Transport Canada

2005-2006 Estimates
Report on Plans and Priorities

Approved

Minister of Transport

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SECTION I – OVERVIEW

1.1 Minister's Message

I am pleased to present Transport Canada's 2005-2006 ***Report on Plans and Priorities***, which outlines the department's corporate direction for the next three fiscal years.

Transportation has been a vital part of our nation from Canada's earliest beginnings. When we needed to bridge the sprawling expanses created by a vast geography, we turned to transportation. When we created a nation and needed to keep people and goods on the move, we turned to transportation.

At each step of the way in Canada's development, we have used transportation as a building block to overcome significant challenges. Today, Canada can boast of having built a mature and robust transportation system that enables this country to compete with the best in the world. An enabler that helps us to be successful and prosperous as a nation, allowing us to enjoy a quality of life that is the envy of people the world over.

The Canadian transportation sector has undergone significant change over the last 15 years. Less reliance on ownership and operation of the main components of the system by the federal government to one that relies on market forces as the mechanism for organizing transportation has yielded positive results not only for the sector itself, but also for the economy, as a whole.

But, with a system that has grown and matured, new and innovative policies and programs are now required if the department and the sector are to successfully meet new and emerging challenges. The need to strengthen our security posture in a dynamic threat environment without disrupting traffic along our vital trade corridors; the need to become more efficient in the face of increased globalization and the integration of the North American market; and, the need for innovative solutions to urban sprawl, congestion and the harmful effects of transportation on the environment are but some of the crucial and complex challenges confronting our country today.

This *Report on Plans and Priorities* demonstrates the significant contributions of this department and the fundamental role of transportation in addressing these new realities. I am proud to be associated with this world-leading organization and I invite all Canadians to join us as we continue to work together to build a transportation system that is recognized world-wide as safe and secure, efficient and environmentally responsible.

The Honourable Jean-C. Lapierre, P.C., M.P.
Minister of Transport

1.2 Departmental Overview

1.2.1 Raison d'être

Transport Canada is responsible for the transportation policies and programs set by the Government of Canada. The department works to ensure that all parts of the transportation system work effectively and in an integrated manner.

OUR VISION

A transportation system in Canada that is recognized worldwide as safe and secure, efficient and environmentally responsible

Our vision of a sustainable transportation system — one that integrates and finds the right balance among social, economic and environmental objectives — is guided by the following principles:

- Highest practicable safety and security of life and property — guided by performance-based standards and regulations when necessary;
- 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 for 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.

OUR MISSION

To serve the public interest through the promotion of a safe and secure, efficient and environmentally responsible transportation system in Canada

To succeed in its mission, Transport Canada is committed to being a world-leading organization that:

- Develops and implements effective policies, programs, and legislative and regulatory frameworks;
- Works in partnership with other governments, industry and stakeholders;
- Is recognized as a progressive, effective and accountable organization; and
- Sustains a healthy and productive work environment that values professional excellence, teamwork, open communication, diversity, continuous learning and mutual respect.

LEGISLATIVE MANDATE

In Canada, all three levels of government have some responsibility for the country's transportation system. In support of its *Vision* and *Mission*, Transport Canada delivers its programs and services under numerous legislative and constitutional authorities.

Some of the Legislation governing Transport Canada:

- *Department of Transport Act*
- *Canada Transportation Act*
- *Aeronautics Act*
- *Canada Marine Act*
- *Canada Shipping Act*
- *Navigable Waters Protection Act*
- *Railway Safety Act*
- *Transportation of Dangerous Goods Act*
- *Motor Vehicle Safety Act*
- *Canadian Air Transport Security Authority Act*
- *Marine Transportation Security Act*

1.2.2 Planning for Results

Transport Canada is committed to delivering results to Canadians.

STRATEGIC OUTCOMES

Transport Canada has established three "strategic outcomes" or ultimate results that support the federal government's overall agenda of providing for:

- A ***safe and secure*** transportation system that contributes to Canada's social development and security objectives;

- An ***efficient*** transportation system that contributes to Canada's economic growth and trade objectives; and

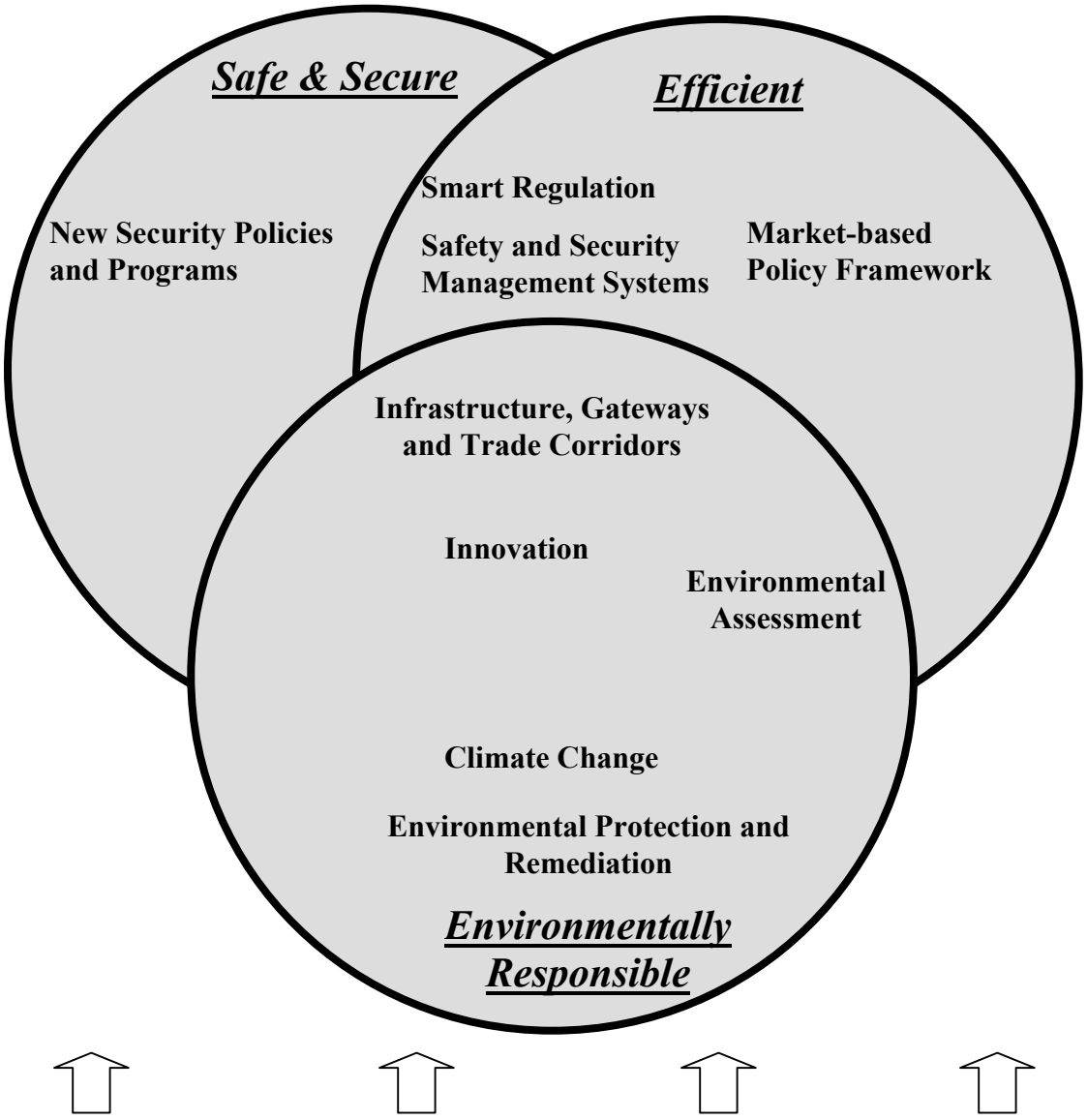
- An ***environmentally responsible*** transportation system that contributes to Canada's sustainable development objectives.

STRATEGIC PRIORITIES

Transport Canada's vision of a sustainable transportation system — one that integrates and finds the correct balance among social, economic and environmental objectives — is articulated in the following nine strategic priorities that guide the development, implementation and measurement of its activities:

- New Security Policies and Programs
- Smart Regulation
- Safety and Security Management Systems
- Market-based Policy Framework
- Infrastructure, Gateways and Trade Corridors
- Innovation
- Climate Change
- Environmental Assessment
- Environmental Protection and Remediation

As depicted in the diagram below, the departmental program activities support the nine strategic priorities which, in an integrated manner, support more than one Strategic Outcome.



Program Activities		
Policies, Rule-making, Monitoring and Outreach in support of a safe and secure transportation system	**Policies, Programs and Infrastructure in support of a market-based framework**	**Policies and Programs in support of sustainable transportation**

Note: As displayed in the Main Estimates, Transport Canada's program activities also include four Crown corporations: Canada Air Transport Security Authority, Jacques Cartier and Champlain Bridges Inc., Marine Atlantic Inc. and VIA Rail Canada Inc.

1.2.3 Our Co-delivery Partners

Transport Canada works in cooperation with hundreds of other organizations with an interest in transportation issues.

Other federal organizations — whose programs and services may be affected by transportation activities, for example: Agriculture and Agri-Food Canada, Canada Border Services Agency, Canadian Food Inspection Agency, Canada Port Authorities, Canadian Air Transport Security Authority, Canadian Nuclear Safety Commission, Canadian Security Intelligence Service, Canadian Transportation Agency, Transportation Appeal Tribunal of Canada, Department of National Defence, Environment Canada, Fisheries and Oceans Canada, Health Canada, Industry Canada, Infrastructure Canada, Justice Canada, Natural Resources Canada, pilotage authorities, Public Safety and Emergency Preparedness Canada, Royal Canadian Mounted Police, Solicitor General of Canada, and Transportation Safety Board.

Provincial, territorial and municipal governments — particularly concerning the maintenance of the highway system and enforcement of road safety, as well as the co-delivery of the Transportation of Dangerous Goods program.

Transportation sector industries — all of which count on the fair application of regulations and the development of policies to enhance the efficiency of the transportation system. For example: Air Canada, Algoma Central Marine, Association of International Automobile Manufacturers of Canada, CP Rail, Canadian manufacturers of aviation equipment, Canadian National Railway Company, Canada Steamship Lines, Canadian Vehicle Manufacturers Association, NAV CANADA, VIA Rail, and WestJet.

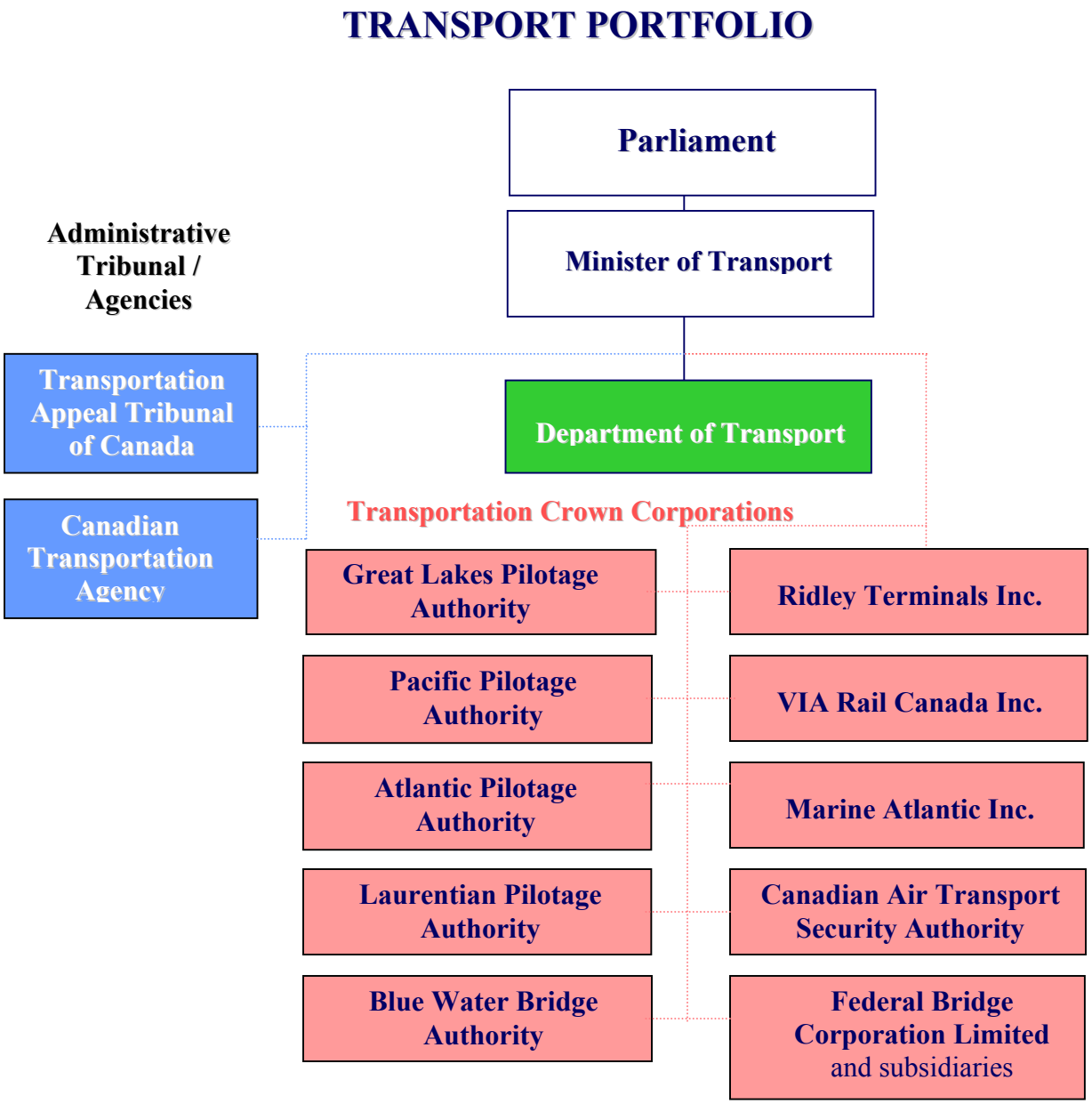
Agencies and associations — with a vested interest in the transportation infrastructure, regulatory regime and safety. For example: Air Transport Association of Canada, Association of Regional Railways of Canada, Association québécoise de transport et des routes, Canada Safety Council, Canadian Association of Petroleum Producers, Canadian Airports Council, Canadian Council of Motor Transport Administrators, Canadian Ferry Operators Association, Canadian Marine Advisory Council, Canadian Maritime Law Association, Canadian Ship Owners Association, Canadian Trucking Alliance, Canadian Urban Transit Association, Council of Marine Carriers, Federation of Canadian Municipalities, Operation Lifesaver, Railway Association of Canada, Shipping Federation of Canada, Transportation Association of Canada, Transportation of Dangerous Goods General Policy Advisory Council, Association of Canadian Port Authorities, Chamber of Maritime Commerce, St. Lawrence Economic Development Council, St. Lawrence Ship-operators Association, vehicle manufacturers associations and unions.

