



**ESTIMATES**

# **Transport Canada**

**2000-2001  
Estimates**

Part III – Report on Plans and Priorities

**Canada**

## The Estimates Documents

Each year, the government prepares Estimates in support of its request to Parliament for authority to spend public monies. This request is formalized through the tabling of appropriation bills in Parliament. The Estimates, which are tabled in the House of Commons by the President of the Treasury Board, consist of three parts:

**Part I – The Government Expenditure Plan** provides an overview of federal spending and summarizes both the relationship of the key elements of the Main Estimates to the Expenditure Plan (as set out in the Budget).

**Part II – The Main Estimates** directly support the *Appropriation Act*. The Main Estimates identify the spending authorities (votes) and amounts to be included in subsequent appropriation bills. Parliament will be asked to approve these votes to enable the government to proceed with its spending plans. Parts I and II of the Estimates are tabled concurrently on or before 1 March.

**Part III – Departmental Expenditure Plans** which is divided into two components:

- (1) **Reports on Plans and Priorities (RPPs)** are individual expenditure plans for each department and agency (excluding Crown corporations). These reports provide increased levels of detail on a business line basis and contain information on objectives, initiatives and planned results, including links to related resource requirements over a three-year period. The RPPs also provide details on human resource requirements, major capital projects, grants and contributions, and net program costs. They are tabled in Parliament by the President of the Treasury Board on behalf of the ministers who preside over the departments and agencies identified in Schedules I, I.1 and II of the *Financial Administration Act*. These documents are to be tabled on or before 31 March and referred to committees, which then report back to the House of Commons pursuant to Standing Order 81(4).
- (2) **Departmental Performance Reports (DPRs)** are individual department and agency accounts of accomplishments achieved against planned performance expectations as set out in respective RPPs. These Performance Reports, which cover the most recently completed fiscal year, are tabled in Parliament in the fall by the President of the Treasury Board on behalf of the ministers who preside over the departments and agencies identified in Schedules I, I.1 and II of the *Financial Administration Act*.

The Estimates, along with the Minister of Finance's Budget, reflect the government's annual budget planning and resource allocation priorities. In combination with the subsequent reporting of financial results in the Public Accounts and of accomplishments achieved in Departmental Performance Reports, this material helps Parliament hold the government to account for the allocation and management of public funds.

As part of its ongoing efforts to streamline reporting requirements, the Treasury Board of Canada Secretariat has requested that Transport Canada and ten other departments explore alternative reporting structures to this year's *Report on Plans and Priorities*. It has, therefore, exempted the department from the usual guidelines for the preparation of this report.

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Available in Canada through your local bookseller or by mail from Canadian Government Publishing (PWGSC)  
Ottawa, Canada K1A 0S9

Telephone: 1-800-635-7943  
Internet site: <http://publications.pwgsc.gc.ca>

Catalogue No. BT31-2/2001-III-48

ISBN 0-660-61178-3

# **Transport Canada**

**2000-2001 Estimates**

**A Report on  
Plans and Priorities**

**Approved**



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**Minister of Transport**

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***The following symbols are used in this report:***

	Further information on this subject is available on the indicated page.
	Further information on this subject is available in another document.

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# Executive Summary

Over the coming years, Transport Canada will continue to work toward a more modern and efficient transportation system. The department's vision is to ensure the best possible transportation system for Canada and Canadians — and it cannot do this alone. Our co-delivery partners and stakeholders are discussed throughout this report because of the essential role they play in our future success. There are many factors that influence and challenge the department in its delivery of results (see Section 2.4), and we are constantly striving to show leadership and innovation in responding to these issues.

Listed below are some of the initiatives being undertaken to meet the department's key results commitments (see Chart of Key Results Commitments on p. 14). These initiatives, and many more, are further detailed within this report, together with their associated planned results. It is important to note that Transport Canada is reporting its planned performance based on three distinct levels of results; this performance framework is explained on p. 16.

## A SAFE AND SECURE NATIONAL TRANSPORTATION SYSTEM

- Amend the *Canada Shipping Act*, the *Motor Vehicle Safety Act*, and the *Motor Vehicle Transport Act*, as well as other regulatory amendments (see Section 4.1 starting on p. 45).
- Develop and introduce a proposed Transportation Appeal Tribunal of Canada Act (see Section 4.1 starting on p. 45).
- Road Safety Vision 2001 (see p. 38).
- Rail Safety Direction 2006 (see p. 38).
- Flight 2005 — A Civil Aviation Safety Framework for Canada (see p. 39).

## A COMPETITIVE, EFFICIENT AND EFFECTIVE TRANSPORTATION SYSTEM

- Review the *Canada Transportation Act* (see p. 18).
- Develop an Intelligent Transportation System plan for Canada (see p. 19).
- Continue divesting airports (see p. 24) and ports (see p. 26).
- Develop and introduce new legislation dealing with airline restructuring, grain transportation and marine liability (see Section 4.1 starting on p. 45).

## STEWARDSHIP AND ENVIRONMENTAL AWARENESS

- Advance sustainable transportation in Canada (see p. 28).
- Implement Transport Canada's Sustainable Development Strategy (SDS) (see Section 4.2 starting on p. 50).
- Implement an environmental management system for departmental operations (see SDS Challenge 2).

# 1.0 Messages

## 1.1 Minister's Message

I am pleased to present Transport Canada's *2000-2001 Report on Plans and Priorities*, which outlines the department's direction over the next three fiscal years.

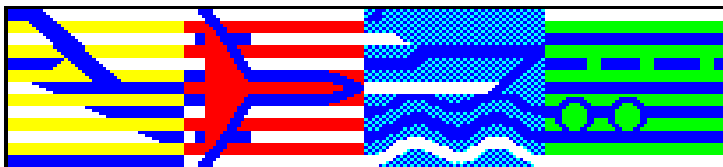
Transport Canada oversees the safety and efficiency of Canada's transportation system through the development and administration of policies, regulations and services. As regulator and policy-maker, it is our goal to create a modern transportation infrastructure — one that meets our safety, economic and environmental goals. We are striving to achieve these goals while decreasing the tax burden on Canadians and maintaining the emphasis on our top priority — the safety of the nation's transportation system.

For Canada to maintain its high standard of living, and a quality of life that is consistently ranked as the best in the world, we must build our economy on high levels of productivity, and make the most of new technology, advanced skills, and global opportunities. The transportation sector plays a vital role in this regard. It touches the lives of all Canadians and keeps our economy strong.

Today's transportation system is more than simply asphalt, concrete and steel; it also includes data, ideas and knowledge, and requires technology, skills and connectivity. These are areas in which Transport Canada can and will make major contributions in the years to come. We will continue to work with our partners in the provinces, the private sector, and the research community to deliver a transportation system that is the best in the world, and is at the forefront of global technology. Innovation, skills and knowledge will be applied to bring people together on one of the world's largest land masses, to help produce goods competitively and deliver them efficiently.

I trust that you will find this report informative and helpful in understanding Transport Canada's contribution to a transportation system that is safe, efficient, affordable, integrated and environmentally friendly.

**The Honourable David M. Collenette, P.C., M.P.**  
**Minister of Transport**



## 1.2 Management Representation Statement

<b>MANAGEMENT REPRESENTATION</b> <b>Report on Plans and Priorities 2000-2001</b>
<p>I submit, for tabling in Parliament, the <i>2000-2001 Report on Plans and Priorities</i> for</p> <p style="text-align: center;"><b>TRANSPORT CANADA</b></p> <p>To the best of my knowledge, the information:</p> <ol style="list-style-type: none"><li>1. accurately portrays the department's mandate, priorities, strategies and planned results;</li><li>2. is consistent with the disclosure principles contained in the <i>Guidelines for Preparing a Report on Plans and Priorities</i> (RPP);</li><li>3. is comprehensive and accurate; and</li><li>4. is based on sound underlying departmental information and management systems.</li></ol> <p>I am satisfied as to the quality assurance processes and procedures used for the production of this RPP.</p> <p>The Planning and Reporting Accountability Structure (PRAS) on which this document is based has been approved by Treasury Board Ministers and is the basis for accountability for the results achieved with the resources and authorities provided.</p>
<p><b>Signed:</b> _____</p> <p><b>Name:</b> <u>          Margaret Bloodworth          </u></p> <p><b>Title:</b> <u>          Deputy Minister          </u></p> <p><b>Date:</b> _____</p>



## 2.0 Departmental Overview

### 2.1 Vision, Mission and Mandate

#### *Our Vision*

THE BEST POSSIBLE TRANSPORTATION FOR CANADA AND CANADIANS

#### *Our Mission*

TO DEVELOP AND ADMINISTER POLICIES, REGULATIONS AND SERVICES  
FOR THE BEST POSSIBLE TRANSPORTATION SYSTEM

#### *Our Mandate*

Transport Canada is the federal department responsible for most of the transportation policies, programs and goals set by the government to ensure the safety, efficiency and accessibility of the national transportation system. Moreover, the jurisdictional framework in Canada is such that all levels of government have some responsibility in the country's transportation system.

Transport Canada delivers its programs under numerous legislative and constitutional authorities. (See Section 6.1 for a list of statutes administered by the Minister of Transport.) The department's mandate, however, is accurately reflected in the department's mission statement, as noted above.

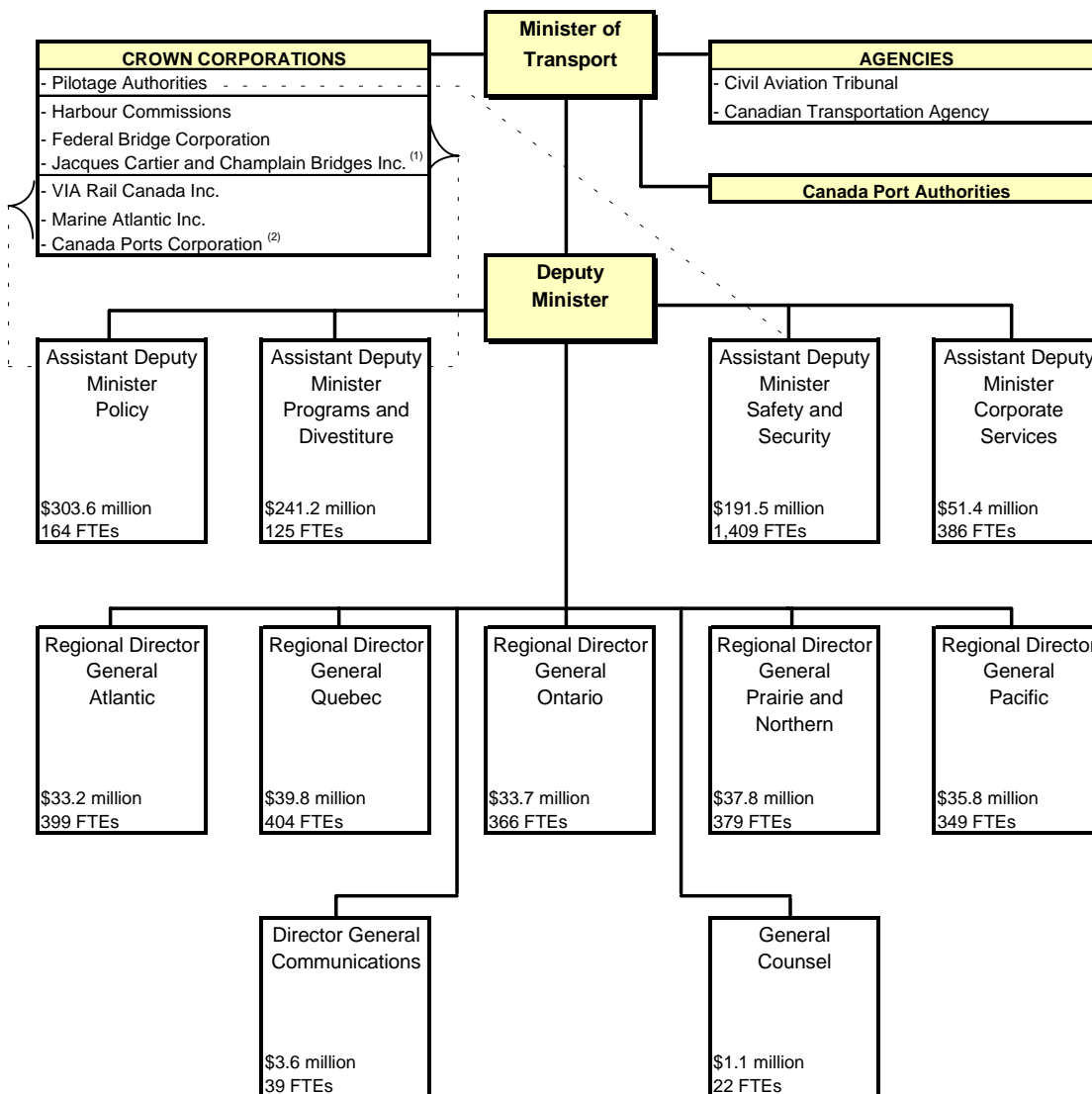
The department no longer operates and finances major elements of the transportation infrastructure. Most of its operations are being divested or leased, except those that serve remote areas or are required to honour constitutional obligations.

