory of programs, resources, results, performance indicators and governance information. Programs and results are depicted in their hierarchical relationship to each other and to the Strategic Outcome(s) to which they contribute. The Management, Resources and Results Structure is developed from the Program Alignment Architecture.

**non-budgetary expenditures (dépenses non budgétaires)**

Net outlays and receipts related to loans, investments and advances, which change the composition of the financial assets of the Government of Canada.

**performance (rendement)**

What an organization did with its resources to achieve its results, how well those results compare to what the organization intended to achieve, and how well lessons learned have been identified.

**performance indicator (indicateur de rendement)**

A qualitative or quantitative means of measuring an output or outcome, with the intention of gauging the performance of an organization, program, policy or initiative respecting expected results.

**performance reporting (production de rapports sur le rendement)**

The process of communicating evidence-based performance information. Performance reporting supports decision making, accountability and transparency.

**planned spending (dépenses prévues)**

For Departmental Plans and Departmental Results Reports, planned spending refers to those amounts that receive Treasury Board approval by February 1. Therefore, planned spending may include amounts incremental to planned expenditures presented in the Main Estimates.

A department is expected to be aware of the authorities that it has sought and received. The determination of planned spending is a departmental responsibility, and departments must be able to defend the expenditure and accrual numbers presented in their Departmental Plans and Departmental Results Reports.

**plans (plans)**

The articulation of strategic choices, which provides information on how an organization intends to achieve its priorities and associated results. Generally a plan will explain the logic behind the strategies chosen and tend to focus on actions that lead up to the expected result.

**priorities (priorité)**

Plans or projects that an organization has chosen to focus and report on during the planning period. Priorities represent the things that are most important or what must be done first to support the achievement of the desired Strategic Outcome(s).

**program (programme)**

A group of related resource inputs and activities that are managed to meet specific needs and to achieve intended results and that are treated as a budgetary unit.

**Program Alignment Architecture (architecture d'alignement des programmes)**

A structured inventory of an organization's programs depicting the hierarchical relationship between programs and the Strategic Outcome(s) to which they contribute.

**results (résultat)**

An external consequence attributed, in part, to an organization, policy, program or initiative. Results are not within the control of a single organization, policy, program or initiative; instead they are within the area of the organization's influence.

**statutory expenditures (dépenses législatives)**

Expenditures that Parliament has approved through legislation other than appropriation acts. The legislation sets out the purpose of the expenditures and the terms and conditions under which they may be made.

**Strategic Outcome (résultat stratégique)**

A long-term and enduring benefit to Canadians that is linked to the organization's mandate, vision and core functions.

**sunset program (programme temporisé)**

A time-limited program that does not have an ongoing funding and policy authority. When the program is set to expire, a decision must be made whether to continue the program. In the case of a renewal, the decision specifies the scope, funding level and duration.

**target (cible)**

A measurable performance or success level that an organization, program or initiative plans to achieve within a specified time period. Targets can be either quantitative or qualitative.

**voted expenditures (dépenses votées)**

Expenditures that Parliament approves annually through an Appropriation Act. The Vote wording becomes the governing conditions under which these expenditures may be made.

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clxxxii Government of Canada Report of Federal Tax Expenditures: http://www.fin.gc.ca/purl/taxexp-eng.asp