International organizations — to share information and harmonize transportation regulations. These include: Asia-Pacific Economic Co-operation, European Joint Airworthiness Authorities, International Civil Aviation Organization, International Maritime Organization, International Oil Pollution Compensation Fund, North Atlantic Treaty Organisation, National Highway Traffic Safety Administration, Organization for Economic Cooperation and Development, United Nations (UN) Sub-committee of Experts on the Transport of Dangerous Goods, UN Economic Commission of Europe Global World Forum for Harmonization of Vehicle Regulations, UN Commission on International Trade Law, European Civil Aviation Conference, World Trade

Organization, World Road Association, International Labour Organization, U.S. Federal Aviation Administration, U.S. Federal Emergency Management Agency, U.S. Federal Highway Administration, U.S. Federal Railway Administration and U.S. Transportation Security Administration.

1.2.4 Transport Portfolio

The Minister's transportation portfolio responsibilities are displayed in the diagram below. The Canadian Transportation Agency and the Transportation Appeal Tribunal of Canada produce their own Reports on Plans and Priorities. The Crown corporations prepare their own annual corporate plans.



1.2.5 Summary Planned Spending

Financial Resources ($ 000s)

2005-2006	2006-2007	2007-2008
$1,498,768	$1,136,168	$1,019,005

Human Resources

2005-2006	2006-2007	2007-2008
4,956 FTE	4,935 FTE	4,935 FTE

1.3 Overall Planning Context

1.3.1 Challenges and Opportunities

Canada's transportation sector has been transformed over the past 15 years from one where the federal government owned and operated the main components of the system, to one that relies on market forces as the mechanism for organizing transportation. The results have been significant, with increased productivity in the sector outpacing that of the economy as a whole. There is now greater choice for users and, in many cases, reduced costs for services.

While these massive changes were implemented, safety remained a cornerstone of transportation policy and great progress has been accomplished in that regard as well. Since the tragic events of September 11, 2001, the security of the transportation system has become a pre-eminent concern. Furthermore, the protection of the environment has gained much prominence as a public interest issue and is now a central underpinning of our vision of a sustainable transportation system.

We now have a strong base on which to continue building. Our rail operators offer among the most affordable freight rates in North America. Our trucking sector is highly competitive and efficient, both in Canada and in transborder markets. Canada's air industry is among the world's most competitive industry and links travellers and shippers to global economy. Canada's expertise in engineering, both in its universities and in its world-class consulting firms, is a key asset in positioning the transportation sector for the future. And, Canada has two of the world's best natural and strategic deep-sea ports, Vancouver and Halifax, and a key inland port, Montreal. As gateways to growing markets in China and India, Canada's west coast ports offer many advantages over U.S. ports in California or Washington.

Great pride can be taken in having built a mature and robust transportation system that enables this country to compete with the best in the world and to support a high quality of life for Canadians. But there are new challenges ahead that we must continue to face head on:

- Our regulatory efforts have contributed to one of the safest transportation systems in the world. But traffic in all modes is increasing and Canadians have high expectations. We must now look at alternative means — smart regulation, a greater emphasis on safety management systems — to further increase our levels of safety.

- Within the September 11, 2001, environment, the department must continue to be vigilant on the security front and balance security and international trade imperatives by supporting the highest level of security possible without disrupting traffic along our vital trade corridors.

- Substantial productivity gains have been stimulated by policy framework changes. But the impacts from these substantial reforms are fading. We must now look elsewhere to find new avenues of improved performance to seize new opportunities.

- There is a need for innovative solutions to urban sprawl, congestion and the harmful effects of transportation on the environment – all of which place our economy, health and quality of life at risk. Government and business alike must begin making transportation choices that

are more sustainable, whether they involve urban infrastructure, advanced technologies or policies on land management and congestion mitigation. This is especially relevant given that transportation is the largest single source of greenhouse gas (GHG) emissions, contributing approximately one-quarter of Canada's total emissions. In the transportation sector, GHG emissions are growing rapidly and, without further action, they could rise 32 per cent above 1990 levels by the year 2010, and 53 per cent above by 2020. Measures that will begin to slow the growth in transportation GHG emissions will be a key element in achieving Canada's GHG emissions target under the Kyoto Protocol.

To respond to these challenges and opportunities, Transport Canada will advance nine strategic priorities and associated key initiatives, which in addition to ongoing policy development and program delivery, will allow the department to serve the public interest by promoting a safe and secure, efficient and environmentally responsible transportation system in Canada

1.3.2 Supporting Speech from the Throne Priorities

Transport Canada contributes in many ways to the priorities outlined in the Government of Canada's October 2004 Speech from the Throne.

Having been instrumental in implementing the International Ship and Port Facility Security Code, Transport Canada will continue to be involved in implementing the **National Security Policy** respecting the six-point marine security plan, aviation security and improving security background checks for transportation workers. Transportation security remains a key priority for Transport Canada and the department continues to engage foreign jurisdictions, including the United States, on joint border initiatives, and international organizations in ensuring that laws and regulations maintain and enhance transportation system safety, security and integrity.

The department is well positioned to contribute to the **Smart Regulation** initiative as an element in the government's strategy to establish an even more globally competitive and sustainable Canadian economy. It has for years been modernizing its system of regulatory governance (e.g. innovative consultative mechanisms and processes, sound accountability frameworks for devolved entities and modern safety management frameworks for transportation industries) and will continue to do so.

The Minister of Transport has worked closely with the Minister of State (Infrastructure and Communities) on the development of the **New Deal for Cities and Communities**. It is expected that the department will continue to be actively engaged in issues regarding sustainable urban transportation infrastructure.

In support of developing a comprehensive **Northern Strategy**, Transport Canada has been involved with the Arctic Council in addressing common concerns and challenges faced by Arctic governments and the people of the Arctic. The department continues to implement the transportation commitments under the Canada Strategic Infrastructure Fund (CSIF) and the Strategic Highway Infrastructure Program (SHIP) for the Northwest Territories, Nunavut and the Yukon. Transport Canada is also involved in research and development activities impacting the North that includes the development of new technologies, methodologies and guidelines used across the aviation industry to protect aircraft and runways from ice and snow build-up.

An efficient and cost-effective transportation system is a fundamental component of the Canadian economy. Transport Canada supports the government's **trade and investment** objectives via its active involvement in the work of numerous international organizations (e.g. the World Trade Organization, Asia Pacific Economic Co-operation) and in the negotiation of free trade agreements. This work focuses on the liberalization of barriers to trade and investment. Clearly, such liberalization has significant implications for the Canadian transportation sector in terms of the level of demand for domestic transportation services, the creation of export opportunities for Canadian transportation services providers and the department's ability to regulate in the best interest of Canadians and the transportation industry in Canada.

All sectors of Canadian society are being called upon to do their part in meeting Canada's **climate change** obligations. The transportation sector must do its share and the department will continue to work on developing a sustainable transportation system that uses more fuel-efficient vehicles, less greenhouse gas-intensive fuels, and more efficient and integrated passenger and freight transportation. By virtue of existing programs (Urban Transportation Showcase Program, Moving on Sustainable Transportation Program, etc.) the department is well positioned to advance the goals set out by the government.

From supporting national security imperatives and infrastructure development to regulating "smarter" and promoting innovative ways of doing business, Transport Canada supports many government priorities towards realizing a safe and secure, efficient and environmentally responsible transportation system.

SECTION II – ANALYSIS OF ACTIVITIES BY STRATEGIC OUTCOME

2.1 Plans and Priorities by Strategic Outcome

This section identifies activities which the department will be undertaking over the next three years in addressing its priorities toward meeting its three strategic outcomes.

2.1.1 A safe and secure transportation system that contributes to Canada's social development and security objectives

Transport Canada promotes the safety and security of Canada's transportation system consisting of the air, marine, rail, and road modes of transportation. A safe and secure system protects people from accidents and exposure to dangerous goods, enables the efficient flow of people and goods and protects the environment from pollution. It is an essential element for a healthy population, a high quality of life and a prosperous economy.

Policy development, rule-making, monitoring and enforcement and outreach activities are carried out in support of the safety and security objective. Through its policy development and rulemaking efforts for all the modes of transportation, the department establishes and implements legislation, regulations, standards and policies. Monitoring and enforcement activities include issuing licenses, certificates, registrations and permits, monitoring compliance through audits, inspections and surveillance, and taking appropriate enforcement action in instances of non-compliance. In particular, the department has inspectors who monitor the system to make sure the rules are being followed, and, if required, have the means to enforce the policies and rules. Outreach activities make the users and industry aware of the requirements and involve efforts to promote, educate and increase awareness of safety and security issues.

Transport Canada plays a lead role in the security of the traveling public. It assumes that responsibility through activities such as establishing security rules and standards for marine facilities, the screening of the passengers and their baggage, responding to security incidents and threats, restricting access to certain parts of airports to authorized personnel only, training and qualifying security screeners and transport of cargo and mail. With respect to promoting aviation security, this role is shared with the Canadian Air Transport Security Authority (CATSA), a Crown corporation, which is responsible for delivering initiatives to improve air passenger security.

Transport Canada also establishes safety standards for rail transportation, the manufacturing of motor vehicles and aircraft, the navigation of commercial vessels through Canadian waters and the transportation of dangerous goods. In addition, Transport Canada maintains a small fleet of airplanes for the non-military use of the Government of Canada.

Transport Canada works in partnership with other governments, industry, stakeholders and international organizations to develop the laws and rules that promote the safety and security of the transportation system. The department contributes to enhancing Canada's influence and reputation on the international stage by leading and participating in activities at international levels through organizations like the International Civil Aviation Organization (ICAO) and the International Maritime Organization (IMO).

Transport Canada works to ensure the safe movement of dangerous goods. The Canadian Transport Emergency Centre (CANUTEC) is the department's 24-hour response centre that assists personnel in handling dangerous goods emergencies, and has developed an "Emergency Response Guidebook" that is distributed to firefighters and emergency personnel across Canada. It is available to other countries in 18 different languages.

In the event of investigations after an accident, Transport Canada provides required assistance to the Transportation Safety Board. The department learns from these investigations to better identify the causes of the accidents, which it can then use in turn to improve the rules and policies to better protect people.

A safe and secure transportation system contributes to the quality of life for all Canadians and supports a government perspective on a healthy population, as outlined in *Canada's Performance 2004*.

Indicators of Progress

- *High level of public confidence in transportation safety and security*
- *Reduction in accident/incident rates relative to the increase in traffic*
- *Reduction in fatality rates relative to the accident/incident rates*
- *Progress in implementing safety management system and security management system*

Safety and Security: Challenges and Opportunities

Canada has always had one of the safest and most secure transportation systems in the world. But the dramatic growth of new markets is putting tremendous pressure on that system. Bottlenecks are beginning to develop at key ports and there are concerns about the ability of our rail and marine systems to meet current demands, let alone future growth. New technologies will affect the way planes, trains, vehicles and vessels operate and their level of safety and security. These changes will put new pressures on the transportation system and introduce new risks. Transport Canada will be challenged to ensure that while traffic in all modes is increasing, the level of safety is also continuously improving, and that the department's policies and rules adapt to these changes. The department will need to continue to work closely with industry and other stakeholders to develop innovative approaches to rule-making, outreach, monitoring and enforcement.

Since September 11, 2001, the transportation sector has been facing a new reality stemming from heightened security. The 2001 Budget allocated $7.7 billion to enhance security for Canadians. Of this amount, $2.2 billion was dedicated to making air travel more secure in accordance with rigorous national Transport Canada standards, as well as the creation of CATSA. The government has also responded with a National Security Policy — an action plan for how Canada should address a wide range of threats. The policy recognizes that everyone has a role to play in public safety and security. The policy not only recognizes the essential nature of collaboration, it includes the mechanisms to ensure collaboration actually happens.

From a six-point strategy to deal with marine security, to new rules requiring ships to be fitted with transponder systems that automatically transmit detailed information about the vessel, to

increased funding, Transport Canada is taking a leadership role protecting Canada and Canadians at home and abroad.

In the rail mode, the department has a Memorandum of Understanding on rail security with the Railway Association of Canada that establishes voluntary implementation of security procedures such as incident reporting and emergency response. The department is also involved in developing and implementing initiatives to improve the secure and efficient flow of traffic along key trade corridors.