Across all modes, the department is striving to reduce subsidies, establish greater say for users, and achieve better productivity and business discipline. Transport Canada's focus is on developing a modern and relevant policy and legislative framework — one that will help ensure the safety, security, competitiveness and sustainability of Canada's transportation system.

### 2.2 Roles and Responsibilities

#### **TRANSPORT CANADA**

**Organizational Structure.** Transport Canada operates under a decentralized organizational structure. At its headquarters, four Assistant Deputy Ministers (ADMs) — Policy, Programs and Divestiture, Safety and Security, and Corporate Services — report directly to the Deputy Minister and are responsible for setting national programs, policies and standards. Five Regional Directors General — Atlantic, Quebec, Ontario, Prairie and Northern, and Pacific — also report to the Deputy Minister and are responsible for program delivery, policy application, and the monitoring and analysis of the transportation system within their geographical areas of responsibility. This structure provides a central point of contact in each region for the department's clients and stakeholders.



(1) The Jacques Cartier and Champlain Bridges Inc. (JCCB) is a subsidiary of the Federal Bridge Corporation.  
 (2) The Canada Ports Corporation is expected to be dissolved in spring 2000.

- ◇ 2000-2001 net planned spending is shown for each organization below the Deputy Minister.
- ◇ For budgetary purposes, Crown corporations fall under one of three Assistant Deputy Ministers, as illustrated.

**Business Lines.** The department's business lines — Policy, Programs and Divestiture, Safety and Security, and Departmental Administration — have a multi-modal focus. This reflects and emphasizes the department's core roles: development of policy and legislation, and enforcement. Because of the results-oriented focus of these business lines, they do not mirror the organizational structure, which has a strong regional focus for program delivery. The four business lines are described and explored in more detail in Section 3, starting on p. 17.

## TRANSPORTATION PORTFOLIO

Within the federal transportation portfolio, the primary responsibility for transportation rests with Transport Canada. There are also other federal agencies and Crown corporations that play key roles in transportation issues. These are listed below.

**CANADIAN TRANSPORTATION AGENCY** — This agency is responsible for the economic regulation of transportation and for handling complaints regarding the fees fixed by the new Canada Port Authorities. The agency reports to Parliament through the Minister of Transport and produces its own Estimates documents.

**CIVIL AVIATION TRIBUNAL** — This independent body responds to requests from the aviation community to review enforcement and licensing decisions made by the Minister of Transport under the *Aeronautics Act*. The tribunal also reviews, on request, administrative monetary penalties assessed under the *Canada Transportation Act*. The tribunal reports to Parliament through the Minister of Transport and produces its own Estimates documents. Legislative initiatives currently underway will result in the Tribunal's expansion to a multi-modal Transportation Appeal Tribunal of Canada (TATC), which will also hear cases under the *Canada Shipping Act*, the *Railway Safety Act*, and the *Marine Security Act*. (See Section 4.1 for more details on the new TATC.)

**TRANSPORTATION SAFETY BOARD OF CANADA** — This independent board reports to Parliament through the President of the Queen's Privy Council. It does not form part of the transportation portfolio, since it investigates and reports on safety issues based on transportation occurrences in areas regulated by Transport Canada. Two primary instruments govern the relationship between Transport Canada and the Transportation Safety Board: the *Canadian Transportation Accident Investigation and Safety Board Act* which is the board's enabling legislation; and the Memorandum of Understanding which governs the ongoing interaction between the two organizations.

**MARINE ATLANTIC INC.** — This Crown corporation operates safe, reliable and efficient marine transportation and related services in Atlantic Canada to meet constitutional obligations (North Sydney-Port-aux-Basques) and to provide an alternative to the constitutional services (North Sydney-Argentia).

**VIA RAIL CANADA INC.** — This Crown corporation manages the majority of Canada's inter-city passenger rail services.

**FEDERAL BRIDGE CORPORATION LTD.** — This Crown corporation operates some of the bridge assets of the former St. Lawrence Seaway Authority.

**JACQUES CARTIER AND CHAMPLAIN BRIDGES INC.** — This Crown corporation is a subsidiary of the Federal Bridge Corporation, and operates and maintains the Jacques Cartier Bridge, Champlain Bridge, Mercier Bridge and the Melocheville Tunnel in Montreal.

**OTHER BRIDGES** — The Blue Water Bridge (Ontario-Michigan), Peace Bridge (Ontario-New York) and Sault Ste. Marie International Bridge (Ontario-Michigan) operate at arms-length from the department, under statutes administered by the Minister of Transport; they are all financially autonomous. The Confederation Bridge (New Brunswick-P.E.I.) receives an indexed subsidy from the department.

**PILOTAGE AUTHORITIES (ATLANTIC, PACIFIC, GREAT LAKES, LAURENTIAN)** — These bodies provide safe and efficient marine pilotage services in Canada.

## 2.3 Departmental Objectives

As set out in the *2000-2001 Estimates, Parts I and II*, Transport Canada's objectives are listed below. The first three of these objectives have been extracted for further emphasis as Key Results. (See Chart of Key Results Commitments on p. 14.)

**A) ENSURE HIGH STANDARDS FOR A SAFE TRANSPORTATION SYSTEM THROUGH:**

- ◇ a comprehensive and progressive regulatory framework and standards; and
- ◇ effective certification, monitoring, inspection and compliance programs.

**B) CONTRIBUTE TO CANADA'S PROSPERITY THROUGH:**

- ◇ up-to-date policies;
- ◇ the removal of institutional and legislative barriers; and
- ◇ selective funding of key elements of the system.

**C) PROTECT THE PHYSICAL ENVIRONMENT BY:**

- ◇ evaluating the impacts of policy and regulatory decisions on the environment; and
- ◇ promoting and meeting environmental standards.

**D) WORK WITH PARTNERS AND CLIENTS THROUGH:**

- ◇ effective consultation on transportation initiatives; and
- ◇ the implementation and management of joint undertakings.

**E) STRENGTHEN OUR SERVICES BY:**

- ◇ understanding our clients' needs; and
- ◇ providing decision-making as close as possible to the clients.

**F) PROVIDE A CHALLENGING AND SUPPORTIVE WORK ENVIRONMENT BY:**

- ◇ treating people with trust and respect;
- ◇ developing and implementing effective human resource strategies; and
- ◇ providing a reward and recognition system consistent with our values.

*Working together for transportation*

## 2.4 Factors Influencing the Department

Transportation is a vital part of Canada's well-being, and Transport Canada is striving to provide a national transportation system that responds to today's social, economic and environmental needs. The following overview presents some of the factors and issues that may have an impact on the department's operating environment over the planning period.

- **SUSTAINABLE DEVELOPMENT.** Sustainable development will continue to be a major public issue for the foreseeable future, and is one of the key challenges to be faced by the transportation sector on a global basis. Growth rates over the next 40 years are expected to result in 800 million more people owning cars, which — based on current technology and usage habits — would result in enormous strains on the world's environment. In Canada, the transportation sector is a large contributor to the country's emissions of smog-forming pollutants, and it represents the single-largest source of Canada's greenhouse gas emissions. Transport Canada will play an important role in fostering sustainable transportation through its Sustainable Development Strategy, its work with the Transportation Table on Climate Change, and its environmental remediation activities. (See Sections 3.2 and 4.2 for details on these initiatives.)
- **GLOBALIZATION.** From a policy perspective, globalization gives greater prominence to the global "firm" rather than to the national "state"; these "firms" seek trans-national rules and harmonization (uniformity across state policy frameworks) to facilitate the unhindered movement of goods and capital. As a result, our national market frameworks and regulatory regimes are being increasingly debated and negotiated, both internationally and regionally. For example, the North American Aviation Trilateral is establishing mandatory civil aviation security standards to facilitate the harmonization of Canadian, U.S. and Mexican civil aviation security programs; and the United Nations Economic Commission for Europe is negotiating a "Multi-pollutant, Multi-effects Protocol", which will be used as the basis for Canada's Federal Smog Management Plan and the Canada-U.S. Air Quality Agreement. It is clear that the department's domestic and international agendas are becoming intertwined. While Canada cannot control world direction, it can influence it. Our national responses to these pressures will increasingly dominate Canada's policy agenda.
- **INFRASTRUCTURE.** Canada's growth in trade and traffic is placing unprecedented demand on key corridors and international gateways. Other infrastructure pressures result from the continued urbanization of Canada, which has been accompanied by stagnant or declining transit ridership and an increase in the use of private vehicles, all without a comparable increase in road capacity. The transportation infrastructure challenge in Canada is to cope with growth in urbanized areas, maintain infrastructure and services in rural areas, and expand our key corridors and international gateways to support trade. A common theme in all of these situations is the need to identify a source of financing to meet these needs on a sustainable basis.
- **DIVESTITURE.** While the airport divestiture program is nearing completion and port divestitures are well underway, there are external challenges facing both programs. These include First Nations' land claims and provincial positions that are outside the department's direct control, as well as environmental considerations at some sites. These will likely remain an ongoing challenge for the department, particularly for the port divestiture program. (See pp. 24 and 26 for details on the divestiture programs.)

- **RECRUITMENT AND RETENTION.** Years of fiscal restraint, coupled with an aging workforce, have left the public service with a significant human resource gap, making recruitment and retention a high priority for the government. For Transport Canada, the recruitment and retention of safety and security inspectors and other related professionals pose a significant resource challenge, particularly in light of private-sector competition for qualified employees. To address this issue, the department is identifying core competencies, recruiting subject matter experts, and delivering appropriate training to ensure careful succession planning to allow us to continue to fulfill our mandate. (see p. 44 for details on this initiative.)
- **CO-DELIVERY PARTNERS.** As Transport Canada evolves from its former role as owner and operator of parts of the transportation infrastructure to one of policy-maker, regulator and landlord, its key co-delivery partners — divested airports, ports, NAV CANADA, St. Lawrence Seaway Management Corporation, VIA Rail, other governments and other government departments — will play an increasingly important role in our ability to meet our key results commitments. The department is currently working with these groups to build and refine these new relationships.
- **TECHNOLOGY.** The eventual outcome of technological change is the capacity to transform the world as profoundly as the steam engine, the automobile and electricity did in the past. With the rise of a more knowledge-based economy, barriers to full and open competition are disappearing. Governments and businesses are re-inventing themselves to deliver their mandates, and remain competitive and relevant in a changing world. They are focusing on the use of emerging technologies — such as electronic commerce and the Internet — to streamline and replace paper-based processes. Citizens and businesses will increasingly rely on these technologies to access government services and information. There is growing pressure to make government more responsive and affordable through the provision of information and services via electronic media. In response, government has embraced a vision of electronic service delivery that will offer Canadians the services they need at the right time, in the right place, and in a secure, convenient and accessible way. The short supply of skilled resources, combined with recruitment and retention issues, will pose significant challenges to Transport Canada over the next few years, particularly as the department strives to meet its electronic service delivery objectives.