Transportation safety and security is an essential requirement for a healthy population, a high quality of life and a prosperous economy. The department's challenge is to find innovative and cost-effective ways to identify and mitigate safety and security risks in the transportation system without harming the environment or hindering economic growth.

Safety and Security: Strategic Priorities

To promote a safe and secure transportation system that takes account of efficiency and environmental imperatives, Transport Canada will be focusing over the next three years on the three strategic priorities of New Security Policies and Programs, Smart Regulations, and Safety and Security Management Systems.

➢ NEW SECURITY POLICIES AND PROGRAMS

As outlined in the October 5, 2004 Speech from the Throne, implementing a comprehensive National Security Policy will ensure a more focused and integrated approach to securing our own society. Within this context, cooperation with the United States (U.S.) to strengthen our economic and security relations is an essential requirement for Canada's security and economic objectives. The National Security Policy contains three transportation-related deliverables: a six-point action plan to strengthen the marine security regime; enhancement of security in aviation, including air cargo; and, improving and extending security background check requirements for transportation workers

Transport Canada will continue to implement aspects of *Securing an Open Society: Canada's National Security Policy* in 2005-06, including a **comprehensive program for enhancing air cargo and airmail security**, and continue work with the United States and G8 partners to further develop security measures in areas such as airport security. Beginning in 2005, Transport Canada will develop a **transportation security strategy**. The strategy will identify transportation security priorities across all modes of transportation and will include a formal threat and risk analysis instrument that will improve the department's policies, regulations and enforcement activities.

Transport Canada is also working with other government departments and key interested parties to develop proposals to use certain passenger information from air carriers to enhance security while respecting the privacy and human rights of individuals.

Transport Canada will continue to implement transportation-related aspects of the Smart Border Declaration and its companion 30-point action plan, including participating on the Canada-U.S. working group for the **protection of critical infrastructure** such as airports, ports, bridges and

tunnels. This working group serves as a forum for identifying critical infrastructure of shared interest that crosses the border and for the sharing of information.

For **marine security**, a total of $629.5 million has been invested to date. The security at Canada's ports and marine facilities will be further enhanced under the $115 million Marine Security Contribution Program. Over the next three years this program will be used to help fund projects for such things as the purchase of surveillance equipment, including cameras and closed-circuit TV systems; improvements to dockside and perimeter security and access control, such as fencing, gates, signage and lighting; and other port security enhancements such as security guards. The department commits to introducing a program at Canada's marine facilities that will require marine facility workers to obtain a Transportation Security Clearance. The department will also strengthen security requirements for vessels and ports, enhance security at marine facilities by limiting access to restricted areas, and set standards for dealing with security violations.

Canada's **emergency preparedness and counter-terrorism** capabilities will be enhanced. The department will continue to participate in NATO activities and international emergency response planning, training and exercises, including responses to chemical, biological, radiological, and nuclear emergencies.

- **SMART REGULATIONS**

The government's Speech from the Throne committed to providing "smart government" to make it easier for businesses to operate in Canada. Specifically, the External Advisory Committee on Smart Regulation (EACSR) recently released its report on how regulation can better contribute to the achievement of Canada's social, environmental and economic objectives in the context of the 21st century — the rapid increase in scientific and technological advancements, trans-boundary health and environmental risks, greater integration of markets and companies, and citizens' growing expectations of government.

In the coming year, Transport Canada, as a major regulatory department, will play a key role in the government's commitment to regulating smarter. In practical terms, this means regulations that impose rules that are more focused on safety and security results with targeted interventions, and are designed where appropriate to give industry the flexibility to be innovative in meeting those outcomes.

A key Smart Regulations initiative in Transport Canada this year will be progressing an **agreement with the automotive industry** concerning the manufacturing and use of in-vehicle telematics devices, such as navigation, Internet access and cell phones. This agreement is to include a safety standard and the general principles and process elements that will guide product design, development, evaluation, manufacturing and installation. Producing safer telematics devices will help reduce incidents of driver distraction and collisions. The agreement would give industry more flexibility and opportunities for innovation in product design and would not require the department to issue new or adapt old regulations to respond to new technological advances. Consultations on the terms of the agreement are underway and should be completed by the fall of 2005.

Transport Canada is committed to establishing **safety management system regulations for aviation** organizations. These regulations consist of safety goals, performance targets, risk assessments, responsibilities and authorities, rules and procedures, and monitoring and evaluation processes. Rather than telling aviation organizations how to do it, this smarter way of regulating tells them what needs to be achieved so they can determine how to achieve the results based on their in-depth knowledge of their own operations.

Industry has also been given flexibility for innovation in aviation services provided solely to private businesses. These aviation services have historically experienced an extremely low accident rate, and changes to the rules in 2005 will provide industry with additional opportunities to improve the efficiency of their operations by allowing operators to play a more direct role in managing their own safety systems while not compromising safety.

Other key aspects of Transport Canada's smart regulation strategy are making rules that are in line with the rules of other regulatory agencies, both within Canada and internationally, and having meaningful consultations with wide reach to both industry and the public. Rigorous and thorough consultation processes have helped to ensure that upcoming reforms associated with key acts will result in rules that reflect the needs and concerns of both industry and the public:

- The ***Transportation of Dangerous Goods Act, 1992,*** including proposals that relate to security clearance certificates for persons offering for transport, handling or transporting dangerous goods;

- The ***Canada Shipping Act 2001,*** with changes to support the new regulatory framework that will encompass up-to-date requirements of the International Maritime Organization (IMO) and International Labour Organization (ILO) Maritime Labour Conventions which will bring clarity and consistency, more rapid adaptability and general applicability of maritime instruments (to be finalized by the winter of 2006); and,

- The ***Motor Vehicle Safety Act***, that will modernize its provisions regarding regulatory efficiency and harmonization, certification and enforcement, and importation.

➢ SAFETY AND SECURITY MANAGEMENT SYSTEMS

A safety management system or a security management system (SMS) is a formalized framework for integrating safety or security into the daily operations of a transportation company. It includes setting clear goals and performance targets, conducting risk assessments, establishing clear responsibilities and authorities, maintaining rules and procedures that are well documented and communicated to all employees, and regularly conducting internal inspections and evaluations. In the larger sense, this leads to a more thorough identification and resolution of potential systematic safety or security problems. Transport Canada believes that using safety management systems will make a safe and secure transportation system even safer and more secure.

In 2005-06, Transport Canada will develop a **strategic plan for the implementation of SMS** and then, working closely with industry, labour and other key interested parties, the department will develop plans to implement SMS into each mode of transportation. Having been a key

departmental priority since 1999, the implementation of SMS in aviation, rail, and marine organizations is the cornerstone for improving the safety, security and economic performance of these industries. In 2005-06, these three transportation modes will continue to actively implement this new approach.

Specifically, the department is committed to the pre-publication of **safety management system regulations for aviation** organizations in the *Canada Gazette* in 2005. These regulations will provide aviation organizations with the flexibility to decide how to meet the safety requirements, allowing for innovation while improving safety. A briefing campaign was initiated in January 2005 to prepare the civil aviation industry for SMS implementation. This campaign will come to a close by the end of August 2006.

The railway safety management system regulations, which came into effect on March 31, 2001, require railway companies subject to the *Railway Safety Act* to implement and maintain safety management systems. The department will conduct a stakeholder forum on the experiences to date on implementing SMS in rail, as well as initiating a **review of the department's rail SMS regulations and guidance material**. Transport Canada will continue to work with the marine industry over the coming years to identify opportunities to utilize an SMS philosophy in the continued enhancement of the marine security regime in Canada.

2.1.2 An efficient transportation system that contributes to Canada's economic growth and trade objectives

An efficient transportation system is essential to Canada's economic growth and social development. It directly contributes to Canada's international competitiveness, productivity, and overall quality of life in urban, rural or remote areas. The cost of transportation services is multi-faceted and includes the costs borne by government (e.g. road construction and maintenance), the private sector (e.g. airlines, airports, railways, etc.), by direct users (e.g. vehicle costs, fares, travel time) and by society in general (e.g. congestion, accidents, pollution). Finding policy approaches that contribute to minimizing the total costs of transportation is one of Transport Canada's fundamental challenges.

Canada's transportation sector has been transformed over the past 15 years from one where the government owned and operated the main components of the system, to one that relies on market forces as the mechanism for guiding transportation decision-making. The results have been remarkable, with productivity gains in the transportation sector increasing by 46 per cent compared to 7.5 per cent for the overall economy. There is now greater choice for the majority of users and, in many cases, reduced costs for services. These productivity gains have been stimulated by policy framework changes.

Transport Canada has a key role to play in providing a solid foundation for an efficient transportation system. It develops modal and multi-modal policy frameworks, laws and regulations that govern the economic behaviour of transportation carriers. Competition and market forces are basic tenets of our national transportation policy and will continue to be prime agents in guiding the growth and development of the national transportation system. A strong and healthy marketplace encourages existing competitors and new entrants to innovate and provide new services to meet the transportation needs.

An efficient transportation system also depends on reliable, safe, well-maintained transportation infrastructure to support its development. The departmental activities on this front are wide-ranging and fall in five broad areas: strategic investments in areas that directly support federal priorities, improving governance of transportation infrastructure providers, divestiture of federal assets to parties that are better placed to manage them, continued support to federally-dependent facilities and landlord of substantial land assets.

More specifically, Transport Canada continues to implement its well-advanced divestiture program of regional/local airports while continuing to assume responsibilities for airports and ports until their transfer. It supports federally dependent facilities (ports, airports and ferry) as well as rail and ferry service to remote communities. The department carries out landlord and monitoring functions for strategic assets such as major airports and ports throughout the country. Transport Canada's expertise in policy and program development related to transportation infrastructure is recognized throughout the federal government. The department develops and implements policies and programs, on its own and in partnerships with others, such as Infrastructure Canada.

The department also supports the constitutionally mandated Nova Scotia to Newfoundland and Labrador ferry services operated by Marine Atlantic Inc. (MAI), administers the annual operating and capital subsidies to VIA Rail Canada (VIA), supports and provides oversight to numerous federal bridges (Jacques Cartier, Champlain, etc.) provides an annual grant to British Columbia for their coastal and freight services.

The department continues to be fully committed to divesting its remaining regional/local ports and is working closely with entities across the country to meet this goal. It ensures that Airports Capital Assistance Program (ACAP) funds are properly managed and directed to those airports most in need of safety, asset protection and operating cost reduction assistance.

In support of these responsibilities and other priorities, the department needs to be extensively engaged with domestic and foreign jurisdictions and private sector stakeholders. This is the case, for example, in its negotiation of bilateral air transport agreements or arrangements for international air services and representing the Government of Canada as a member of the International Civil Aviation Organization (ICAO) or participating in the Canada-U.S. Border Working Group.

Transport Canada has an extensive program of monitoring and analysis of the Canadian transportation system, including reporting to Parliament on the state of transportation in Canada (*Canada Transportation Act)*, conducting economic studies as well as monitoring transportation activities throughout Canada. The department contributes to federal science and all departmental priorities by supporting research and development activities, in particular at the Transportation Development Centre in Montreal.

The department recognizes that progress toward achieving its high-level ultimate outcomes will be influenced by some factors that it does not directly control, such as global economic conditions, international crises or the actions of other governments. At the same time, it understands that performance information is needed to adjust priorities and strategies to ensure that progress continues in the right direction. The box below provides an overview of the

indicators that it is planning to use to monitor its progress in promoting an efficient transportation system.

Indicators of Progress

- *Increased productivity of the transportation system*
- *Price and service levels*
- *Community and user satisfaction with price and service*
- *Financial viability of the different components of the system*
- *Reduction in costs of industry*
- *Reduction of cost to taxpayer*
- *Benefits to industry and consumers from improved harmonization*

Efficiency: Challenges and Opportunities

In the face of globalization and the integration of the North American market, increasing Canada's productivity and international competitiveness is imperative if new and viable trade opportunities are to be created. Improvements in the productivity of the transportation sector over the past 15 years have contributed significantly in economic growth and will remain a priority in the future. Remaining competitive will necessitate that we create the right conditions to encourage further investment in transportation infrastructure to address capacity constraints at key ports and borders. In addition, there is a need for increased coordination and consultation, both nationally and internationally, particularly with our largest trading partner, the United States. While competition within and among modes will continue, the increasing integration of countries' economic activities will continue to require more coordination and integration between modes, and consequently competition will increasingly be also among integrated transportation routing of traffic requiring the participation of different elements of our country's transportation system with the ones of other countries' systems.

In practice, this means a change in perspective, recognizing that our major ports and airports are hubs of economic activity and key in creating dynamic urban centres that are magnets for investments and talent. It means fostering the creation of more intermodal connections that facilitate the movement of people and goods in cities and in all regions of Canada. It means ensuring economic policy frameworks that offer service and infrastructure provider flexibility and the ability to grow while benefiting all users. Above all, it means ensuring a safe and secure transportation system as a critical underpinning of maintaining and improving efficient traffic flows.

For the air industry, the department's focus is on ensuring service to Canadian travellers, shippers and communities while providing a foundation for the health and viability of air carriers. There may be opportunities to explore some liberalization measures with respect to international air agreements that would position the industry to take advantage of new opportunities as they emerge, and the department will be examining some of these. The issue of airport rents, which has been under review for several years, must also be addressed, as does the question of how to provide an appropriate legislative framework to guide airport infrastructure. The department will be examining issues around airport governance, including ensuring appropriate levels of transparency and accountability.

Flexibility and economic opportunities need to be provided to the Canadian marine sector and Canada Port Authorities (CPAs) so that they can realize their potential as economic generators. Issues to be addressed include the potential refinement of legislative and regulatory instruments in order to provide further tools for instilling and promoting an appropriate investment climate for CPAs, as well as other measures to ensure future port competitiveness.