## 2.5 Departmental Planned Spending

<b>Departmental Overview</b>				
<i>(\$ thousands)</i>	Forecast Spending 1999-2000 <sup>1</sup>	<b>Planned Spending 2000-2001</b>	Planned Spending 2001-2002	Planned Spending 2002-2003
Budgetary Main Estimates (gross)	1,162,582	<b>1,154,677</b>	1,020,244	995,094
<b>Less:</b> Respendable Revenue	272,791	<b>276,329</b>	299,791	322,832
<b>Total Main Estimates (net)</b>	889,791	<b>878,348</b>	720,453	672,262
Spending Adjustments <sup>2</sup>	(42,627)	<b>97,500</b>	103,500	46,000
<b>Net Planned Spending</b>	847,164	<b>975,848</b>	823,953	718,262
<b>Less:</b> Non-respendable Revenue	19,089	<b>16,000</b>	16,000	16,000
<b>Plus:</b> Estimated cost of services received without charge	44,900	<b>46,098</b>	46,169	46,434
<b>Net Cost of the Department</b>	872,975	<b>1,005,946</b>	886,122	780,696
<b>Full Time Equivalents</b>	4,506	<b>4,071</b>	3,870	3,870

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

1. Reflects best forecast of total net planned spending to the end of the fiscal year.
2. Adjustments reflect approvals obtained following the Annual Reference Level Update, including Budget initiatives.

## 2.6 Key Results Commitments and Planned Results

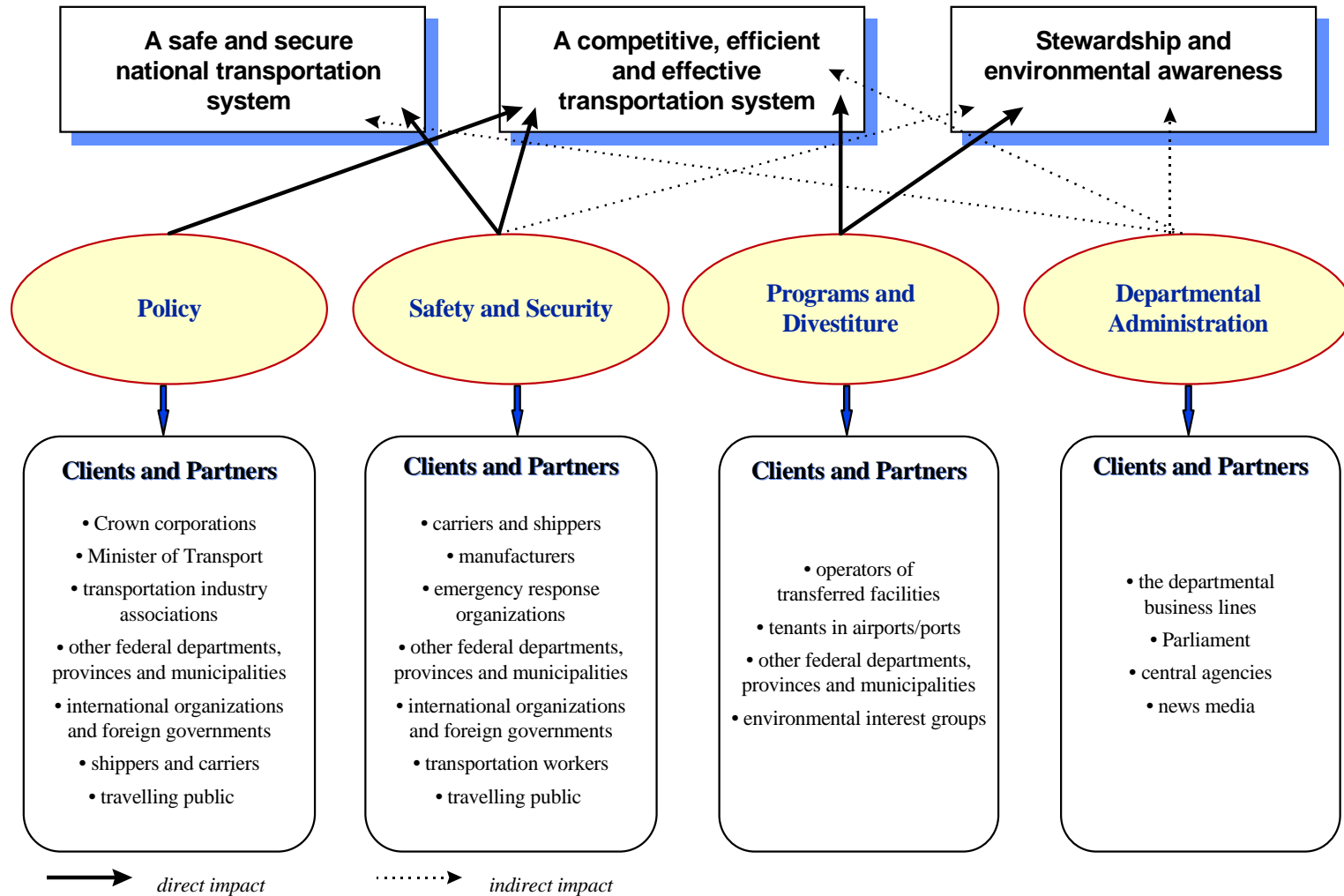
### 2.6.1 Chart of Key Results Commitments (KRC)

<b>Transport Canada</b>	
<b><i>Contributes to Canadians:</i></b>	<b><i>To be demonstrated by:</i></b>
A SAFE AND SECURE NATIONAL TRANSPORTATION SYSTEM	<ul style="list-style-type: none"> <li>• a simplified, modern and effective regulatory regime</li> <li>• effective and harmonized legislation, regulations and standards in all transportation modes</li> <li>• transportation industry awareness of, and compliance with, regulations and standards</li> <li>• public awareness about safety</li> <li>• accident and fatality statistics and trends, and accident rate comparisons in the aviation, marine, rail and road modes, including the transportation of dangerous goods</li> </ul>
A COMPETITIVE, EFFICIENT AND EFFECTIVE TRANSPORTATION SYSTEM	<ul style="list-style-type: none"> <li>• the removal of institutional and legislative barriers to transportation operations</li> <li>• shifting costs from taxpayers to users</li> <li>• equitable fee structures based on current cost of service delivery</li> <li>• devolution and commercialization of most remaining operations</li> <li>• effective operation of remote airports and public ports</li> <li>• client satisfaction survey results</li> <li>• commercial and financial viability and levels of competition in transportation services</li> </ul>
STEWARDSHIP AND ENVIRONMENTAL AWARENESS	<ul style="list-style-type: none"> <li>• an environmental management system for Transport Canada operations</li> <li>• an effective sustainable transportation strategy</li> <li>• effective administration of airport leases, navigation sites and the St. Lawrence Seaway management agreement</li> </ul>



## 2.6.2 Business Line Contribution to Key Results Commitments

All four business lines work to advance the department's key results commitments. This chart illustrates the *primary* contribution of each business line to the key results commitments, and offers samples of the *main* clients and partners involved.



### 2.6.3 Reporting on Results – A Performance Framework

Transport Canada's performance will be established, measured and reported based on three distinct levels of results. Each level builds on the previous one, beginning with operational and management activities which lead to behavioural changes and, ultimately, to high-level "state" outcomes. Therefore, the performance indicators used for each level will be different. The three levels are defined below.

#### **ONE – DIRECT OUTPUTS (OPERATIONAL AND MANAGEMENT RESULTS)**

The first level of performance involves **operational and management results**, or direct outputs, that are generated through departmental processes, resources and activities. The focus is on what was delivered, how it was delivered, and at what cost – factors over which the departmental organizations have direct control. Performance indicators at this level relate to cost, timeliness, quality and quantity.

#### **TWO – INTERMEDIATE OUTCOMES (BEHAVIOURAL CHANGE RESULTS)**

The second level relates to the impact that departmental activities or services have on the **behaviour of key target groups**. This level of performance is focused on making a difference with key players within the transportation system, and influencing desired behavioural changes that are expected to lead to an improved "state". These commitments can be expressed as a continuum focused on changes in awareness, knowledge, perceptions, acceptance, ability/capacity and adoption by key stakeholders and co-delivery agents. Performance indicators for this level reflect visible changes — such as awareness, capacity and actions — in individuals, organizations and sectors of society.

#### **THREE – ULTIMATE OUTCOMES (STATE LEVEL RESULTS)**

The ultimate outcome of the department's performance relates to its contribution to, and effect on, the **state of Canadian transportation**. This level refers to the national transportation system in terms of its safety, efficiency and effectiveness; its contribution to Canadian prosperity; its protection of the environment; and encouragement of environmental sustainability. The third-level results are only indirectly influenced by Transport Canada; there are many other contributing players and factors involved in achieving these ultimate outcomes. Performance indicators — such as accident and fatality statistics and trends — will also reflect the department's *raison d'être* and its achievement of strategic objectives.

Note: The department has made concerted efforts to define the performance logic for all of its key initiatives. It recognizes that the next step is to establish appropriate targets and measures at all three results levels. To this end, the department is in the initial stages of developing a full performance measurement system. Where possible, some early examples of possible future measures have been provided in this report.

## 3.0 Plans, Results and Resources

### 3.1 Policy Business Line

#### Business Line Objective

To develop policies that support a competitive, efficient and effective Canadian transportation system.

#### Business Line Description

This business line is responsible for developing transportation policies and legislative changes that contribute to an efficient and effective Canadian transportation system. The line also monitors and analyzes the transportation system, and undertakes economic studies and program evaluations.

<b>Planned Spending by Service Line</b>				
<b>Service Line</b> (\$ thousands)	Forecast Spending 1999-2000 <sup>1</sup>	<b>Planned Spending 2000-2001</b>	Planned Spending 2001-2002	Planned Spending 2002-2003
Transportation Policy*	296,329	<b>295,350</b>	274,471	273,882
System Monitoring and Analysis	13,169	<b>11,199</b>	10,236	9,985
<b>Total Planned Spending</b>	309,498	<b>306,550</b>	284,708	283,867
* includes these Crown corporations:				
VIA Rail Canada Inc.	170,304	<b>170,304</b>	170,304	170,304
Marine Atlantic Inc.	28,578	<b>48,378</b>	36,378	36,378
Total Crown Corporations	198,882	<b>218,682</b>	206,682	206,682
<b>Full Time Equivalents</b>	205	<b>193</b>	193	191

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

1. Reflects best forecast of total planned spending to the end of the fiscal year.

#### Our Operating Environment

The Policy business line has a key role to play in the system oversight (see sidebar for definition) of Canadian transportation. This encompasses the identification and analysis of trends that impact on transportation in Canada and the subsequent development of policies to respond to these needs. It should be noted that, whereas the Policy business line performs this role by looking at issues in terms of their economic impact on the Canadian economy, the Programs and Divestiture business line also performs an oversight role in terms of the operations of the airport and port systems.

*System oversight* includes monitoring the "state" of Canada's transportation infrastructures as a whole — and working to determine future policy needs to ensure appropriate levels of service for Canadians.

The Policy business line is responsible for the development of transportation policy, including surface policy in the rail, motor carrier and highway modes, and international and

domestic air and marine policy. The business line's role also extends to corporate relations, such as developing transportation trade policy, co-operating on technical transportation issues at the international level, managing the department's relations with other governments (provincial and international), and promoting accessibility in transportation.

This business line must take a forward-looking perspective to position Canada's transportation sector for the future. Many factors will contribute to the Canadian transportation system of the future and the policies that will shape its development — globalization, the integration of the North American economy, the increased awareness of sustainable development requirements, the transition to a knowledge-based economy, the increasing role of technology and e-commerce, and growing infrastructure needs.

As a result, the business line expects to face pressure over the planning period due to the broad range of issues that require continued attention. These include completing the orderly restructuring of Canada's airline industry; working towards a commercially-driven, contract-based grain handling transportation system that meets the needs of Canadians; launching a review of the *Canada Transportation Act*; contributing to the development of a federal infrastructure program; addressing the financial situation of VIA Rail; and implementing Canada's plan for intelligent transportation systems.

This business line will also introduce three new bills — Airline Restructuring Act, Grain Transportation Act and Marine Liability Act — as well as amendments to the *Shipping Conference Exemption Act*. The Airline Restructuring Act (introduced in the House on February 17, 2000 as Bill C-26) will ensure that the restructuring of Canada's airlines is accomplished in an orderly fashion, with the least possible disruption to communities, the travelling public and airline employees, while maintaining a competitive market place and a viable airline industry. The Grain Transportation Act will be introduced by June 2000 to ensure that the grain handling system promotes accountability, competition and efficiency. A Marine Liability Act will also be introduced to promote an efficient and economically viable marine transportation system by ensuring prompt and adequate compensation for accidents involving the marine mode. In addition, amendments to the *Shipping Conference Exemption Act* will streamline administration of the act and encourage a more competitive operating climate in liner shipping. (See Section 4.1 for details on these legislative initiatives.)

## **What Are We Doing to Achieve our Key Results Commitments?**

### **1. Review of *Canada Transportation Act***

The *Canada Transportation Act* (CTA) requires the Minister of Transport to conduct a comprehensive review of the act, and any other pertaining legislation, under the Minister's responsibility. The review, which must commence by July 1, 2000 and be completed within one year, will be carried out in consultation with purchasers and suppliers of transportation services. The objective is to assess whether the legislation "provides Canadians with an efficient, effective, flexible and affordable transportation system", and to determine if any required statutory changes should be made.

#### *Direct Outputs*

- Appointment of one or more persons (by June 20, 2000) to carry out a comprehensive review of the CTA and any other pertaining legislation.
- Consultations with purchasers and suppliers of transportation services, and other appropriate stakeholders.

- Assessment of the legislation’s ability to provide Canadians with an efficient, effective, flexible, accessible and affordable transportation system.
- Final report, to be tabled in the House of Commons by June 30, 2001.
- Amended legislation and appropriate administrative framework as approved by Parliament.

*Intermediate (Behavioural) Outcomes*

- Increased awareness, understanding and acceptance of changes by stakeholders.

*Ultimate Outcomes*

- Efficient, effective, flexible and affordable transportation system for Canadians, enabled through the CTA.

## 2. Intelligent Transportation Systems

Emerging technologies in computing, sensing and communications – known as intelligent transportation systems (ITS) – are opening up new possibilities that can collectively go a long way in addressing the many challenges confronting transportation in Canada. In the same way that the information highway is transforming our society and economy, ITS can transform the way in which we build, manage and operate ground transportation systems. These systems provide the transportation industry with innovative and effective tools to improve on the traditional way of doing business. Through their ability to integrate system users, vehicles and infrastructure, ITS enable these elements to exchange information for better management and use of available resources. And Canada is home to some of the leading companies in this dynamic field. While ITS applications cannot solve all ground transportation problems, they can provide practical and effective tools for dealing with growing transportation challenges.

*Direct Outputs*

- Partnerships with all levels of government, private sector, ITS Canada, academia, and consumers to develop, promote and implement Canada’s ITS Plan.
- An ITS architecture for Canada, and participation in developing international standards.
- A five-year research and development plan for industry-oriented projects.
- Co-funding of ITS deployment and integration projects.
- Support for ITS projects at international borders.
- Global leadership and support to advance the application and compatibility of ITS technologies.
- Partnership with ITS Canada to support development and deployment.

<i>Resources (\$000's)</i>	
2000-01	2001-02
1,500	1,500
500	
250	250
2,250	1,750

*Intermediate (Behavioural) Outcomes*

⇒ *USERS, OPERATORS, OGDs, TRANSPORTATION SECTOR, PUBLIC WILL –*

- use integrated transportation systems;
- develop and actively support integrated technologies;
- accept standards and architecture; and

- pursue opportunities to improve the system.
- ⇒ *SUPPLIERS WILL –*
- develop integrated systems and technologies; and
  - accept international standards and Canadian architecture.

#### *Ultimate Outcomes*

- Smoother flow of traffic and improved mobility on congested corridors, while making them safer and more environmentally sustainable.
- Improved inter-modal transfers and processing of travellers and goods across international borders.
- Increased productivity by improving the efficiency and reliability of transport operations for users, service providers, system operators and regulators.

### **3. National Marine Policy**

The *Canada Marine Act* (CMA), which implements the National Marine Policy, creates a national ports system comprising independently-managed **Canada Port Authorities** (CPAs). The act streamlines the regulatory regime for the new CPAs and dissolves the Canada Ports Corporation (targeted for spring 2000). During 1999, 17 of the 18 ports designated to become CPAs received their new status. In addition to the original 18 ports, the department also received applications for CPA status from two other ports — Belledune and Oshawa. It should be noted that both the Policy and the Programs and Divestiture business lines have mutually supportive roles in the implementation of the National Marine Policy respecting ports (see p. 26 for additional details on ports).

The CMA also allows for the commercialization of the **St. Lawrence Seaway**. Although the government continues to own the fixed assets, the Seaway is now being operated by the St. Lawrence Seaway Management Corporation (SLSMC), a not-for-profit private sector group. The corporation is required to meet negotiated cost targets and implement two per cent annual toll increases. The efficient operation of the Seaway will earn the corporation the right to implement future toll reductions to benefit all users.

The National Marine Policy also initiated measures to reduce the costs and increase the efficiency of **ferry operations** in eastern Canada. As a result of a 1999 review of ferry services to Newfoundland, an additional ferry vessel will be procured by Marine Atlantic Inc. to address pressure on the current fleet's capacity.

#### *Direct Outputs*

- Assessment of requests for supplementary Letters Patent on existing CPAs as well as requests for new CPA status.
- Monitoring and oversight of the viability of the national ports system.
- An evaluation framework to assess the performance of the new ports system relative to the goals of the CMA.
- Monitoring of the SLSMC against the management agreement signed with the corporation.
- Safeguarding of the Seaway's level of asset renewal.
- Monitoring of ferry service operations.
- Oversight of the procurement of an additional vessel by Marine Atlantic Inc.

#### *Intermediate (Behavioural) Outcomes*

- CPAs operating according to business principles (e.g. increased commercial orientation).
- SLSMC's efficient operation of the Seaway.

*Ultimate Outcomes*

- Reduced burden on the federal taxpayer for the operation of Canadian ports.
- Adequate, safe, efficient, competitive and environmentally-responsible national ports system.

**4. Monitoring the Canadian Transportation System**

Changes in the supply and demand of transportation services take place continuously in the marketplace. These changes affect the competitive environment in the transportation industry, both within and among modes. Competitive forces are also at play within the different sectors that use transportation services, driving the demand for those services and affecting their needs. When demand-needs shift, the performance of transportation firms is affected, both in the short and long terms.

From a policy perspective, it is important to monitor the numerous sources of change that affect the transportation system. Understanding the sources — their driving factors and effects on transportation — is instrumental in determining whether adjustments are needed in the policy and regulatory framework. Effective monitoring also requires information and analytical tools. As issues evolve, change or become more complex, information requirements must also be revisited to ensure that the information available remains relevant to the issues and challenges confronting transportation. Data processing systems are essential in an efficient monitoring regime; results of this monitoring must be detailed in the *Transportation in Canada Annual Report*.

*Direct Outputs*

- Development of commodity and sectoral profiles.
- Validation of transportation data (e.g. air transportation statistics and other transportation data systems).
- Regulations to collect data, while minimizing stakeholders' reporting burden.
- Transport Canada's *Transportation in Canada Annual Report*, as required under the CTA.
- Analytical support (e.g. Transportation Table on Climate Change, the review of the grain handling and transportation system, and the ground transportation strategy).
- Tracking of modal traffic activities (freight and passenger), energy consumption of transportation, stakeholders' financial results, and costs of each transportation mode.
- Monitoring of changes in the structure of modal activities (e.g. bankruptcies, mergers, acquisitions, new entries, public and private investment), and mapping of the transportation system and changes in usage (e.g. traffic density).
- Collection of information directly or through joint partnerships with other organizations (e.g. Statistics Canada).

<i>Resources (\$000's)</i>	
2000-01	2001-02
1,600	1,600
55	60
439	250
1,300	1,400
3,394	3,310

*Intermediate (Behavioural) Outcomes*

⇒ OGDs, OTHER GOVERNMENTS, USERS, CARRIERS, INFRASTRUCTURE OPERATORS –

- Awareness, understanding and acceptance of factors affecting the transportation system, and the identification of capacity issues and strategies.
- Improved understanding of the impact of government transport initiatives, policies and regulations on the transportation system.
- Application of transportation system changes by other countries.

*Ultimate Outcomes*

- Efficient, effective and competitive transportation system based on policy and program development, and economic analysis and information.



## 3.2 Programs and Divestiture Business Line

### Business Line Objective

To reduce the burden on the federal taxpayer for the operation of Canadian ports and airports systems by transferring ownership and/or operations to local organizations, while ensuring the continued existence of adequate, safe, efficient and environmentally responsible systems.

### Business Line Description

This business line plays a substantial stewardship role in addition to negotiating the divestiture of ports and airports. It operates sites until they are transferred, administers highway and bridge programs, carries out landlord functions for ports, airports, bridges and air navigation system sites, and manages the department's real property portfolio. On the environmental front, the line also provides leadership within the federal government and the transportation sector on sustainable transportation.

<b>Planned Spending by Service Line</b>				
<b>Service Line</b> (\$ thousands)	Forecast Spending 1999-2000 <sup>1</sup>	<b>Planned Spending 2000-2001</b>	Planned Spending 2001-2002	Planned Spending 2002-2003
Airports	(98,592)	<b>(67,629)</b>	(90,192)	(69,443)
Ports	43,283	<b>79,611</b>	29,109	2,603
Surface*	229,798	<b>289,493</b>	248,651	151,639
Environment	5,883	<b>4,404</b>	3,579	3,579
<b>Total Planned Spending</b>	180,373	<b>305,879</b>	191,147	88,378
* includes Crown corporation:				
Jacques Cartier and Champlain Bridges Inc.	28,029	<b>122,141</b>	93,469	37,794
<b>Full Time Equivalents</b>	690	<b>503</b>	310	310

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

1. Reflects best forecast of total planned spending to the end of the fiscal year.

### Our Operating Environment

As Transport Canada evolves from owner and operator of the transportation infrastructure to policy maker, regulator and landlord, other parties — divested airports and ports, other government departments and levels of government, the private sector and international organizations — will play an increasingly important role in meeting key results commitments. Through the Local Airport Authority (LAA) Lease Review, we are working in consultation with key stakeholders (e.g. Local/Canadian Airport Authorities, the Canadian Airports Council and the Air Transport Association of Canada) to **refine and build new relationships** in a post-divestiture environment. In our efforts to address the problem of climate change, we are working closely with the United Nations, the Organization of

Economic and Co-operative Development, European Ministers of Transport, and the International Civil Aviation Organization, to name a few.