Rail transportation contributes to national competitiveness through its role in the development of strategic North American gateways and trade corridors. The department is increasingly focusing attention with others in the public and private sectors, in examining challenges associated with transportation capacity to meet ever-increasing trade growth. Particular areas of attention include the west coast – our Pacific Gateway – where the boom in trade with China is creating significant congestion, and in south-western Ontario where work is underway to address short and longer-term challenges concerning congestion and capacity at the Windsor-Detroit gateway. In addition, the provision of passenger rail services, including those in remote areas of the country, is a continuing area of interest for the department.

The future of our economy depends on efficient trade corridors that allow all modes of transport to capitalize on Canada's competitive advantage as a gateway between North American and other global markets. Ensuring the secure and efficient flow of people and goods at border crossings and along corridors requires both infrastructure improvements and a coordinated approach to implementing enhanced border and transportation processes.

The Government of Canada has committed to making Canada one of the top five most innovative countries in the world by 2010. The government's innovation strategy is focused on fostering innovation and developing the necessary skills for this innovation capacity to grow. Research and development supporting transportation innovation will continue to be central to maintaining a competitive and productive transportation system that is safe and secure and environmentally responsible. A steady flow of new ideas is required to advance technologies and science that support intermodal integration, improved infrastructure design, congestion management, supply chain logistics and environmental initiatives, and more public-private partnerships must be fostered to realize these objectives. There is also a need for the transportation sector as a whole to focus on skills development to ensure we have the people and the capacity to continue to operate and improve the system.

Efficiency: Strategic Priorities

To promote an efficient transportation system that is mindful of safety and security and environmental imperatives, the department will focus its efforts on key activities and initiatives that support the three strategic priorities of Market-based Policy Framework, Infrastructure, Gateway and Trade Corridors and Innovation.

➢ MARKET-BASED POLICY FRAMEWORK

Ensuring the continued improvement of transportation services by providing rules that allow transportation undertakings to adapt, innovate, remain competitive and serve the public has been the successful focus of federal transportation policy over the years. Experience has demonstrated that competition and free market forces stimulates performance. When government interventions are needed, they should be targeted to situations where market forces are insufficient to achieve desirable outcomes. While much has been accomplished to provide a competitive market place and to better focus government actions, there still remains room for improvements.

The ***Canada Transportation Act*** (CTA) provides the basic rules that govern the economic behaviour of railways and airlines. A renewed proposal to amend the CTA (former Bill C-26 died on the order paper in November 2003) is currently under development. The intention would be to ensure that transportation service and capacity remain responsive within a stable policy framework and encourage an investment climate supporting strategic private investment.

To continue moving toward a more efficient and commercial system for the movement of grain, the Government of Canada will make a decision on the possible options for disposal of its fleet of **grain hopper cars**. The disposal options will take into account the need for an efficient, commercial and competitive grain transportation system that supports economic growth and international trade and the need to optimize value for taxpayers.

On November 4, 2004, the government requested the assistance of the Standing Committee on Transport (SCOT) to conduct a review of whether Canada should further liberalize its approach to the economic regulation of the air industry. A guidance document on **air liberalization** designed to help SCOT was tabled at the time. A report was requested for April 2005. The department will be examining air liberalization-related issues in the coming weeks and months — in parallel with any analysis that the SCOT may chose to conduct on this subject. The government response to the findings of SCOT and the development of a follow-on agenda will require the advice and support of the department that will consist of data gathering, stakeholder dialogue, analysis and policy development with a view to maximize opportunity and competitiveness for Canada's air industry.

Canada had more than 70 bilateral air transport agreements or arrangements for **international air services** in place at the end of 2004. Priority in the coming year will be given to the rapidly emerging markets in China and India, among others. Successful negotiations are intended to improve the competitiveness of the Canadian industry abroad as well as providing Canadian travellers and shippers with better and more economic travel options.

The **Aviation War Risk Liability Program** was introduced as an interim measure, to provide an indemnity for as long as, and to the extent that, suitable insurance coverage remains unavailable on commercially acceptable terms that enables Canadian aviation participants to maintain a level playing field with foreign equivalents. In the upcoming year, the department will conduct an analysis of the program along with stakeholder consultations as part of the review concerning the need for the program.

Transport Canada plans to introduce regulations in 2005-06 to require marine carriers to acquire and maintain insurance coverage sufficient to meet their liability to passengers under Part 4 of the ***Marine Liability Act***. These compulsory insurance regulations will protect the financial interests of passengers and support competition by ensuring that fully insured operators face no competitive disadvantage from those who would under-insure their operation.

- **INFRASTRUCTURE, GATEWAYS AND TRADE CORRIDORS**

Creating the conditions that encourage investments in transportation and directly supporting transportation infrastructure that serves the national interest and enhance the quality of life in our communities are key departmental priorities.

The department is working on a new ***Canada Airports Act*** (former Bill C-27 died on the order paper in November 2003). The objectives of the new *Act* will include provisions to strengthen governance, transparency and accountability at Canadian airports, especially those operated by Airport Authorities. The *Act* is expected to lead to more effective investment decisions in airport infrastructure projects.

The three-year **Airport Rent Policy Review** examined the rent policy for 21 leased Airport Authorities in the National Airports System and was completed in 2004-05. It assessed the fairness and sustainability of the federal government's airport rent policy. Working with stakeholders, the department developed recommendations for government consideration in early 2005. Transport Canada's role is expected to focus on implementation and communication of any decision taken.

Transport Canada also works closely with Infrastructure Canada on highways, transit and border projects by providing technical input, analysis and advice on the selection of transportation projects, jointly negotiates and seeks Treasury Board approval of the contribution agreements and is responsible for implementing the projects. As of December 2004, $3 billion have been invested in transportation projects through the **Canada Strategic Infrastructure Fund** (CSIF) and the **Border Infrastructure Fund** (BIF)

For 2005-06, the department's priorities will be to manage and to ensure compliance of over 25 transportation projects that have been approved under the CSIF and the BIF. For example, the construction of a four-lane Trans-Canada Highway in New Brunswick ($200 million federal); the studies and other preliminary work (Phase 1) on Highway 30 to explore the potential for a public-private partnership to complete this section of the four-lane divided highway, spanning 35 kilometres, southwest of Montreal, in Quebec ($10.5 million federal); improvements to GO Transit's rail network in the extended Greater Toronto Area (GTA) as well as for the "Quick Start" phase of the York Region Rapid Transit Plan in Ontario ($435 million federal); improvements to highways and border-crossing infrastructure in the Sarnia, Niagara and London areas in Ontario ($154 million federal); the twinning of the Trans-Canada Highway 1 and of the Trans-Canada Yellowhead Highway 16 in Saskatchewan ($65 million federal); and, national corridors for Canada in the Northwest Territories ($65 million federal).

Transport Canada will continue the negotiation of over 15 projects that have been announced but not yet approved such as the implementation of the Let's Get Windsor Essex Moving Strategy

($150 million federal); a light rail expansion from downtown Ottawa to Barrhaven in Ontario ($200 million federal); the construction of segments of ring roads around Calgary and Edmonton in Alberta ($150 million federal); and the construction of a light rail transit line, linking central Richmond, Vancouver International Airport and downtown Vancouver in British Columbia ($450 million federal).

Transport Canada will continue to provide leadership through the development of highway policies that focus on the 27,000 kilometres of federal, provincial and territorial owned National Highway System (NHS). A key challenge will be the review, with provinces and territories of the highways and intermodal connectors comprising the NHS in light of changing economic and trade patterns, and the development of a "tier two" network of highways of regional importance.

Transport Canada is currently reviewing the governance and operation of all domestic and international bridges within its portfolio with a view to enhancing their ability to be self-sufficient over the long term. In addition, the department is examining mechanisms to improve the oversight capability to better manage critical infrastructure.

Improving international traffic flows at the **Windsor-Detroit border crossing** is a key government priority. In addition to the Let's Get Windsor-Essex Moving Strategy looking at improvements to existing infrastructure, the department will continue to participate in the Canada-U.S.-Ontario-Michigan Border Transportation Partnership, whose purpose is to develop a long-term strategy to improve, in a coordinated fashion, the movement of people, goods and services across the Windsor-Detroit gateway. The Partnership has now entered the formal environmental assessment phase of its bi-national study process for increasing crossing capacity, and is also examining alternative ways of addressing cross-border transportation needs. This phase is expected to last three years, at which time the Partnership will have concluded consultations and developed a preliminary design and plan for expanded border capacity.

The ***Canada Marine Act*** (CMA) established the first single, comprehensive piece of legislation to govern many aspects of Canada's marine sector, including the establishment of Canada Port Authorities (CPAs), the commercialization of the St. Lawrence Seaway and federal ferry services, and improvements to the way Pilotage Authorities operate in Canada. Transport Canada will be tabling amendments to the CMA in 2005. These amendments will address concerns identified during the 2002 review of the CMA and will focus on the marine sector's financial flexibility (especially for CPAs) to maintain economic viability and respond effectively to changing market demands.

Transport Canada is working with the U.S. Department of Transportation, the U.S. Army Corps of Engineers and the Canadian St. Lawrence Seaway Management Corporation on a comprehensive study of the **future infrastructure needs of the St. Lawrence Seaway**, including the engineering, economic and environmental implications of those needs. The principal focus of the study is to assess the long-term maintenance and capital needs to sustain and optimize the existing Seaway infrastructure.

Ridley Terminals Inc. (RTI) is a parent Crown corporation, which operates a bulk terminal on lands leased from the Prince Rupert Port Authority. RTI primarily handles metallurgical coal mined in north-eastern British Columbia. Due to the low volume of throughput at RTI, it is

facing financial challenges and is receiving contributions from Transport Canada to sustain its operations until the government considers options for its future. In 2004, the department provided financial support to RTI through a contribution agreement and, in 2005, will be providing additional funding and support of RTI's operations and will be developing options for the government respecting possible private sector acquisition of RTI.

Transport Canada will develop a **federal freight strategy** in 2005 that will identify the main themes and issues in freight transportation in Canada. This integrated freight strategy will propose for public discussion strategic directions for the department over the short-and medium-term. The benefits of the freight strategy will be to identify and remove barriers to the smooth and efficient transportation of freight. A key component of the strategy will be the development of a defined role for technology and how the federal government may provide leadership in promoting its use to facilitate solutions for key challenges in the sector.

In terms of passenger travel, VIA Rail is responsible for the safe and efficient provision of inter-city passenger rail services in Canada. VIA receives an annual operating subsidy of $169 million and also relies on Government funding for its capital needs. Over the next year, the new management of VIA Rail will be expected to undertake a **review of the future of passenger rail in Canada,** considering all options and determine the investments required to ensure the viability of Canada's passenger rail network for the long term. Following that review, Transport Canada will make recommendations to the Government on possible options and funding implications.

- **INNOVATION**

Innovation is key to all of our objectives, and in particular to reconciling the three pillars (safety and security, efficiency, and environmental responsibility) of our vision of a sustainable transportation system. Innovation and skills development can make the transportation sector stronger, more resilient, adaptable and responsive to changing demands and pressures.

Transport Canada is currently reviewing its approach to research and development (R&D), through the development of a **strategic R&D plan**, in order that it becomes more closely aligned with the needs of the sector and the government's vision of an economy that is competitive on the world stage. In doing so the department will be reviewing how it governs its R&D activity, its relations with external partners and other government departments. Key activities to be undertaken in the planning period at Transport Canada's Transportation Development Centre include demonstration of the functionality of newly developed transportation technologies and pursuing the transfer and commercialization of our successful research outcomes.

Transport Canada has encouraged innovation and skills development across Canada through targeted funding of Intelligent Transportation System (ITS), guided by the ITS Strategic Plan. The ITS strategy will continue developing the policy framework to foster innovative technologies. Tools will include funding or R&D and deployment initiatives, and the establishment of networks of researchers and centres of ITS expertise in Canadian universities.

A **highly skilled labour force** is critical in positioning the transportation sector to support the Canadian economy in a highly competitive global environment. Acting as a catalyst, in 2005, Transport Canada will continue cooperative efforts with public and private sector partners to

identify and seek ways to address top skills development challenges, including organizing discussion tables and a Transportation Skills Conference. The department also plans to support specific transportation-related initiatives undertaken by academics and/or public and private sector partners to promote interest and awareness of transportation-related careers among Canadian youth, and to foster the development of a transportation research network.

2.1.3 An environmentally responsible transportation system that contributes to Canada's sustainable development objectives

Although transportation provides many economic and social benefits, the movement of people and goods can have significant environmental consequences, which in turn have social and economic repercussions. Sustainable transportation calls for ensuring that the environment is considered along with economic and social factors in transportation decision-making. Environmental impacts from transportation include air, water and noise pollution, greenhouse gas emissions, and the loss of agricultural land and wildlife habitat. A range of transportation activities contribute to these pressures, including: construction and financing of infrastructure; airport and port operation; road system operation and maintenance; production, operation, maintenance and disposal of vehicles; and, supply of energy and fuel, including non-renewable resources.

To promote a sustainable transportation system, Transport Canada will continue to develop and implement programs and policies in support of sustainable development to protect the natural environment and to achieve a more sustainable transportation system in Canada. As sustainable transportation is a shared responsibility, the department will work with its partners and stakeholders, including the general public, the transportation industry, other federal government departments, provinces, territories and municipalities, as well as international organizations.

Transport Canada's Sustainable Development Strategy 2004-2006 is the third successive three-year strategy developed by the department. It brings more precision to the concept of sustainability, and defines seven challenges and 32 specific commitments. This strategy outlines a set of principles for sustainable development, includes concrete deliverables and performance measures, and defines what the department can do better to integrate sustainable development into its activities. In the short-term, the department will implement the commitments and targets that it has set out for 2004-2006.