An integral part of Transport Canada's **post-divestiture functions** is to monitor the performance and operations of individual entities — such as National Airport System airports or Canada Port Authorities — and their compliance with relevant divestiture or operating agreements. The department continues to play an important role in ensuring a competitive, efficient and effective transportation system. Ongoing monitoring and oversight activities may take several forms, including special periodic analyses (e.g. LAA Lease Review); the review of an entity's business plans; literature reviews; industry/customer surveys and feedback; and monitoring for business-like operations (demonstrated by annual general meetings, public consultations and public access to plans) and violations of relevant federal, provincial or local legislation.

The Programs and Divestiture business line faces a number of challenges outside its sphere of direct influence, and these may affect its ability to meet commitments. While airport divestitures are nearing completion, port divestitures are at their mid-way point. Both **divestiture programs** have been affected by the need to find willing partners and the need to address third-party interests, including First Nations' land claims and provincial positions. These will remain ongoing challenges for the department in general and the port divestiture program in particular.

Transportation activity has many effects on the environment, ranging from climate change and smog, to ozone depletion, all of which affect Canada's air, land and water. These factors also affect human health and quality of life. Transport Canada is committed to promoting **sustainable transportation** in Canada, and mitigating the environmental effects of transportation activities. However, efforts to advance sustainable transportation — through action on climate change or other fronts — are influenced by a number of factors, both at the domestic and international levels. Domestically, federal and provincial jurisdiction issues and the limits of Transport Canada's specific mandate must be taken into consideration. Internationally, Canada is affected by sources of pollution outside its boundaries, making it dependent on action by other countries and international bodies. Within these constraints and challenges, Transport Canada will continue to advance sustainable transportation in Canada. One of the primary instruments is the department's Sustainable Development Strategy (SDS). In December 2000, the department will table in Parliament its second SDS. It will consult with Canadians first, to gauge opinion in this regard. (See Section 4.2, starting on p. 50, for more details on the current SDS.)

Note: The Programs and Divestiture business line is developing a performance measurement system. It has taken the first step in this process by establishing the performance logic for all its key initiatives. Some examples of possible future performance measures have been provided in this section. As work proceeds, these examples may be discarded or refined.

## What Are We Doing to Achieve our Key Results Commitments?

### 1. Airports

Under the 1994 **National Airports Policy** (NAP), all Transport Canada airports — except those designated as remote — are to be transferred to local operators. A primary goal of this policy is to maintain an adequate National Airport System (NAS) while shifting decision-making to local operators who are best placed to match local requirements with

local economic realities. Of the 136 airports (excluding remote sites) originally owned, operated or subsidized by Transport Canada, 104 have been transferred (as of the end of December 1999). The largest and busiest airports — which make up the NAS — are being transferred to Canadian Airport Authorities by way of lease (the first four were transferred to Local Airport Authorities), while the smaller non-NAS airports are being offered for sale to local community interests. Some transfers are being delayed by third-party interests or the need to achieve financial self-sufficiency; however, it is still expected that all but the remote sites will be successfully divested by March 31, 2001.

The **Airports Capital Assistance Program** (ACAP) provides funding to eligible airports to assist them in financing capital work relating to safety, asset protection and cost reduction. A five-year evaluation of ACAP was completed during 1999-2000, confirming the continued need for the program in its current form.

In 1997, the department started a comprehensive lease review of the Vancouver, Calgary, Edmonton, and Montreal LAAs. The review examined issues such as financial viability, pricing practices, governance, environmental stewardship and safety. Public stakeholder consultations, analysis, and policy development were conducted. While the overall conclusion was that NAP is a great success and that the LAAs are running well, a number of policy issues did emerge. To address these issues, a comprehensive policy framework will be developed to govern the long-term relationship between Transport Canada and the NAS airports, post-transfer. Policy changes are aimed at improving transparency, airport authority pricing practices, and accountability. Final decisions will be made in spring 2000, with implementation to follow.

*Direct Outputs*

- Response to the challenges that are causing delays in the airports divestiture program.
- Transfer of the remaining airports within the prescribed time frame.
- Oversight of the National Airports System.
- Administration of lease agreements and monitoring of compliance.
- Management of ACAP through ongoing assessment and funding.
- Operation of remote airports and airports not yet transferred.

*Performance measures may include:*

- ✓ number of airports divested;
- ✓ number and cost of ACAP projects approved; and
- ✓ number and cost of airports operated.

*Intermediate (Behavioural) Outcomes*

- Local operators operating in a business-like manner.
- Appropriate levels of service, as defined by the local community and local requirements.
- NAS airports and NAV CANADA compliance with lease agreements and government policy.

*Performance measures may include:*

- ✓ level of compliance; and
- ✓ industry/customer feedback and surveys.

*Ultimate Outcomes*

- Reduced burden on the federal taxpayer for the operation of Canadian airports.
- Adequate, safe, efficient and environmentally responsible national airports system.

*Performance measures may include:*

- ✓ level of compliance with legislation; and
- ✓ system oversight results.

## 2. Ports

A primary goal of the **National Marine Policy** is to maintain a national ports system while shifting decision-making to local operators who are best placed to match local requirements to local economic realities. It should be noted that both the Programs and Divestiture (P&D) and the Policy business lines have mutually supportive roles in the implementation of the National Marine Policy respecting ports (see p. 20 for additional details on ports). P&D has an active — though arms-length — role in many of the activities of the Canada Port Authorities (CPAs), including the evaluation and approval of real property transactions. Also, all regional/local ports — except those designated as remote — are to be transferred to local operators by the end of 2001-02. Of the 549 ports originally operated by Transport Canada, 357 have been transferred, demolished or had their public harbour status terminated (as of the end of December 1999). The department is pursuing individual transfers to local interests and block transfers to provincial governments. Some transfers continue to be delayed by the need to address third party interests (e.g. First Nations' land claims and provincial positions).

A \$125 million **Port Divestiture Fund** (see sidebar for definition) is in place to provide funding to facilitate the divestiture process. A \$40 million **Port Transfer Fund** (see sidebar for definition) is also in place to fund departmental activities in support of divestiture.

### *Direct Outputs*

- Response to the challenges that are hindering completion of regional/local port divestiture through proactive consultations and negotiations, where appropriate.
- Transfer of the remaining regional/local ports by the end of 2001-02.
- Administration of the Port Divestiture Fund and Port Transfer Fund.
- Monitoring of CPAs' compliance with Letters Patent and the CMA.
- Management and operation within budget levels of the public ports not yet transferred, and the 34 ports designated as remote sites.

### *Intermediate (Behavioural) Outcomes*

- CPA compliance with Letters Patent and CMA.
- Local operators operating in a business-like manner.
- Appropriate levels of service as defined by the local community and local requirements.
- Acceptance by local interests of port ownership and responsibility.

The *Port Divestiture Fund* assists interested parties in assuming the operation of regional/local ports by providing funds for pre-transfer feasibility studies, environmental clean-ups, and improvements to bring existing port property up to minimum safety or operating standards.

The *Port Transfer Fund* supports departmental activities necessary for divestiture, including administrative and legal costs, and environmental investigations and surveys.

### *Performance measures may include:*

- ✓ number of ports divested;
- ✓ amount of PDF disbursements;
- ✓ adherence to internal service standards; and
- ✓ number and cost of ports operated.

### *Performance measures may include:*

- ✓ level of compliance; and
- ✓ industry/customer feedback.

*Ultimate Outcomes*

- Reduced burden on the federal taxpayer for the operation of Canadian ports.
- Adequate, safe, efficient and environmentally responsible national ports system.

*Performance measures may include:*

- ✓ changes in budgetary allocations required to operate ports; and
- ✓ system oversight results.

### 3. Highways and Bridges

**Highways.** Transport Canada recognizes that highways are important to all Canadians. The mobility of people and goods across Canada is critical to our quality of life and to the continuing expansion of our economy. Transport Canada plays an important role in this area, through the program delivery of a series of federal-provincial cost-shared agreements designed to enhance the national highway system.

While most of the current highway funding programs are winding down, Transport Canada will contribute — through five agreements with three provinces — \$150 million toward provincial highway infrastructure projects in 2000-01. These agreements help provide provinces with the fiscal capacity to improve and upgrade their highway infrastructure. In the coming year, this will include, for example, a contribution of \$34 million to upgrade the Trans-Canada highway in Newfoundland, and \$58 million to improve New Brunswick's highway system. Through these agreements, the department ensures that all funded projects comply with applicable federal and provincial environmental assessment legislation. The department also chairs an Interdepartmental Highway Committee, which plays a co-ordinating role with other federal departments to identify new initiatives and to report on total federal government highway expenditures.

**Bridges.** In the coming years, Transport Canada will develop, with other federal departments, a proposed strategy to consolidate a number of federal bridge/highway structures. Transport Canada is currently contributing \$19 million over three years (starting in 1998-99) for the rehabilitation of the Victoria Bridge in Montreal, work which is being undertaken by CN Rail. Also, the department is providing for the **monitoring** and administration of the Confederation Bridge Operating Agreement.

*Direct Outputs*

- Administration of existing cost-shared highway funding agreements (e.g. negotiate changes, visit sites, ensure environmental legislation is applied).
- Administration and contribution to federal bridge programs, as demonstrated by the provision of funds to rehabilitate the Victoria Bridge in Montreal.

*Performance measures may include:*

- ✓ number of bridges being operated;
- ✓ cost of operating bridges; and
- ✓ cost and number of highway funding agreements.

*Intermediate (Behavioural) Outcomes*

- Continued provincial highway infrastructure programs.
- Provincial compliance with funding agreements.
- Contractual compliance with operating agreements (e.g. management of Confederation Bridge).

*Performance measures may include:*

- ✓ level of compliance.

*Ultimate Outcomes*

- Adequate, safe, efficient and environmentally responsible surface transportation infrastructure for Canada.

*Performance measures may include:*  
✓ system oversight results.

#### **4. Sustainable Transportation**

Promoting sustainable transportation is a shared responsibility among governments, industry and individual Canadians. Canadians are increasingly aware of the sustainable development challenges facing the transportation sector, and are looking to the federal government for leadership. Transport Canada is committed to promoting a sustainable transportation system for Canadians by integrating environmental considerations into its policies, programs and operations. Discussed below are some of the key activities being undertaken by the department in support of climate change, smog mitigation and contaminated sites management. These activities in turn support the commitments of Transport Canada's SDS.

##### **(A) SUSTAINABLE DEVELOPMENT STRATEGY**

Transport Canada will continue to implement its existing SDS, which contains 47 commitments under eight key challenges (see Section 4.2 on p. 50). The department is also preparing its second SDS in consultation with other federal departments, key stakeholders and the Canadian public, for tabling in Parliament in December 2000.

Both our Sustainable Development Strategy and Environmental Management System Report are available in hard copy or on the Internet (see p. 68).

*Direct Outputs*

- Continued implementation of the 1997 SDS and reporting of accomplishments.
- Transport Canada's second SDS, to be tabled in Parliament in December 2000.
- Continued implementation of the Moving on Sustainable Transportation (MOST) Program.
- Continued implementation of an Environmental Management System (EMS) for internal departmental operations.

*Intermediate (Behavioural) Outcomes*

- Integration of sustainable development issues into departmental policies, programs and operations.
- Better understanding in the transportation sector of sustainable transportation issues and actions.

*Ultimate Outcomes*

- A more environmentally sustainable transportation system for Canadians.

##### **(B) CLIMATE CHANGE** (see our SDS, Challenge 3, for more on climate change).

The federal government restated its commitment to the Kyoto targets in the 1999 Speech from the Throne. The transportation sector is the largest contributor of greenhouse gas emissions. Current forecasts estimate that transportation emissions could be 32 per cent above 1990 levels by 2010 (accounting for 25 per cent of Canada's total emissions). The department co-sponsored — with provincial and territorial transport departments — the Transportation Table on Climate Change, which was mandated to identify specific

measures to mitigate greenhouse gas emissions from Canada's transportation sector, and to prepare a report on options. In November, the Table submitted an Options Paper to Transport Ministers and to the National Climate Change Secretariat, thereby fulfilling the Table's mandate in assessing the costs, benefits and impacts of over 120 measures.

Over the course of the next year, the Options Paper will be integrated with the reports from 14 other Issues Tables, to be included as input to a draft national climate change strategy for consideration by Ministers of Environment and Energy, and, ultimately, First Ministers. Transport Canada will work with the provinces, territories and key stakeholders to contribute to the national climate change strategy.

#### *Direct Outputs*

- Consultations with transportation stakeholders on the Table's Options Paper, and preparation of a companion document to the Options Paper, which will be submitted to Ministers of Transport as part of the National Climate Change Process.
- Analysis of opportunities to reduce greenhouse gas emissions, and the regional impacts of these opportunities.
- Contribution to the development and implementation of a national strategy on climate change.

#### *Intermediate (Behavioural) Outcomes*

- Improved data collection pertaining to transportation systems in Canada.
- Better understanding of opportunities to reduce greenhouse gas emissions in the transportation sector.

#### *Ultimate Outcomes*

- Reduction of greenhouse gas emissions within the transportation sector, to support Canada's national target of six per cent below 1990 levels.

### **(C) AIR POLLUTION** (see our SDS, Challenge 3, for information on the Smog Management Plan)

Surveys indicate that Canadians are increasingly concerned about the impact of air quality on their health and quality of life. Transportation sources contribute significantly to the problem of air pollution. In an effort to improve Canada's air quality, Transport Canada is working with other federal departments to draft Phase 3 of the Federal Smog Management Plan, which will represent the government's implementation plan to meet Canada-wide standards on particulate matter and ozone.

#### *Direct Outputs*

- Amendment to the Canada-U.S. Air Quality Agreement to address ozone.
- Implementation of commitments in the Federal Smog Management Plan through initiatives such as co-sponsoring vehicle emission inspection clinics and monitoring air at Canadian airports (in partnership with airport authorities).

#### *Intermediate (Behavioural) Outcomes*

- Increased awareness of air pollution and its effects through promotion of best practices for air quality management.
- Reduced air emissions from the transportation sector.

*Ultimate Outcomes*

- Reduced impact of air emissions from the transportation sector.
- Improved air quality for Canadians.

**(D) ENVIRONMENTAL ASSESSMENT**

As part of the five-year review of the *Canadian Environmental Assessment Act* (CEAA), Transport Canada is working with the Canadian Environmental Assessment Agency, other federal departments, and stakeholders to determine the appropriate environmental assessment regime for projects on federal lands being leased to other parties. This would also include projects at airports, ports and St. Lawrence Seaway lands, which are currently not subject to CEAA.

*Direct Outputs*

- Recommendations for proposed CEAA amendments.

*Intermediate (Behavioural) Outcomes*

- Increased understanding and awareness — on the part of airport and port authorities, and the St. Lawrence Seaway Management Corporation — of the federal environmental assessment requirements on land leased to them.

*Ultimate Outcomes*

- Prevention and mitigation of environmental damage from transportation activities.
- Reduced impact from the transportation sector on Canada's environment.

**(E) ENVIRONMENTAL REMEDIATION**

In fulfilling its commitment to stewardship and environmental awareness, Transport Canada is working to mitigate and prevent environmental damage from transportation activities. This includes conducting environmental assessments, and identifying and managing contamination on property owned, or once owned, by Transport Canada.

*Direct Outputs*

- Monitoring of land remediation to be carried out at 11 sites sold or assigned to NAV CANADA and the development of action plans to conduct site remediation at 140 leased sites. The work is estimated to cost \$10 million over five years.
- Continued remediation work at the Gloucester Landfill at an approximate annual cost of \$800,000.
- A program framework to implement policies and management approaches concerning contaminated sites.
- A national contaminated sites database.
- Recommendations for proposed CEAA amendments.

*Intermediate (Behavioural) Outcomes*

- Better informed decision makers.
- Identification and management of all contaminated properties by 2003.

*Ultimate Outcomes*

- Prevention and mitigation of environmental damage from transportation activities.
- Reduced impact from the transportation sector on Canada's environment.



### 3.3 Safety and Security Business Line

#### Business Line Objective

To promote the safety and security of the national transportation system.

#### Business Line Description

This business line develops national legislation, regulations and standards, and carries out monitoring, testing, inspection, enforcement, education, and research and development activities to promote safety and security in all transportation modes. It also develops emergency preparedness plans, ensures the security of persons working in restricted areas of airports, and delivers aircraft services to government and to other transportation bodies.

<b>Planned Spending by Service Line</b>				
<b>Service Line</b> (\$ thousands)	Forecast Spending 1999-2000 <sup>1</sup>	<b>Planned Spending 2000-2001</b>	Planned Spending 2001-2002	Planned Spending 2002-2003
Multi-modal Safety	9,068	<b>12,101</b>	12,047	12,047
Aviation Safety	124,906	<b>124,281</b>	123,605	123,593
Marine Safety	34,414	<b>32,123</b>	30,561	30,448
Rail Safety	20,695	<b>20,848</b>	20,849	20,849
Transport Dangerous Goods	10,605	<b>10,419</b>	10,419	10,419
Road Safety	23,242	<b>23,797</b>	27,047	27,047
Research and Development	7,921	<b>7,032</b>	7,032	7,032
Security and Emergency Preparedness	11,068	<b>19,796</b>	9,796	9,796
Aircraft Services	21,914	<b>32,902</b>	25,876	23,561
<b>Total Planned Spending</b>	263,832	<b>283,299</b>	267,231	264,791
<b>Full Time Equivalents</b>	2,756	<b>2,699</b>	2,695	2,695

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

1. Reflects best forecast of total planned spending to the end of the fiscal year.

#### Our Operating Environment

Continued **globalization** has a significant impact on this business line. The increasing convergence and harmonization of transportation rules, standards and regulations require a full appreciation of their implications for Canada's domestic transportation regulatory framework. We must also seize opportunities to influence and participate in international initiatives and collaborative undertakings.

The continuous and rapid advances in information **technology**, technological innovations and scientific information on human factors have added further challenges to the evolving regulatory oversight role of this business line. There is an ongoing need to modernize

legislation and explore innovative alternatives to regulations to address these changes. These rapid changes also require that our inspectors be provided with up-to-date information, equipment, tools, skills and training to function in a knowledge-based society.

Demographically, the department must address the needs arising from a maturing population and from an environment of continued growth in transportation-related activities. Within industry, there is ongoing restructuring, mergers and other corporate changes to help maximize the benefits flowing from increased economic growth and markets in transportation. Regulatory regimes must be sufficiently flexible and adaptable to maintain and improve safety levels while supporting these growth opportunities. While **external stakeholders** (see sidebar for definition) have wide-ranging interests, there is a commonality among them — growing activism, scrutiny of the department’s actions and demands for inclusion and accountability.

“External stakeholder” is defined as any individual or group having an interest in the transportation sector. This can include the public, industry, labour, and special interest or citizen groups.

Consultation will continue to be a critical component of our major initiatives.

Success within the Safety and Security business line rests heavily on the subject matter expertise of its workforce. We are challenged with an aging workforce, where many of our most experienced staff are close to retirement, and by the attractive opportunities available in the private sector for similar types of workers. To maintain our safety and oversight role, the business line has embarked on a **recruiting** campaign focused on core competencies, and a retention strategy premised on continuous learning and development (see p. 44 for details on our Recruitment and Retention initiative).

## What Are We Doing to Achieve our Key Results Commitments?

### 1. Regulatory Reform

Within the federal government, Transport Canada is one of the most active regulators; the department is involved in 54 acts with primary or shared responsibility, 20 transportation-related acts, and over 600 regulations with thousands of sections and numerous incorporated documents. The majority of these instruments are administered by the Safety and Security business line, which is striving to “regulate smarter” by modernizing, streamlining and improving the regulatory process. This will be achieved by evaluating and choosing the best regulatory and compliance tools, harmonizing regulations and, in the long term, developing a strong **safety culture** (see sidebar for definition). (see Section 4.1 for details on specific legislative and regulatory initiatives.)

Culture is a learned and shared way of thinking and acting within a society. Some key components of a strong *safety culture* include:

- ⇒ industry and other interested parties implementing systems and programs to encourage the adoption and reinforcement of safe practices;
- ⇒ adopting common measures of safety performance; and
- ⇒ using broader systematic and constructive consultation and feedback.

📖 The Safety and Security Strategic Plan contains more information on safety culture and is available on our web site (see p. 68).

### *Direct Outputs*

- Modernized transportation legislation through simplified structure and language; new administrative-based enforcement tools; improved or alternative dispute resolution and review mechanisms; and a recognition of the roles and responsibilities of the people we regulate in developing a strong safety culture. (To be demonstrated by the new multi-modal Transportation Appeal Tribunal of Canada Act, and amendments to the *Canada Shipping Act* and *Motor Vehicle Transport Act*.)
- Improved process for developing regulations, with a particular emphasis on exploring opportunities for broader consultations, as was already done with the Transportation of Dangerous Goods (TDG) Regulations (see sidebar). (To be demonstrated by a comprehensive review of the *Aeronautics Act* that will recommend improvements and changes to the legislative framework.)
- Alternative — and less prescriptive — regulations to provide greater flexibility to the people we regulate, while maintaining or improving levels of safety. (To be demonstrated by the development of Safety Management Systems Regulations for rail, and standards and guidelines as part of the *Canada Shipping Act* reform.)
- Harmonized regulations, policies and standards — particularly at the international level — to promote consistent and high safety and security standards. (To be demonstrated by the development of a common aviation security framework for North America — through the North American Aviation Trilateral — to incorporate policies and standards for screening, security equipment, training, weapons detection, incident management, access, and cargo security; the Standard on Training Certification and Watchkeeping — to be introduced in 2002 — to certify and recognize seafarers with standardized accreditation; and amendments to the TDG regulations.)
- Consistent, appropriate and cost-effective intervention where action is warranted.

The development of the TDG “clear language” regulations is an example of our efforts to ensure wide-reaching consultation. The department held ongoing consultations with the Minister’s Advisory Council, the Federal-Provincial Task Force, international agencies, key trading partners, police forces, municipalities, and unions. Public meetings were also held with interested stakeholders, and professional and industry associations. Some of the results were:

- ⇒ over 5,000 copies of the draft regulations were disseminated, of which 2,000 copies were accessed via the Internet;
- ⇒ numerous articles were published in the TDG Newsletter, which has 25,000 readers; and
- ⇒ almost 2,000 comments were received.

### *Intermediate (Behavioural) Outcomes*

- Improved stakeholder awareness and acceptance of regulatory measures through wide-reaching consultation and communication (e.g. publications, videos and the Internet).
- Stakeholder acceptance of consistent and high standards of safety and security.
- Industry adoption of a strong safety culture.
- Increased compliance by the industries and people we regulate.
- Increased industry ability to accommodate the evolution of safety technology.
- Improved international trade through harmonized safety and security regulations, policies and high standards.