Transport Canada has included in its sustainable development strategy, a key challenge involving the improvement of environmental management on Transport Canada lands and in its operations. Although the department no longer directly operates many components of the transportation system, it retains the role of landlord and manager for major components, including the National Airports System. In this role, Transport Canada is responsible for ensuring appropriate stewardship of its lands and facilities. The department has met this continuing challenge through its Environmental Management System (EMS). The EMS helps the department better understand the nature of its environmental impacts and has led to the development of programs in the areas environmental assessment, site remediation, environmental protection and real property to manage those impacts.

Transport Canada's Climate Change Programs strive to reduce the growth of greenhouse gas (GHG) emissions in the transportation sector through a wide range of partnerships, commercialization of near-term fuel-efficient technologies, and sharing the risks and costs of innovation. The programs draw upon the best ideas identified by the Transportation Climate Change Table in 2000 in three main areas. Partnerships established through the Moving on Sustainable Transportation program and the Urban Transportation Showcase Program help foster more sustainable urban transportation. Continuous energy-efficiency improvements are underway within the freight system through the Freight Efficiency and Technology Initiative and the Freight Efficiency Program. More fuel-efficient vehicles for Canadians are supported and promoted through the Advanced Technology Vehicles Program. Key activities under these programs include demonstrations and pilot projects, technology purchase incentives, industry awareness and capacity-building initiatives, and the negotiation of voluntary GHG reduction agreements with modal associations. The programs have developed a substantial presence in the sector, and will begin to yield measurable results in 2006-07 as projects near completion.

The following box provides some high-level performance indicators that will be used to track progress towards the department's sustainable transportation goals.

Indicators of Progress

- *Reduction of total GHG emissions per mode (road gasoline, road diesel, aviation fuel, rail diesel, marine fuel)*
- *Average fuel efficiency for light duty vehicles, light trucks, heavy duty trucks, locomotives and aircraft*
- *Reduction of freight GHG emissions by tonne-km for light trucks, medium trucks, heavy trucks, locomotives and vessels*
- *Average air pollutant per light-duty vehicle (where data is available)*
- *Decreased in air pollutant per tonne-km for for-hire-trucking, marine, rail and air*
- *Reduction of GHG emissions from Transport Canada activities*
- *Transport Canada contaminated sites that have undergone remediation or risk management*

Environmental Responsibility: Challenges and Opportunities

Transportation takes place within a complex web of human and physical interactions and conditions. Transportation has a derived demand and is an enabler of activities driving of our economy, our competitiveness and our overall quality of life.

Canadians value their personal mobility. Within passenger and freight transportation there are multiple factors that affect the interplay with the environment. This is particularly the case on our urban areas, where about 80 per cent of Canadians reside. To a considerable extent, Canada has relied on education and awareness, voluntary measures and initiatives that promote new technologies and best practices. These actions are important first steps, but much more is required to ensure that the environment is more fully incorporated into transportation decisions. Furthermore, while action in the various modes is important, there is a growing need to address systemic challenges and opportunities – to ensure that there is greater integration where this makes sense. Efforts to influence both transportation supply and demand will be critical in terms

of forging a more sustainable transportation system – one that is safe and secure, efficient and respectful of the environment.

The impact of transportation in relation to issues such as climate change, clean air and water and contaminated sites is undeniable. They are linked to other major federal government priorities such as health, a New Deal for Cities, innovation and a strong economy. These issues cannot be dealt with in isolation. For example, actions taken to reduce GHG emissions will have significant co-benefits. The challenge is to adopt a systemic approach to achieve a sound integration of environmental issues into transportation policy.

Additional emphasis is needed on what can be achieved through other measures such as transportation demand management, transit pass, road pricing/user pay systems, parking policies and alternatives to the single occupancy vehicle. Future efforts will also increasingly focus on ensuring the efficiency of the urban transportation system, relieving congestion and improving air quality. The government has recognized the need for improved transit infrastructure and service. To this end, the federal government encourages investments in transit that are coupled with municipal efforts to establish supportive transportation management and land-use planning frameworks.

Influencing the choices of transportation users and shippers is a major long-term challenge. Federal leadership is key to achieving real progress in improving modal use and choice. The first step is to come to grips with the issue of full-cost pricing by identifying and measuring both financial and external costs of transportation, and how best to integrate them in decision-making.

Transport Canada will also continue to advance new technologies in support of sustainable transportation and will explore opportunities to expand its role in research and development for sustainable transportation. The federal government will continue to promote vehicle fuel economy. Ultimately, Transport Canada will champion the integration of technology options for cleaner or more efficient vehicles/fuels in all modes, and optimize the overall efficiency of transportation systems.

In addition, Transport Canada will be adjusting to the major new responsibility of the *Navigable Waters Protection Act*. This has major implications for the department, particularly with respect to the environmental assessments that are required under the *Canadian Environmental Assessment Act*.

To do its part in meeting the challenges, Transport Canada will continue to develop and manage policies and programs to address government-wide sustainable development and environmental issues as they relate to the transportation sector. The department will work with its partners and stakeholders, who include the general public, the transportation industry, other federal government departments, provinces, territories and municipalities, as well as international organizations, to overcome these challenges.

Environmental Responsibility: Strategic Priorities

To promote an environmentally responsible transportation system that is mindful of safety and security and efficiency imperatives, the department will focus its efforts on key activities and

initiatives that support the three strategic priorities of Climate Change, Environmental Assessment and Environmental Protection and Remediation.

- **CLIMATE CHANGE**

The Kyoto Protocol on Climate Change has been ratified by Canada and officially entered into force on February 16, 2005. The Kyoto Protocol requires Canada to reduce its GHG emissions by six per cent from 1990 levels by the commitment period of 2008-2012. The Government of Canada is developing the **next generation of climate change policies** to build on those already in place.

Transport Canada plays a lead role on climate change policy as it relates to transportation. It works with other government departments and stakeholders to develop and analyze new policies and measures for reducing GHG emissions from the transportation sector. In 2005-06, the department will propose new policies and programs in support of Canada's Kyoto commitment.

An important component of the government's climate change objectives is to attain an agreement with automakers to improve **motor vehicle fuel efficiency** (new cars and light trucks) by 25 per cent by 2010. While the government is committed to reaching a voluntary agreement, it will also be evaluating alternative approaches, including regulation and the use of economic instruments. Transport Canada will lead the federal government's efforts in these areas.

The Advanced Technology Vehicles Program (ATVP) is a component of the Motor Vehicle Fuel Efficiency Initiative under the Government of Canada's Action Plan 2000 on Climate Change. The role of the ATVP is to evaluate advanced vehicles and technologies to determine their role in meeting the program objectives and to showcase these technologies and their benefits to Canadians.

By increasing the knowledge of advanced technologies through the ATVP's public education efforts, the Canadian public will be better prepared to use and accept these technologies, and the environment will benefit by a faster increase of advanced technology vehicles in the Canadian fleet. The added cost of some of these technologies will diminish once economies of scale take effect.

The role of the Fuel Consumption Program (FCP) is to administer the voluntary Government/Industry Fuel Consumption Program. The program is expected to result in increased public awareness of vehicle fuel efficiency and more fuel-efficient new light duty vehicles in Canada. Performance will be measured through the continued maintenance of the Vehicle Fuel Economy Information System; conducting numerical audits of manufacturer submitted data; conducting confirmatory testing of a limited sample of new motor vehicles; and informing the Canadian public about low carbon fuels and fuel-efficient vehicles through the Fuel Consumption Guide and other means. In 2005-06, Transport Canada will be seeking the resources necessary to strengthen both the ATVP and the FCP, and to place them on a more sustainable footing.

Transport Canada has reached a voluntary performance agreement with the Air Transport Association of Canada to reduce GHG **emissions in the freight aviation sector**. The agreement demonstrates the department's commitment to working with the transportation industry to

achieve sustainable transportation and reduce the impact of transportation on climate change. The agreement includes a yearly reduction target, an action plan and annual progress reporting.

Road Safety is currently conducting a **research program on speed management**. Transport Canada has policy and regulatory interests in motor vehicle speed from both safety and energy perspectives. The overall objective of this program is to analyze and quantify the effects of technical and behavioural measures to influence vehicle speeds in terms of their potential impact upon road safety and GHG emissions.

Transport Canada will continue to work towards **reducing Greenhouse Gas Emissions in the rail sector**. Specifically, it will work with Environment Canada and the Railway Association of Canada on expanding the existing Environmental Performance Agreement to include more effective plans and targets to reduce greenhouse gas emissions, and control over toxic emissions. The agreement is an undertaking by the Railway Association of Canada to record and report overall emissions levels from locomotives operating in Canada, and to comply with a set limit on oxides of nitrogen (NOx) emissions. Transport Canada will also be conducting studies and test programs with the U.S., the railway industry and other stakeholders on the issue of toxic emissions with a view to reducing the levels important to air quality.

- **ENVIRONMENTAL ASSESSMENT**

As of March 29, 2004, responsibility for the Navigable Waters Protection Program was transferred from Fisheries and Oceans Canada to Transport Canada. Certain approvals under the ***Navigable Waters Protection Act*** (NWPA) trigger the need for an environmental assessment under the *Canadian Environmental Assessment Act*. Transport Canada is now responsible for ensuring that these environmental assessments are carried out and is responsible for their approval.

For the fiscal year 2004-2005, both the number of environmental assessments completed and the number of environmental assessments underway have increased significantly due to the NWPA transfer. This increase in the number of environmental assessments being worked on also has significant resource implications for the department. During 2005-2006, new guidance material will be developed to reflect the environmental assessment responsibilities that have come to the department via the NWPA. The department will continue to monitor how many environmental assessments are completed or initiated per fiscal year.

- **ENVIRONMENTAL PROTECTION AND REMEDIATION**

The Transit Pass Program (Ecopass) represents a critical element within the department's strategy to reduce GHG emissions from workplace travel. The project, which has been extensively tested over the last few years, enables participating federal department employees to purchase discounted annual transit passes through a convenient method of either payroll deduction or pre-authorized payments. Late in 2004, the Transit Pass Program was expanded to Public Works and Government Services Canada and offered to all federal departments in the National Capital Region. Transport Canada has established a project office to assist other departments in implementing the program. In 2005-06, the department will also lead interdepartmental efforts to find other ways to encourage the use of public transit.

Transport Canada also continues to undertake work detailed in its departmental Contaminated Sites Management Plan. The plan is a Treasury Board requirement that outlines the department's five-year strategy for managing its contaminated sites and identifying suspected contaminated sites. In addition to funding from within the department, the Federal Contaminated Sites Accelerated Action Plan Fund will be utilized to initiate or accelerate assessment work and remediate high-risk sites.

2.2 Transport Canada's Management Agenda

To continue to excel at serving the public interest and to succeed in its mission, Transport Canada recognizes the importance of being able to focus on management results. This can be achieved by leveraging the expertise and know-how of our operational business and corporate support teams through a vibrant management agenda.

The departmental management agenda is directly aligned with the overall directions and strategic themes given by the federal government, which are adapted to the specific circumstances and challenges of our organization.

Management Agenda: Challenges and Opportunities

Transport Canada's management agenda is built on a premise of continuous improvement, enabled by a culture that embraces change. It reflects the understanding that there is always room to improve our approach to management to better reflect the commitment and initiatives stated in *Results for Canadians*, specifically to: be citizen-focused; exhibit modern workplace values and practices; spend responsibly; and be results-based.

Transport Canada's challenge is to continue to focus on the management agenda, while broadening its scope to align with the *Management Accountability Framework*. Departmental managers must have the tools and a supportive culture in place to manage effectively. We must also ensure that the commitment and initiatives stated in *Results for Canadians* are integrated into day-to-day practices.

The department continues to pursue activities to strengthen its management capacity through the integration of the ten management principles of excellence stated in the *Management Accountability Framework*. Over the next few years, while pursuing progress on all ten elements of the framework, the department will focus on strengthening its capacity in the following areas of Governance and Strategic Direction, Accountability, People, Stewardship and Values and Ethics.

- **GOVERNANCE AND STRATEGIC DIRECTION**

A specific key priority for Transport Canada's Management Executive Committee will be to focus on *Governance & Strategic Direction* towards ensuring that the essential conditions, such as internal coherence and alignment to outcomes, are in place for providing effective strategic direction, support to the minister and Parliament, and the delivery of results. This includes the communication of clear strategic priorities in the ***Report on Plans and Priorities***. As well, steps are being taken to enhance the department's planning and reporting capacity through **integration of Financial, Human Resources, Information Technology and Information Management planning**.

Indicator of Progress

- *Strengthened reporting to Parliament*

➢ ACCOUNTABILITY

To demonstrate that accountabilities for results are clearly assigned and measured throughout Transport Canada and to further improve the department's capacity to focus on results, strengthening the department's accountability framework has become a key objective. To achieve this, the department will continue to enhance its current planning, reporting and accountability structure to improve its description of the hierarchy of programs and their link to strategic outcomes. This improvement will strengthen reporting and align information based on priorities, plans, actual expenditures and results at the appropriate level of aggregation.

Indicator of Progress

- *Improved capacity for decision-making based on an integration of all resource information*

➢ PEOPLE

There are many challenges that must be met over the next several years to ensure a vital and high-performing public service. Human resources management practices and culture must evolve to ensure Transport Canada has the workforce and workplace to assure its success and a confident future for the Public Service of Canada. The ***Public Service Modernization Act*** will bring many changes to the way departments manage their human resources. Accordingly, Transport Canada will continue to strive towards its human resources' ultimate outcomes of a productive and sustainable workforce and an enabling work environment. Articulated below are some enablers to these outcomes and the people priority areas on which the department plans to focus in the next fiscal year and beyond.

In the years to come, the *Public Service Modernization Act* will significantly impact all departments, including Transport Canada. Major changes are under consideration to ensure more collaborative labour-management relations, a more flexible staffing system, a more focused approach to corporate learning and development, and clearer roles and accountabilities.

The greatest challenge will be to implement the necessary changes to human resources management processes while maintaining existing services and processes. Transport Canada has adopted a phased implementation strategy, which includes a communication strategy and a learning strategy that has been sequenced with the coming into force of the various parts of the legislation. This strategy is built on engagement, maintaining and building capacity, improving processes and consultation. In 2005-06, the department will devote significant effort to review and develop the new policies, processes, frameworks, systems and delegation instruments required under the new legislation; to engage and inform employees, managers and the HR professionals on the new regime; and to implement the learning strategy to ensure that employees, managers and HR professionals are equipped with the knowledge and skills they need to function under the new regime.

In addition, the department will review its Human Resources Information Management System to ensure that it has the required reporting functionalities to meet the reporting requirements of the new legislation.

Transport Canada is committed to moving forward on its agenda to ensuring that its workforce is reflective of the Canadian population. Through a **diversity** strategy, the department supports a corporate culture and behaviours that promote mutual respect, acceptance, teamwork, and productivity. The objective of Transport Canada is to reach, by 2008, a rating of 4.0 out of 5 on the Equity Continuum, a tool that measures the way an organization approaches diversity in its workplace and the reasons for it. In 2005-06, the department will undertake another Diversity Climate Survey to measure the progress it has made and determine the priority areas that require attention.

Linguistic duality is intrinsically linked to the Canadian identity. That is why it is essential that the public service reflects this and fully integrates these underlying values. Transport Canada recognizes the importance of respecting both of Canada's official languages and will continue efforts to meet its official languages obligations and make progress in this regard through its Official Languages Strategy.

Indicators of Progress

- *Progress towards Public Service Modernization Act implementation, including managers and employees having an increased understanding of implemented elements in accordance with the coming into force of the various parts of the legislation (percentage of managers/employees briefed or trained)*
- *Increased representation of employment equity designated groups compared to labour market availability, including increased recruitment of visible minorities in both the executive and technical groups*
- *Increase in the number of "bilingual imperative" staffing actions*
- *Increase in the number of bilingual supervisory positions*

➢ STEWARDSHIP

The control regime will be strengthened through improved integration and effectiveness of business tools and practices, thereby improving our capacity to ensure responsible spending. Since the mid 1990s, Transport Canada has been investing in the enhancement of its internal systems (e.g. Human Resources Finance, Information Management and Information Technology) to improve its stewardship capacity. The department's Enterprise Resource Planning system, data warehousing and business intelligence tools provide relevant information on resources and results, and form an essential part of the control framework within the department. Although the systems have improved administrative efficiencies and controls over the financial and physical protection of Transport Canada's assets, improvements continue to be made to further enhance the department's capacity to provide a comprehensive, integrated source of financial, HR and operational information on programs and activities.

To ensure that stakeholders will have reliable and relevant information on the resources required to achieve program results and to measure program performance, improvements will be required in the **integration of financial and non-financial data**. Transport Canada will need to leverage available financial information and make appropriate linkages to performance information in support of decision-making.

A strong collaborative approach will ensure that products and solutions are business focused and therefore directly link to internal and government wide direction. Participation on Government of Canada related working groups and forums will ensure exchange of common approaches and synchronization of services based on the government's horizontal and shared services agenda.

Indicator of Progress

- *A more robust planning and reporting framework through the integration of corporate information systems and controls*

➢ **VALUES AND ETHICS**

Transport Canada will continue to work towards ensuring that its Values and Ethics are incorporated into decision-making practices and reflect its culture and business realities. As published in the 2002 Public Service Employee Survey, departmental values and ethics are viewed by Transport Canada employees as consistent with, or better than, the public service as a whole. Core values are published and widely shared. The department has, on a general basis, demonstrated that it "lives its values" and managers act with integrity. However, with the introduction of the new Values and Ethics Code, efforts to actively **promote a values-based culture** are now underway.

Communication and training activities have been introduced to help employees develop ethical reasoning as a decision making process. This contributes to establishing a values-based culture at Transport Canada. Employees now have access to information and training material, as well as to the Departmental Advisor, Values and Ethics, for guidance in matters of ethical decision-making. Transport Canada is reviewing its Conflict of Interest Policy in the context of the new Code, which is also being incorporated into management and orientation training courses.

Indicators of Progress

- *Sound advisory and recourse mechanisms in place.*
- *Orientation, learning and other tools to support staff*

SECTION III – SUPPLEMENTARY INFORMATION

3.1 Management Representation

I submit for tabling in Parliament, the *2005-2006 Report on Plans and Priorities* (RPP) for

TRANSPORT CANADA

This document has been prepared based on the reporting principles contained in the *Guide to the preparation of Part III of the Estimates: Reports on Plans and Priorities*.

- It adheres to the specific reporting requirements outlined in the TBS guidance;
- It is based on the department's approved accountability structure as reflected in its Management, Resources and Results Structure;
- It presents consistent, comprehensive, balanced and accurate information;
- It provides a basis of accountability for the results achieved with the resources and authorities entrusted to it; and
- It reports finances based on approved planned spending numbers from the Treasury Board Secretariat.

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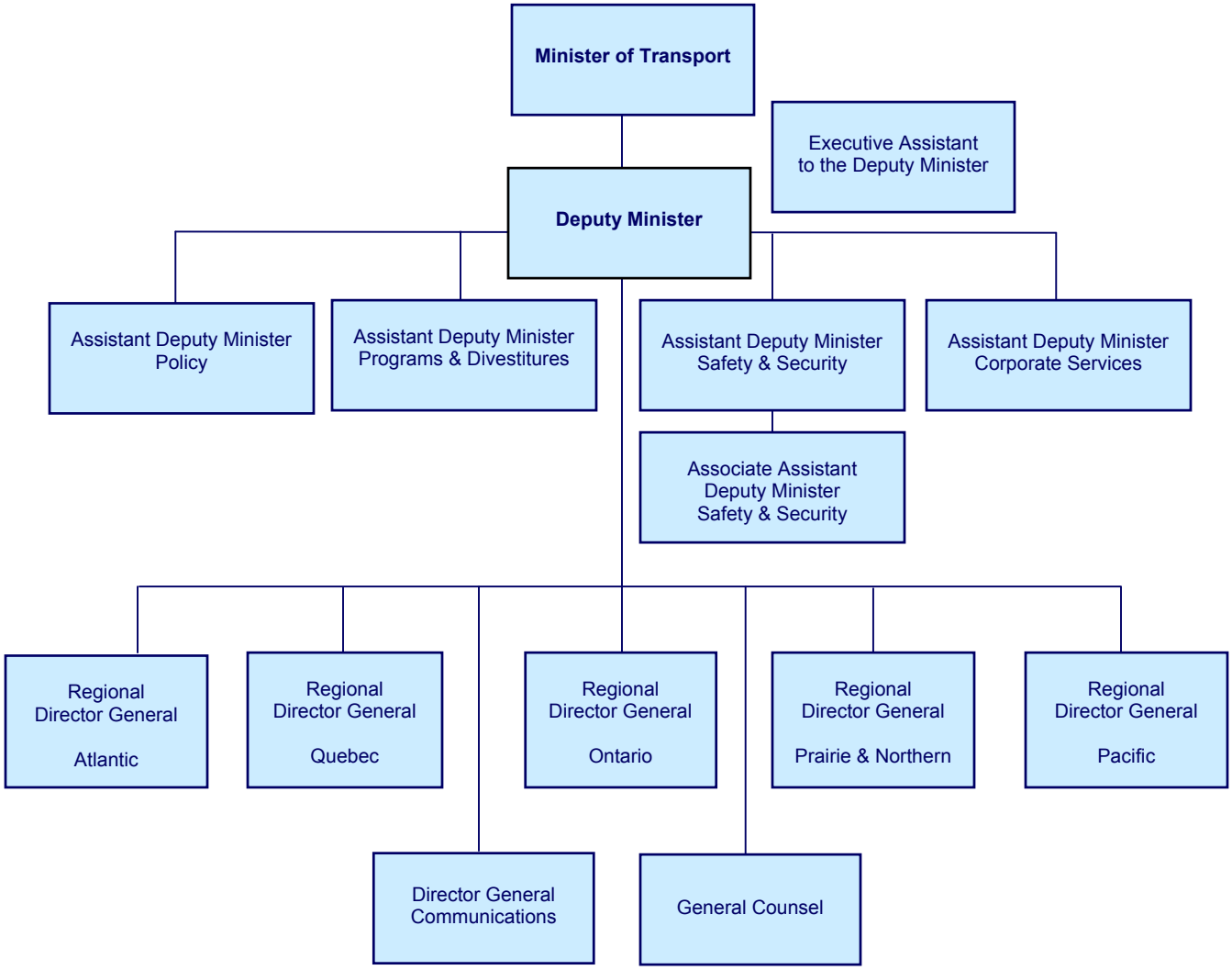
Name: Louis Ranger
Title: Deputy Minister

3.2 Organizational Information

At Transport Canada headquarters, four Assistant Deputy Ministers — Policy, Programs and Divestiture, Safety and Security, and Corporate Services and one Associate Assistant Deputy Minister, Safety and Security — report to the Deputy Minister, as do the Director General of Communications and the Departmental General Counsel. Five Regional Directors General — Atlantic, Quebec, Ontario, Prairie and Northern, and Pacific — also report directly to the Deputy Minister. Each of these organizational heads is accountable for the management of his/her organization and for the delivery of results associated to the program activities as set out in the new Program Activity Architecture.



3.3 Financial Tables

Table 1: Departmental Planned Spending and Full Time Equivalents

($ 000s)	Forecast Spending 2004-2005[1]	**Planned Spending 2005-2006[2]**	Planned Spending 2006-2007	Planned Spending 2007-2008
• Policies, Rulemaking, Monitoring and Outreach in support of a safe and secure transportation system.	512,522	**540,695**	586,656	562,190
• Canadian Air Transport Security Authority	503,675	**438,400**	315,566	290,000
• Policies, Programs and Infrastructure in support of a market-based framework.	633,208	**558,661**	337,204	311,174
• Jacques Cartier and Champlain Bridges Inc.	32,019	**32,188**	32,188	31,939
• Marine Atlantic Inc.	72,907	**24,533**	22,490	22,707
• VIA Rail Canada Inc.	191,301	**169,001**	169,001	169,001
• Policies and Programs in support of sustainable transportation.	31,235	**85,581**	69,226	49,108
• Budgetary Main Estimates (gross)	1,976,867	**1,849,059**	1,532,331	1,436,119
Less: Respendable revenue [3]	318,345	**356,480**	384,806	399,869
Total Main Estimates	1,658,522	**1,492,579**	1,147,525	1,036,250
Adjustments:				
• Budget Announcement:				
• Expenditure Review Committee Decisions	-	**(6,343)**	(11,357)	(17,245)
Other:				
• NAVCAN Commercialization & Environmental Remediation	-	**9,522**	-	-
• Capital carryforward	-	**3,010**	-	-
Total Adjustments	*-*	***6,189***	*(11,357)*	*(17,245)*
Total Planned Spending	1,658,522	**1,498,768**	1,136,168	1,019,005

Table 1: Departmental Planned Spending and Full Time Equivalents
(Continued)

($ 000s)	Forecast Spending 2004-2005[1]	**Planned Spending 2005-2006[2]**	Planned Spending 2006-2007	Planned Spending 2007-2008
Total Planned Spending	1,658,522	**1,498,768**	1,136,168	1,019,005
Less: Non-Respendable revenue[3]	34,305	**31,691**	32,184	32,436
Plus: Cost of services received without charge [4]	57,590	**56,657**	56,463	56,382
Net cost of Program	1,681,807	**1,523,734**	1,160,447	1,042,951
Full Time Equivalents	4,810	**4,956**	4,935	4,935

Due to rounding, columns may not add to total shown.

The planned spending over the three year period is diminishing mainly because of a decrease in the Canadian Air Transport Security Authority capital budget (due to the near completion of its National Deployment Plan); by the continued divestiture of ports and airports; and by the winding down of transfer payments, such as the Strategic Highway Infrastructure Program, payment to Canadian Wheat Board for the acquisition and leasing of hopper cars, and Action plan 2000 for Climate Change.

1. *Reflects best forecast of planned spending to the end of the fiscal year based on actual information at December 31, 2004.*
2. *The Planned Spending amounts represent the sum of the Main Estimates and the adjustments planned for each fiscal year.*
3. *For more details, see Table 7 Sources of Respendable and Non-Respendable Revenue.*
4. *For more details, see Table 4 Net Cost of Department for the Estimates Year.*

Table 2: Program by Activity

Program Activity $000s	2005-2006 Budgetary						Adjustments (planned spending not in Main Estimates)	Total Planned Spending
	Operating	Capital	Grants and Contributions	Gross	Revenue	Net = Total Main Estimates		
Policies, Rulemaking, Monitoring and Outreach in support of a safe and secure transportation system	441,842	38,330	60,523	540,695	(98,923)	441,772	(271)	**441,501**
Canadian Air Transport Security Authority	303,532	134,868	-	438,400	-	438,400	-	**438,400**
Policies, Programs and Infrastructure in support of a market-based framework	136,563	35,076	387,022	558,661	(246,864)	311,797	7,909	**319,706**
Jacques Cartier and Champlain Bridges Inc.	28,574	3,614	-	32,188	-	32,188	(900)	**31,288**
Marine Atlantic Inc.	23,503	1,030	-	24,533	-	24,533	-	**24,533**
VIA Rail Canada Inc.	169,001	-	-	169,001	-	169,001	-	**169,001**
Policies and Programs in support of sustainable transportation	58,093	1,384	26,104	85,581	(10,693)	74,888	(549)	**74,339**
Total	**1,161,108**	**214,302**	**473,649**	**1,849,059**	**(356,480)**	**1,492,579**	**6,189**	**1,498,768**

Due to rounding, columns may not add to total shown.