### *Ultimate Outcomes*

- Safe and secure national and international transportation system.
- Competitive, efficient and effective transportation system.

## 2. Safety and Regulatory Oversight of Devolved Entities

Many key legislative, consultative and organizational mechanisms have been put in place to oversee the various entities whose functions were once part of Transport Canada: the Motor Vehicle Test Centre, which has been a government-owned, contractor-operated facility since 1996; the Department of Fisheries and Oceans (DFO) which has had responsibility for the Canadian Coast Guard since 1995; NAV CANADA which now has responsibility for air navigation services; and the Air Transport Security Corporation, which has responsibility for airport security. The department continues to refine and conclude its safety oversight relationships and agreements with these entities.

### *Direct Outputs*

- A new contract by June 2001 for the Motor Vehicle Test Centre, to clearly define the roles and responsibilities of both parties.
- Agreements with DFO relating to the delivery, monitoring and reporting of various safety services on behalf of Transport Canada (e.g. inspection of marine radio telecommunication/facility equipment).
- Consistent, standardized and widely available private sector inspection services. (To be demonstrated by agreements with private sector organizations — such as marine classification societies — for inspection services delegated to them, and improved use of departmental personnel on higher risk areas.)
- Joint management and promotion of good security practices — through the Canadian Aviation Security Awareness Advisory Committee — with the Air Transport Security Corporation, Air Transportation Association of Canada, the Canadian Airports Council and NAV CANADA.
- New safety regulations, standards and policies relating to aerodromes, airports and air navigation services, in line with the Canadian Aviation Regulations.

### *Intermediate (Behavioural) Outcomes*

- Ability and willingness of devolved entities to effectively deliver safety services on behalf of Transport Canada.
- Adoption by devolved entities of a strong safety culture.
- Devolved aviation entities' improved awareness and acceptance of, and compliance with, safety and security regulations, standards, policies and procedures.

### *Ultimate Outcomes*

- Safe and secure national transportation system.
- Competitive, efficient and effective transportation system.

## 3. Effective Intervention – Inspection and Monitoring Program

There are approximately 1,400 inspectors within the Safety and Security business line, representing nearly 50 per cent of its workforce. The department's inspectors are critical to the delivery of Transport Canada's mandate since it is the group that inspects and monitors the regulatory compliance of the transportation industry. To this end, the department continues to explore and promote the most appropriate forms of intervention to achieve compliance. For example, the department is moving from an exclusively hands-on, transaction-based compliance and enforcement approach to one of monitoring, audit and consultation. This will allow the inspectors to assist the transportation industry in finding better ways to comply with regulations and build a strong safety culture.

### *Direct Outputs*

- Monitoring of manufacturers' self-certification processes of motor vehicles and equipment.
- Investigation of safety-related vehicle and equipment defects that may lead to potential recalls.
- Security compliance monitoring adjustments, with increased focus on the use of risk management, testing, and concentrated compliance campaigns for a more effective and efficient use of security resources.
- National training programs for departmental personnel involved in marine and rail safety, and for external and departmental personnel involved in emergency and security preparedness.
- Aviation regulatory inspections, audits and pro-active enforcement actions, such as publishing the names of corporate offenders.
- Streamlined certification process for aeronautical products. (To be demonstrated by the timely award of Canadian certificates.)
- Evaluation of the safety oversight program for commercial and business aviation, and identification of opportunities for alternative program delivery and more efficient resource utilization.
- Foreign ship inspections (port state control) and intervention where necessary, and targeted monitoring on small passenger ships to assess the impact of relaxed inspections on these vessels.
- Application of risk management concepts to allow inspectors to focus on problem areas.

#### APPROXIMATE REACH:

- ⇒ over 30 federally regulated railways and 200,000 Canadian locomotives, freight and passenger cars and equipment units
- ⇒ 3,500 vehicle manufacturers and importers
- ⇒ 40,000 inspection points pertaining to the transportation of dangerous goods
- ⇒ 47,000 registered ships
- ⇒ 7,000 aerodrome facilities and 1,000 aeronautical product organizations
- ⇒ 2,000 commercial and corporate (domestic and foreign) air carriers

### *Intermediate (Behavioural) Outcomes*

- Vehicle manufacturers' willingness to design and construct safer motor vehicles and equipment to minimize the risk associated with their use.
- Improved industry awareness and acceptance of safety regulations, standards, policies and procedures.
- Industry compliance with regulatory instruments.
- Improved awareness of emergency and security preparedness roles and responsibilities.
- National consistency in the application of regulations.
- Client satisfaction with the service delivery process for the certification of aeronautical products.

### *Ultimate Outcomes*

- Safe and secure national transportation system.

## **4. Safety Management Systems**

Safety management systems (SMS) ensure that safety is given management time and corporate resources, and is subject to performance measurement and monitoring. It is anticipated that increased management attention to safety — coupled with an enhanced safety culture within the industry — will reduce public and employee fatalities and injuries, reduce property damage resulting from accidents, and reduce the impact of accidents on

the environment. SMS will also enable industry to demonstrate in a concrete and visible manner its commitment to the safety of employees, customers and the public, and will help industry comply with regulatory requirements.

#### *Direct Outputs*

- A Rail Safety Management Systems framework, and regulations that will address performance indicators and safety goals, risk assessment, responsibilities and authorities, and monitoring, evaluation, and auditing processes.
- A Marine Quality Assurance Program and implementation plan to monitor and audit statutory safety functions that have been delegated to private sector organizations, and the elimination of duplicated services.
- A feasibility study on self-regulation for business aviation.
- A safety framework for aviation safety in Canada through the Flight 2005 initiative (see pg. 39 for details on this initiative and related SMS results).

#### *Intermediate (Behavioural) Outcomes*

- Availability of rail industry safety performance data based on SMS.
- Adoption by the rail industry of safe practices.
- Consistent and effective marine program delivery.
- Adoption by industry of SMS.
- Recognition of the shared roles and responsibilities of the people we regulate and their ability to develop a strong safety culture.

#### *Ultimate Outcomes*

- Safe and secure national transportation system.
- Competitive, efficient and effective transportation system.

## **5. Security and Emergency Plans and Technologies**

#### *Direct Outputs*

- A National All Hazards Plan to ensure the provision of national transportation services and resources in emergency circumstances.
- A departmental Emergency Preparedness Exercise Plan to harmonize and co-ordinate the annual emergency response exercise activities of all modes.
- Modal co-ordination and inter-operability during emergency response circumstances, and maximum value and benefit from available emergency response resources.
- A policy framework and implementation plan for industry deployment of explosives detection technology at Canadian airports.

#### *Intermediate (Behavioural) Outcomes*

- Increased levels of awareness and co-operation in the transportation emergency response community.
- Enhanced industry awareness of new security technology requirements and benefits.

#### *Ultimate Outcomes*

- Safe and secure national transportation system.

## 6. Research and Development

### *Direct Outputs*

- Modal and cross-modal research and development projects aimed at improving the safety, security, energy efficiency, and accessibility of the Canadian transportation system, while protecting the environment.
- Enhancement of the department's technological capability to meet its strategic objectives and to promote innovation in transportation.
- Intelligence gathering and advice related to the impacts of technology on critical transportation issues.

#### SOME R&D INITIATIVES:

- ⇒ Fatigue management technology aids
- ⇒ Human factors requirement study for trace explosive detection system
- ⇒ Generic tests for accessible vehicle conversions
- ⇒ Laser detection prototype evaluation
- ⇒ Contaminated runway performance analysis
- ⇒ On-site collision data collection system
- ⇒ Electric vehicle operational evaluation

### *Intermediate (Behavioural) Outcomes*

- Willingness by partners (e.g. other government departments, provinces, international agencies and academia) to collaborate on transportation innovation for the public good.
- Adoption of new technologies, practices and processes by sector participants.

### *Ultimate Outcomes*

- A safe and secure national transportation system.
- A competitive, efficient and effective transportation system.

## 7. Aircraft Services

Transport Canada provides — on a cost-recovery basis — aircraft, aircraft maintenance and modifications, and training services in support of its operations and selected programs of other federal government departments and agencies, including NAV CANADA.

### *Direct Outputs*

- Maintenance of the fixed and rotary wing fleets in compliance with airworthiness standards.
- On-time provision of aircraft for client use.
- Policies and operating directives controlling flight operations to ensure the safe and efficient operation of all Transport Canada aircraft.
- A national training program for all pilots flying Transport Canada aircraft.

### *Intermediate (Behavioural) Outcomes*

- Client satisfaction with levels of service and safety.
- Increased pilot knowledge and capability from training courses.

### *Ultimate Outcomes*

- A highly skilled and professional pilot complement.
- Efficient and effective aircraft services to support departmental and other client operations that contribute to a safe transportation system.

## 8. Key Safety Initiatives

### (A) ROAD SAFETY VISION 2001

Through wide-reaching public-private partnerships, the department continues to make progress towards its vision of making Canada's roads the safest in the world.

#### *Direct Outputs*


- An ongoing campaign to promote the use of appropriate restraint systems for children.
- Surveys to determine rates of impaired driving and seat belt use.
- Implementation of the new National Safety Code standard for commercial vehicle safety ratings.
- Research on advanced air bags and side-impact protection, performance of anti-lock brake systems, and safety of on-board intelligent transportation systems.
- Evaluation of air bag performance in both frontal and side-impact collisions.
- Proposed regulations – based on research findings – on advanced air bag protection, side impact protection, and lower anchorage for child restraints.
- Finalized regulations on classifications for low-speed vehicles and power-assisted bicycles, incomplete vehicle requirements, and alternative fuel standards.
- Partnerships with provinces to enhance and improve programs on a national basis.

#### *Intermediate (Behavioural) Outcomes*

- Increased public awareness and knowledge of road safety, as demonstrated by proper use of restraints.
- Adoption of safe practices by the transportation industry and users, as measured by post-audit ratings of carrier safety performance.
- Compliance by manufacturers of motor vehicles and equipment. (To be demonstrated by a combination of selective inspection and testing of representative samples, and a targeted review of manufacturers' own certification test records.)
- Collaboration among all levels of government and industry. (To be demonstrated by enhanced provincial impaired driving programs; consistent provincial implementation of the National Safety Code's safety ratings; safer motor vehicle and equipment design and construction by industry; and improved and consistent collision data gathering.)
- Collaborative research to improve motor vehicle safety technology.
- Voluntary adoption by industry and transportation users of a strong safety culture.

#### *Ultimate Outcomes*

- Canada's roads are the safest in the world.

 Call our toll-free number — 1-800-333-0371 — for information on air bag deactivation. You can also visit our web site for information on vehicle recalls ([see](#) p. 68).

### (B) RAIL SAFETY DIRECTION 2006

Through wide-reaching public-private partnerships, the department continues to make progress toward a 50 per cent reduction in the number of highway/railway grade crossing collisions and trespassing incidents, through activities in seven key areas: education, enforcement, engineering, research, legislation, resources, and communication.

APPROXIMATE REACH:  
⇒ 15,500 passive public crossings  
⇒ 7,200 automated public crossings  
⇒ 28,500 passive private and farm crossings



*Direct Outputs*

- Education and enforcement through programs such as Officer on the Train, Selective Trespass and Traffic Enforcement, and Operation Impact.
- Education and awareness programs for school children in grades four to six, ATV owners, emergency services personnel, and residents of “high-risk” trespass locations.
- Funding to the Railway Association of Canada for the preparation of promotional materials related to Direction 2006 such as safety videos for high-risk audiences; and the implementation of the Community Trespass Prevention Program to a wider audience, based on the positive-feedback of the BC Rail and CN/CP Police Pilot Project.
- Funding through the Grade Crossing Improvement Program to improve the infrastructure at highway/railway grade crossings, which will lead to the reduced probability of crossing accidents.
- Partnerships with provinces and municipalities, railway companies and their unions, law enforcement agencies, and other safety and public service organizations.