Table 3: Voted and Statutory Items listed in Main Estimates

2005-2006			
Vote or Statutory Item	Truncated Vote or Statutory Wording	**Current Main Estimates $000s**	Previous Main Estimates $000s
1	Operating expenditures	**197,377**	213,861
5	Capital expenditures	**74,790**	60,210
10	Grants and contributions	**417,299**	531,216
15	Payments to Jacques Cartier and Champlain Bridges Inc.	**32,188**	32,077
20	Payments to Marine Atlantic Inc.	**24,533**	27,607
25	Payments to VIA Rail Canada Inc.	**169,001**	191,301
30	Payments to the Canadian Air Transport Security Authority	**438,400**	466,499
(S)	Minister of Transport — salary and motor car allowance	**70**	70
(S)	Contributions to employee benefit plans	**64,671**	67,372
(S)	Payments to Canadian National Railway Company — Victoria Bridge, Montreal	**3,300**	3,300
(S)	Payments in respect of St. Lawrence Seaway agreements	**17,900**	1,900
(S)	Northumberland Strait Crossing subsidy payment	**53,050**	51,800
	Total Department	**1,492,579**	**1,647,213**

Due to rounding, columns may not add to total shown.

(S): Statutory

Table 4: Net Cost of Department for the Estimates Year

($ 000s)	Transport Canada
Total Planned Spending	**1,498,768**
Plus: Services Received without Charge	
• Accommodation provided by Public Works and Government Services Canada (PWGSC)	**22,694**
• Contributions covering employers' share of employees' insurance premiums and expenditures paid by TBS (excluding revolving funds)	**25,869**
• Workers compensation coverage provided by Social Development Canada	**3,626**
• Salary and associated expenditures of legal services provided by Justice Canada	**4,468**
	56,657
Less: Non-respendable Revenue	**31,691**
2005-2006 Net cost of Department	**1,523,734**

Due to rounding, columns may not add to total shown.

Table 5: Summary of Capital Spending by Program Activity

($ 000s)	Forecast Spending 2004-2005	**Planned Spending 2005-2006**	Planned Spending 2006-2007	Planned Spending 2007-2008
• Policies, Rulemaking, Monitoring and Outreach in support of a safe and secure transportation system	25,520	**41,340**	30,495	29,135
• Canadian Air Transport Security Authority	224,712	**134,868**	9,661	-
• Policies, Programs and Infrastructure in support of a market-based framework	34,019	**35,076**	43,845	44,811
• Jacques Cartier and Champlain Bridges Inc.	6,434	**3,614**	2,500	1,823
• Marine Atlantic Inc.	5,682	**1,030**	944	953
• VIA Rail Canada Inc.	71,600	**-**	-	-
• Policies and Programs in support of sustainable transportation	603	**1,384**	1,160	1,054
Total	368,570	**217,312**	88,605	77,776

Due to rounding, columns may not add to total shown.

Table 6: Loans, Investments and Advances (Non-Budgetary)

($ 000s)	Forecast Spending 2004-2005	**Planned Spending 2005-2006**	Planned Spending 2006-2007	Planned Spending 2007-2008
Policies, Programs and Infrastructure in support of a market-based framework				
• Loan to Saint John Harbour Bridge Authority	22,646	**21,646**	20,646	19,646
• Loans assumed from the former St. Lawrence Seaway Authority	180	**-**	-	-
Total Outstanding Loan Balance	22,826	**21,646**	20,646	19,646

Due to rounding, columns may not add to total shown.

Table 7: Sources of Respendable and Non-Respendable Revenue

Respendable Revenue

($ 000s)	Forecast Revenue 2004-2005	**Planned Revenue 2005-2006**	Planned Revenue 2006-2007	Planned Revenue 2007-2008
Policies, Rulemaking, Monitoring and Outreach in support of a safe and secure transportation system				
• Canadian Aviation Regulation Fees	7,621	**8,817**	8,832	8,846
• Aircraft Maintenance and Flying Services	29,115	**25,260**	25,260	25,260
• Marine Safety Regulation Fees	8,157	**7,394**	7,144	6,944
• Inspections and Certifications	3,451	**1,027**	1,027	1,027
• Research and Development	393	**-**	-	-
• Airports – lease [1]	-	**50,000**	50,000	50,000
• Miscellaneous internal and external revenues	1,959	**6,425**	7,669	7,629
	50,696	**98,923**	99,932	99,706
Policies, Programs and Infrastructure in support of a market-based framework				
• Air Services Forecasts revenues	273	**160**	160	160
• *Canada Marine Act* – Port Revenues	9,895	**8,440**	7,463	7,515
• Airport operations revenues	6,070	**9,985**	10,077	10,161
• Airports - lease and chattel payments [1]	240,114	**221,092**	250,928	266,090
• Research and Development	2,083	**1,884**	1,884	1,884
• Miscellaneous internal and external revenues	9,214	**5,303**	3,662	3,656
	267,649	**246,864**	274,174	289,466
Policies and Programs in support of sustainable transportation				
• Airports – lease [1]	-	**10,000**	10,000	10,000
• Miscellaneous internal and external revenues	-	**693**	700	697
	-	**10,693**	10,700	10,697
Total Respendable Revenue	318,345	**356,480**	384,806	399,869

Table 7: Sources of Respendable and Non-Respendable Revenue *(continued)*

Non-Respendable Revenue

($ 000s)	Forecast Revenue 2004-2005	**Planned Revenue 2005-2006**	Planned Revenue 2006-2007	Planned Revenue 2007-2008
Policies, Programs and Infrastructure in support of a market-based framework				
• Non-navigational assets - St. Lawrence Seaway	4,900	**4,900**	4,900	4,900
• Canada Port Authority stipends	11,340	**11,721**	12,199	12,461
• Research and Development - Royalty revenue	65	**70**	85	75
• Hopper Car rentals	18,000	**15,000**	15,000	15,000
Total Non-respendable Revenue	34,305	**31,691**	32,184	32,436
Total Respendable and Non-Respendable Revenue	352,650	**388,171**	416,990	432,305

Due to rounding, columns may not add to total shown.

1. *The aviation activities are funded through parliamentary appropriations and respendable revenue vote netted to the department. To offset the aviation related costs, an adjustment has been made to the planned revenues to allocate some of the vote netted airport lease revenue from the program activity Policies, Programs and Infrastructure in support of a market-based framework ($70 million) to the Policies, Rulemaking, Monitoring and Outreach in support of a safe and secure transportation system ($50 million), Policies and Programs in support of sustainable transportation ($10 million) and Departmental Administration ($10 million). Departmental Administration revenues are redistributed among the three other program activities mentioned above.*

Table 8: Resource Requirement by Branch or Sector

2005-2006				
($ 000s)	Policies, Rulemaking, Monitoring and Outreach in support of a safe and secure transportation system	Policies, Programs and Infrastructure in support of a market-based framework	Policies and Programs in support of sustainable transportation	**Total Planned Spending**
Associate Deputy Minister – Safety and Security	722,585	-	-	**722,585**
Associate Deputy Minister – Policy	-	433,680	274	**433,954**
Associate Deputy Minister – Program and Divestiture	-	42,300	64,180	**106,480**
Director General Atlantic	26,842	8,081	2,216	**37,139**
Director General Quebec	30,827	26,724	1,524	**59,075**
Director General Ontario	36,615	10,034	662	**47,311**
Director General Prairie and Northern Region	32,592	14,602	4,628	**51,822**
Director General Pacific	30,440	9,107	855	**40,402**
Total	**879,901**	**544,528**	74,339	**1,498,768**

Due to rounding, columns may not add to total shown.

Table 9: Major Regulatory Initiatives

Regulations	Expected Results
Amendments to the *Aeronautics Act* are underway to address fatigue management, liability insurance, aviation companies' management systems, analysis and reporting of safety data, and new compliance and enforcement tools. The amendment process is progressing smoothly "as a result of" early consultation with key industry stakeholders.	Modernized legislative requirements to respond to industry needs.
Amend the Canadian Aviation Regulations to allow the Canadian Business Aviation Association to issue certificates of operation for Canadian non - commercially operated business aircraft and to monitor their activities.	Provide industry with additional flexibility and operating efficiencies, and the potential for operators to play a more direct role in managing their own safety systems.
New Canadian Aviation Regulations incorporating fatigue risk management systems into aviation maintenance organizations. These regulations are an extension of the safety management system approach to managing risks in the aviation environment. They will help minimize the potential occurrence of fatigue-related human error, build awareness of fatigue as a workplace hazard, and improve the operator's ability to mitigate the impact of fatigue-related hazards.	Enhanced aviation safety due to a reduction of incidents related to operator fatigue.
New Canadian Aviation Regulations to address air rage and interference with crew members. The regulations will enhance the ability of air operators, private operators and their employees to deal with the growing problem of aviation passengers who are unruly or disruptive.	Enhanced aviation safety due to a reduction of air rage and disruption incidents.
New Canadian Aviation Regulations to address flight attendant ratios. The regulation will modify the requirements from the current 1 flight attendant for every 40 passengers or portion thereof, to 1 flight attendant for every 50-passenger seats or portion thereof. This would harmonize Canada's regulations with those of the United States.	Provide industry with additional flexibility and operating efficiencies. Allow economic parity for the industry with the United States and all other countries with the exception of Australia (1 in 36).
New Civil Aviation regulatory amendments to introduce a requirement for certificate holders to have a safety management system in place that integrates operations and technical systems with financial and human resource management.	Safe operations and compliance with the Canadian Aviation Regulations.
Commercial Drivers' Hours of Service Regulations, under the *Motor Vehicle Transport Act*, 1987, will be published in the *Canada Gazette*, Part II, winter 2005 for implementation 2006. These harmonized federal and provincial regulations are science-based and simplified.	Reduction in commercial vehicle collisions related to driver fatigue.
Motor Carrier Safety Fitness Certificate Regulations, under the *Motor Vehicle Transport Act*, 1987, will be published in the *Canada Gazette*, in spring 2005 for implementation on January 1, 2006. For the first time, a prescriptive national regulatory framework will regulate federal motor carriers under a common set of rules, as administered and enforced by provinces/territories.	Reduced incidence of commercial vehicle collisions due to improved safety monitoring, accountability and enforcement of motor carriers.

Table 9: Major Regulatory Initiatives *(continued)*

Regulations	Expected Results
Canada Motor Vehicle Safety Standard 114 — Locking System, to introduce vehicle theft immobilization requirements.	Annual reduction of up to 15 fatalities and 58 injuries due to a reduction in vehicle theft by young offenders.
Canada Motor Vehicle Safety Standard 202 — Head Restraints, to introduce new more stringent performance requirements for head restraints.	A reduction in neck injuries that result from vehicle collisions.
Canada Motor Vehicle Safety Standard 208 — Occupant Restraint Systems in Frontal Impact, study underway to ensure that seat belts and air bags are designed to provide optimal protection to belted occupants and that any unnecessary injuries due to occupant protection system are minimized.	Annual reduction of 12 fatalities and 44 serious injuries due to advanced seat belts and air bags.
Canada Motor Vehicle Safety Standard 210.1 — User-ready Tether Anchorages for Restraint Systems and Canada Motor Vehicle Safety Standard 210.2 — Lower Universal Anchorage Systems for Restraint Systems and Booster Cushions proposed extension to school buses, requiring one set of universal lower anchorages and tether anchorage on each bench seat to properly secure infant or child restraint systems.	Improved safety of small children travelling on school buses.
Canada Motor Vehicle Safety Standard 206 — Door Locks and Door Retention Components. Regulatory development of a new global technical regulation on door locks in conjunction with the National Highway Traffic Safety Administration.	Improved vehicle safety due to superior door lock requirements, which would also be harmonized with those of the U.S., Europe and Japan.
Canada Motor Vehicle Safety Standard 122 — Motorcycle Brake Systems, update and harmonization to develop one world regulatory requirement.	Improved motorcycle brake performance, especially wet braking performance.
Introduce Canada Motor Vehicle Safety Standard 139 for light duty vehicle tires.	Improved performance of light duty vehicle tires.
Canada Motor Vehicle Safety Standard 500 — Low-speed Vehicles. The regulatory development of additional performance criteria for low-speed vehicles will be reviewed and the definition clarified.	Improved safety of low-speed vehicles due to the implementation of additional performance requirements.
Transport Canada's pollution prevention program will undergo a major update through the **introduction of new regulations under the existing** *Canada Shipping Act* (CSA). Existing provisions for sewage and air pollution will be dramatically expanded, provisions for garbage will be updated and new requirements will be introduced for anti-fouling systems and ballast water discharges. At the same time, through co-operative efforts with Environment Canada and Fisheries and Oceans Canada, a variety of issues will be addressed to further efforts to prevent ship-source marine pollution. These will include actions to accelerate the phase-out of single-hulled tankers, eliminate sub-standard ships, introduce a 'green ship' program for Canada, seek higher penalties from the courts for ship-source pollution, optimize surveillance and enforcement efforts, and investigate improvements to the provision of shore waste reception facilities. The regulations will be harmonized where necessary with other nations and administrations.	Reduction in incidents related to the pollution of the environment from ship sources.
Ballast Water Regulations (new), to harmonize with the International Maritime Organization's Ballast Water Control Guidelines, U.S. laws regarding ballast water, and the Great Lakes Water Quality Agreement of 1978. (CSA)	Reduced incidents related to ship-source marine pollution.
Boating Restriction Regulations (revised) to provide for the establishment of restrictions to boating activities and navigation in Canadian waters. (CSA and CSA 2001)	Enhanced marine safety.

Table 9: Major Regulatory Initiatives *(continued)*

Regulations	Expected Results
Competency of Operators of Pleasure Craft Regulations (revised), impose competency requirements on operators of pleasure craft with amendments underway, under the current Act, to improve the administration of the testing process to be followed by a reformed regulation, under the new Act, to deal with the issue of accreditation. (CSA, CSA 2001)	Enhanced marine safety.
Life Saving Equipment Regulations (revised) (CSA)	Enhanced safety of children travelling on board Canadian vessels.
Navigation Safety Regulations (new), including amendments to the Charts and Nautical Publications Regulations 1995, Crewing Regulations and Ship Station (Radio) Technical Regulations 1999, to give effect to new international requirements contained in Chapter IV Safety of Navigation of the International Convention for the Safety of Life at Sea (1974). (CSA)	Enhanced marine safety.
Ship Station (Radio) Regulations 1999 (revised), to prescribe radio communication equipment to be carried by commercial ships for the purpose of distress, urgency, safety and general communication. (CSA)	Enhanced marine safety.
Ship Station (Radio) Technical Regulations 1999 (revised), to prescribe technical characteristics, installation requirements and the operation and inspection of ship stations. (CSA)	Enhanced marine safety.
Special Purpose Vessel Regulations (new) (CSA)	Enhanced safety of inflatable vessels that carry persons for remuneration in Canadian waters, such as for white-water rafting and whale watching.
Regulatory reform under the *Canada Shipping Act, 2001* (CSA 2001), is proceeding in a two-phase approach. Over 50 existing regulations will be overhauled into 17 regulations in Phase I, and the modernization of the remaining regulations will take place in Phase II. Phase I focuses on those that are needed to bring the *Act* into force and is expected to be completed by the end of 2006. The Department envisions simultaneous development of new products such as training packages and electronic documents and tools to support the new *Act*. Phase II will concentrate on the existing regulations that are consistent with the *Act*; generally, these regulations need only to be updated and modernized and not overhauled as those in Phase I.	A twenty-first century shipping law to promote safety on board vessels and to protect the marine environment in the context of a healthy, competitive marine industry.
Administrative Monetary Penalties Regulations (new), to provide a graduated enforcement scheme and effective deterrents for violations on vessels operating in Canadian waters. (CSA 2001)	Enhanced marine safety and compliance.
Cargo Regulations (new), to rationalize existing rules for loading and stowing cargo. (CSA 2001)	Enhanced marine safety.
Collision Regulations (revised), to promote uniform measures and safe conduct of vessels. (CSA 2001)	Improved consistency of regulations and enhanced safety related to the conduct of vessels.
Environmental Response Regulations (new), these new regulations will enhance the obligations on the part of response organizations and oil handling facilities to ensure better protection of Canada's marine environment from damage caused by the spillage of oil. (CSA 2001)	Enhanced protection of the marine environment.
Fire Safety Regulations (new), to protect against fire on shipboards. (CSA 2001)	Reduced risk of fire-related incidents onboard ships.
Fishing Vessel Safety Regulations (new), to provide for safety onboard fishing vessels. (CSA 2001)	Enhanced fishing vessel safety.

Table 9: Major Regulatory Initiatives *(continued)*

Regulations	Expected Results
Load Lines Regulations (new), to streamline existing regulations and address the requirements of the International Load Line Convention and Protocol. (CSA 2001)	More streamlined and harmonized regulations.
Marine Personnel Regulations (new), to streamline the existing crewing and certification requirements into one regulation and add a labour component. (CSA 2001)	More streamlined and harmonized regulations.
Prevention of Pollution from Vessels Regulations (new), to repackage the existing regulations and include the Convention on Marine Pollution MARPOL Annexes 4, 5 and 6 (CSA 2001).	Reduced incidents related to ship-source marine pollution.
Small Commercial Vessel Regulations and Pleasure Craft Regulations (new) (CSA 2001)	Improved consistency of construction standards and enhanced marine safety and awareness of small vessels.
Vessel Clearance Regulations (new), to streamline existing regulations and add the requirement to carry additional documentation. (CSA 2001)	More streamlined and harmonized regulations.
Vessel Registration and Tonnage Regulations (new), these new regulations will clarify for stakeholders the requirements for registering and calculating the tonnage of their vessels as well as comply with the terms of the International Convention on the Tonnage Measurements of Ships (1969). (CSA 2001)	More streamlined and harmonized regulations.
Pursuant to the ***Pilotage Act*****,** the four pilotage authorities have to provide safe and efficient pilotage services. The proposed amendments to their **General Pilotage regulations** result from distinct pilotage risk studies carried out by these Authorities since 2001, on a series of recommendations contained in the 1999 report of the Ministerial review of pilotage issues. The various regulatory initiatives aim at improving pilotage practices and procedures in the four pilotage regions to the benefit of service users.	Safe and efficient service to vessels that require pilots
Marine Transportation Security Clearance Program: Amendments to the *Marine Transportation Security Regulations* to increase marine transportation security in Canadian marine facilities by requiring workers with certain key duties affecting security or cargo movement to obtain a transportation security clearance (TSC) from Transport Canada. In addition, workers requiring access to certain restricted areas will also be required to obtain a TSC. This initiative is being implemented in the ports of Vancouver, Halifax and Montreal, and will closely parallel requirements now in place in Canadian airports.	Implementation of the infrastructure (including effective regulatory framework), required to process the Marine Transportation Security Clearances.
Development of regulations and/or security measures to support the screening of all checked baggage, as per the Minister's commitment to achieve 100% screening of checked baggage at all designated airports by January 1, 2006.	Enhanced aviation security; alignment with international standards.
A review of the **Canadian Aviation Security Regulations** and security measures as required by the ***Public Safety Act (2002)*****.** Regulations to replace security measures no longer required to be confidential must be made within one year after the Notice of Intent is published in the Canada Gazette. A broader review and re-alignment of the aviation security regulatory framework is expected to take about four years to complete.	Increased transparency; enhanced aviation security.
The Transportation of Dangerous Goods Regulations will be amended to harmonize with international agreements, maintain reciprocity with U.S. provisions, revise means of containment standards to reflect new engineering developments and construction designs, and address emerging issues.	Improved level of safety in the transport of dangerous goods.

Table 9: Major Regulatory Initiatives *(continued)*

Regulations	Expected Results
Marine Liability Regulations: Compulsory Insurance for Injury or Death of Passengers.	Protection of marine passengers or their dependents from economic loss due to injury or death arising from a marine incident by ensuring that all marine carriers are insured to the level of their maximum liability to passengers, as established under the ***Marine Liability Act***.

Table 10: Details on Transfer Payments Programs

Over the next three years, Transport Canada will manage the following transfer payment programs in excess of $5 million:

2005-06

1. Grant to Province of British Columbia in respect of the provision of ferry and coastal freight and passenger services
2. Payments in support of crossing improvements approved under the *Railway Safety Act*
3. Marine Security Contribution Program
4. Contribution for ferry and coastal passenger and freight services
5. Strategic Highway Infrastructure Program - Border Crossing and Transportation Planning and Modal Integration component
6. Strategic Highway Infrastructure Program - Highways component
7. Strategic Highway Infrastructure Program - Intelligent Transportation System Component
8. Contribution Agreement with the Canadian Wheat Board Governing the Leasing of Hopper Cars.
9. Port Divestiture Fund
10. Airports Capital Assistance Program
11. Regional and Remote Passenger Rail Services Contribution Program
12. Northumberland Strait Crossing subsidy payment (Statutory)
13. Action Plan 2000 for Climate Change – Urban Transportation Showcase Program

Table 10: Details on Transfer Payments Programs *(continued)*

2006-07

1. Grant to Province of British Columbia in respect of the provision of ferry and coastal freight and passenger services.
2. Payments in support of crossing improvements approved under the *Railway Safety Act*
3. Marine Security Contribution Program
4. Contribution for ferry and coastal passenger and freight services
5. Strategic Highway Infrastructure Program - Highways component
6. Airports Capital Assistance Program
7. Northumberland Strait Crossing subsidy payment (Statutory)
8. Action Plan 2000 for Climate Change – Urban Transportation Showcase Program

2007-08

1. Grant to Province of British Columbia in respect of the provision of ferry and coastal freight and passenger services.
2. Payments in support of crossing improvements approved under the *Railway Safety Act*
3. Marine Security Contribution Program
4. Contribution for ferry and coastal passenger and freight services
5. Strategic Highway Infrastructure Program - Highways component
6. Airports Capital Assistance Program
7. Northumberland Strait Crossing subsidy payment (Statutory)

For further information on the above-mentioned transfer payment programs see www.tbs-sct.gc.ca/est-pre/estime.asp

Table 11: Alternative Service Delivery

Over the next three years, Transport Canada will be renewing the existing initiative for the following program.

2005-06

1. Motor Vehicle Test Centre (renewing)

2006-07

1. Motor Vehicle Test Centre (renewing)

2007-08

1. Motor Vehicle Test Centre (renewing)

For further information on the above-mentioned program or services and their use of alternative service delivery see www.tbs-sct.gc.ca/est-pre/estime.asp

Table 12: Horizontal Initiatives

Over the next three years, Transport Canada will be involved in the following horizontal initiatives as either the lead or as a partner:

1. Marine Security Horizontal Initiative (Lead)
2. Road Safety Vision 2010 Horizontal Initiative (Lead)
3. Canada Strategic Infrastructure Fund (partner)
4. Border Infrastructure Fund (partner)

For further information on the above-mentioned horizontal initiatives, please see www.tbs-sct.gc.ca/est-pre/estime.asp

SECTION IV – OTHER ITEMS OF INTEREST

4.1 Departmental Evaluations

The following evaluations will be conducted by Departmental Evaluation Services in 2005-06[1]

Name of Evaluation
Freight Efficiency and Technology Initiative Evaluation
Evaluation of Transport Canada's Public Security and Anti-Terrorism Strategy
Evaluation of Sustainable Development Strategy
Evaluation of Strategic Highway Infrastructure Program
Evaluation of Transport Canada's Research and Development Function
Evaluation of Direction 2006
Remote/Regional Rail Evaluation Follow-up
Evaluation of Rail Safety
Evaluation of Transport of Dangerous Goods
Evaluation of the Grant to Close Grade Crossings
National Safety Code Evaluation Follow-up
Evaluation of the Sustainable Transportation Fund (Moving on Sustainable Transportation)
Evaluation of the National Critical Infrastructure Assurance Program
Evaluation of the Contribution to Canadian Wheat Board for leasing of hopper cars
Evaluation of the Canadian National Railways Contribution Towards the Quebec Bridge Restoration Program
Combined evaluation of the Contributions to the Red Cross (Office of Boating Safety) and to the Boating Safety Council
Grant to International Civil Aviation Organization – Asia Pacific
Evaluation of the Grant to British-Columbia Ferries

[1] Note that consultations on the Evaluation Plan are being undertaken in February and March 2005, with the Plan being presented to and approved by Transport Canada's Management Executive Committee in April. Some projects listed above may not obtain the Committee's approval and therefore would not be conducted; others may be added.

4.2 Our Offices

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4.3 Key Links For More Information

Advanced Technology Vehicles program at www.tc.gc.ca/programs/environment/atvpgm/menu.htm

Airports Capital Assistance Program at www.tc.gc.ca/programs/airports/acap/menu.htm

Bridge Governance at www.tc.gc.ca/programs/Surface/bridges/menu.htm

Canada's Performance 2004 at www.tbs-sct.gc.ca/report/govrev/04/cp-rc_e.asp

Canada Shipping Act: *Canada Shipping Act 2001* and other safety regime initiatives at www.tc.gc.ca/marinesafety/menu.htm

Canada Strategic Infrastructure Fund (CSIF) and Border Infrastructure Fund (BIF) at www.infrastructure.gc.ca/index_e.shtml

Canadian Air Transport Security Authority at www.catsa.gc.ca/english/index.htm

Embracing Change at www.hrma-agrh.gc.ca/ec-fpac/index_e.asp

Fuel Consumption Program at www.tc.gc.ca/programs/environment/fuelpgm/menu.htm

Management Accountability Framework at www.tbs-sct.gc.ca/maf-crg/index_e.asp

Port Divestiture Program at www.tc.gc.ca/programs/Ports/menu.htm

Results for Canadians at www.tbs-sct.gc.ca/res_can/rc_1_e.asp

TBS' Official Languages Policy Framework at www.tbs-sct.gc.ca/pubs_pol/hrpubs/OffLang/olpf-cplo_e.asp

Transit Pass Program (Ecopass) at www.octranspo.com/Fares_menue_ecopass.htm and http://www.sto.ca/tarification/cartes_puces/programme_e.html

Transportation of Dangerous Goods Act, 1992, including proposals that relate to security clearance certificates for persons offering for transport, handling or transporting dangerous goods at www.tc.gc.ca/tdg/consult/actreview/menu.htm

Transport Canada's Sustainable Development Strategy 2004-2006 at www.tc.gc.ca/programs/Environment/SD/menu.htm and climate change policy analysis and development at www.tc.gc.ca/programs/environment/climatechange/menu.htm

TC Environmental Assessments at www.tc.gc.ca/programs/environment/environmentalassessment/menu.htm

Transport Canada Environmental Affairs at www.tc.gc.ca/programs/environment/menu.htm.

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