*Intermediate (Behavioural) Outcomes*

- Increased public awareness and involvement in eradicating the problem of trespassers on railway property.
- Reduced probability and severity of crossing accidents through improvements to crossings.
- Industry’s adoption of a safety culture.
- Enhanced understanding of the technological, operational and human factors involved in highway/railway grade crossing collisions and trespassing incidents.

*Ultimate Outcomes*

- A 50 per cent reduction in the number of highway/railway grade crossing collisions and trespassing incidents on railway property by the year 2006 (from base year of 1995).

 Information on Direction 2006 is on our web site at [<http://www.direction2006.com>].

**(C) FLIGHT 2005 – A CIVIL AVIATION SAFETY FRAMEWORK FOR Canada**

*Direct Outputs*

- An aviation safety framework for meeting specified safety targets.
- Proposed regulatory amendments to initiate the implementation of safety management principles. (Notices of proposed amendments will be tabled at the Canadian Aviation Regulation Advisory Council.)
- Participation at seminars, workshops and symposia to enhance the awareness of the role of human factors in the maintenance of effective safety programs.
- Fully structured and integrated commercial pilot training programs.

**APPROXIMATE REACH:**  
⇒ 2,000 aircraft operators (domestic and foreign)  
⇒ 7,000 aerodrome facilities  
⇒ 135 air navigation systems facilities  
⇒ 10,000 aircraft maintenance engineers  
⇒ 1,000 aeronautical product design and manufacturing organizations  
⇒ 76,000 aviation licence holders — 41,000 private and 11,000 commercial pilots, as well as others

*Intermediate (Behavioural) Outcomes*

- Improved ability to identify areas where safety interventions are most needed.
- Increased understanding and acceptance of safety management concepts and principles.
- Implementation by industry of safety management plans and enhanced safety programs.
- Enhanced awareness of human factors and safety management systems throughout the civil aviation community.
- Enhanced pilot skills and competencies in the aviation industry.

*Ultimate Outcomes*

- Continued improvement on the existing high levels of aviation safety.
- High level of public confidence in the civil aviation program.

### 3.4 Departmental Administration Business Line

#### Business Line Objective

To provide efficient and effective support services — financial, administrative, information management/information technology, human resources, communications, legal, and executive — that respond to departmental needs.

#### Business Line Description

This business line establishes the department’s administrative accountability framework, and supports the department’s other business lines by providing the essential services described above.

Planned Spending by Service Line				
Service Line (\$ thousands)	Forecast Spending 1999-2000 <sup>1</sup>	Planned Spending 2000-2001	Planned Spending 2001-2002	Planned Spending 2002-2003
Corporate Services	82,064	<b>67,963</b>	68,709	69,068
Corporate Management	11,398	<b>12,157</b>	12,157	12,157
<b>Total Planned Spending</b>	93,461	<b>80,120</b>	80,867	81,226
<b>Full Time Equivalents</b>	854	<b>676</b>	672	674

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

1. Reflects best forecast of total planned spending to the end of the fiscal year.

#### Our Operating Environment

The department is implementing a new business planning process designed to facilitate decision-making at every level. Over the next few years, greater emphasis will be put on the development and use of performance measures, and on linking business planning with the government’s new performance management program to ensure clear accountability for results. There will also be a better linking of resource allocation — people, money and infrastructure — to departmental objectives.

Within the Departmental Administration business line, the Corporate Services group is developing its own strategic plan and resource strategy, with a view to providing better services to its clients, developing a capability to measure performance and results, and to optimizing the allocation and utilization of limited resources. The demand from Parliament and the public for demonstrated value of services is, in part, a driving factor in the group’s planning efforts and development of management systems for modernized comptrollership. At the same time, resource constraints present a challenge in our ability to meet planning and management needs. Many **government initiatives** are creating a dramatic workload increase for this business line, particularly within Corporate Services, including:

- the restructuring of the airline industry and the introduction of new Access to Information and Privacy legislation; and
- the responsibilities passed on to the department by the government and central agencies, such as modernized comptrollership, the Financial Information Strategy

(FIS), reforms in staffing and labour relations, the Universal Classification System, and a return to collective bargaining.

Program Review created a number of challenges pertaining to the **finance and administration** function, particularly to its ability to manage the reduction in departmental resources while ensuring the availability of funds required to deliver current programs and support priority transportation strategies. Delays in the implementation of some Program Review initiatives — such as the divestiture of ports and the sale of grain hopper cars — have meant that associated workload reductions have not occurred as originally expected. The move to FIS is presenting other challenges, such as training financial staff and departmental managers, building system interfaces, and creating a change in the way managers think about budgeting and investments. There is also an increasingly high demand for economic analyses relating to divestiture programs, lease issues, bridge and highway infrastructures, and sustainable development policies.

**Information management/information technology (IM/IT)** presents many challenges and opportunities. The strategic management of IM/IT is an integral part of all departmental activities, and there is a growing requirement to increase our capacity to provide electronic information and services to stakeholders and to the public. There is also a requirement to develop new technological capabilities that serve the department's day-to-day information requirements. In addressing these challenges, it is imperative that we increase managers' awareness of the role and costs of technology, and of the benefits of an integrated and strategic approach. It is also imperative that the evolution of IM/IT remains in synch with government initiatives, such as Government-on-Line.

From a **human resources** perspective, the ever-evolving complexity of new systems and policies create the need for employees to continuously expand and upgrade their skill sets. Competition from the private sector and other government departments for qualified employees — particularly for regulatory inspectors, technology specialists and financial officers — poses a challenge in recruitment and retention. The Corporate Services group is currently using considerable resources to address the department's urgent need to recruit and retain regulatory inspectors. Also, departmental initiatives are underway with employees and management to address the major concerns identified in the 1999 Public Service Employee Survey.

## **What Are We Doing to Achieve our Key Results Commitments?**

### **1. Financial Information Strategy (FIS)**

The move to FIS will enable better performance measurement, and allow departmental managers to base their decision-making on better information.

#### *Direct Outputs*

- Implementation of full accrual accounting by April 1, 2001.
- Appropriate measures to address the impact of FIS on managers, the department's current business practices, and the configuration of its financial and materiel management system.

#### *Intermediate (Behavioural) Outcomes*

- Managers' acceptance and understanding of the information benefits to be derived from new FIS-related guidelines and procedures, which are based on accrual accounting principles.

#### *Ultimate Outcomes*

- Efficient and effective decision-making based on timely and useful information.

## **2. Work Force Renewal**

#### *Direct Outputs*

- A human resources planning framework to support the management of a skilled and diverse departmental workforce; this includes the development and analysis of demographic information and trends for succession planning purposes.
- Implementation of staffing reform, the Universal Classification System, and competency-based management.
- Response to the needs identified in the Public Service Employee Survey and the need for management training, people management skills and leadership training.

#### *Intermediate (Behavioural) Outcomes*

- Continuous learning environment.
- Rejuvenated departmental workforce.
- Highly-skilled and representative workforce.

#### *Ultimate Outcomes*

- Challenging, supportive and inclusive work environment that is free of systemic barriers.
- Transport Canada as an employer of choice.

## **3. Information Management / Information Technology**

#### *Direct Outputs*

- Alignment of the IM/IT planning process with the business planning process.
- A strategic IM/IT plan (with a 3-5 year horizon) to map out substantial operational outputs, such as system changes and self-service, and incorporating the Treasury Board Enhanced Management Framework (EMF).
- An Application Management Framework to help the department better manage the full application life-cycle (e.g. define, develop, implement, support, maintain and decommission).
- Application of business case analyses to support all significant IM/IT investment proposals.

#### *Intermediate (Behavioural) Outcomes*

- Managers' awareness of IM/IT's value in enabling and improving program delivery.
- Managers' awareness of industry direction, and products, services, policies, guidelines and standards in place governing IM/IT at Transport Canada.
- Managers' collaboration on IM/IT initiatives.
- Increased departmental collaboration with other government departments, central agencies and industry on common IM/IT initiatives.
- Managers' willingness to pursue e-services opportunities to enhance program delivery.

#### *Ultimate Outcomes*

- Effective and efficient program delivery through strategic IM/IT investments and optimum e-service opportunities.
- Maximum use of departmental resources.

- Transport Canada's delivery of services in line with Government On-Line / Service Canada initiatives.

#### **4. Recruitment and Retention**

As part of the recruitment and retention strategy to address the shortage of regulatory inspectors, the department has launched a recruitment campaign, targeting aviation and marine inspectors and engineers.

##### *Direct Outputs*

- Improved advertising of job opportunities and developmental assignments.
- Updated training courses and establishment of on-the-job training requirements.
- Automated inventory of candidates, providing more timely access to qualified applicants.

##### *Intermediate (Behavioural) Outcomes*

- Increased recruitment (placement) rates and decreased attrition within the regulatory inspector community.
- Enhanced representation of employment equity designated groups.
- Increased departmental capacity to meet its regulatory mandate.

##### *Ultimate Outcomes*

- A highly-skilled, professional and representative workforce that is recognized and respected by the transportation industry.
- Public confidence and stakeholder satisfaction with levels of service and safety.

#### **5. Cost Recovery Policy**

The development of a cost recovery policy will provide industry with information about the department's longer-term cost-recovery plans and service standards related to areas of current or proposed cost recovery. Challenges posed by cost recovery include concerns over the possible effects on competitiveness within parts of the transportation system, particularly as user-pay levels increase as a result of other cost recovery efforts elsewhere in government. There are also varying levels of cost recovery across the department, which makes it difficult to employ a blanket approach for developing a departmental cost recovery policy.

##### *Direct Outputs*

- New and clearly defined policies for cost recovery in each transportation mode where Transport Canada services may be provided in the future.

##### *Intermediate (Behavioural) Outcomes*

- Stakeholder awareness of the department's cost recovery policy and guiding principles.

##### *Ultimate Outcomes*

- Enhanced efficiency in the transportation sector as stakeholders base their decisions on a full understanding of the cost of services provided. This will likely lead to stakeholders assuming a greater responsibility for the provision of transportation services.

## 4.0 Horizontal Initiatives

### 4.1 Major Legislative and Regulatory Initiatives

Initiative	Direct Outputs	Intermediate (Behavioural) Outcomes	Ultimate Outcomes
<p>Complete the reform of the <b><i>Canada Shipping Act</i></b>.</p>	<ul style="list-style-type: none"> <li>• Delegation of inspection activities to independent agencies (e.g. classification societies) with responsibilities for marine safety quality assurance.</li> <li>• Modern legislation and clear delineation of ministerial responsibilities.</li> </ul>	<ul style="list-style-type: none"> <li>• Enhanced enforcement scheme to increase the level and rate of compliance.</li> </ul>	<ul style="list-style-type: none"> <li>• A safe, secure and economically viable national marine transportation system.</li> </ul>
<p>Pursuant to the <b><i>Motor Vehicle Safety Act</i></b>:</p> <ol style="list-style-type: none"> <li>1. Introduce proposed regulations on advanced air bag protection, side-impact protection and lower anchorages for child restraints.</li> <li>2. Finalize regulations on low-speed vehicle and power-assisted bicycle classifications, incomplete vehicle requirements, and alternative fuel standards.</li> </ol>	<ul style="list-style-type: none"> <li>• Compliance testing and enforcement activities.</li> </ul>	<ul style="list-style-type: none"> <li>• Manufacturer improvements in design and construction of motor vehicles with higher levels of collision avoidance and crash-worthiness capability.</li> </ul>	<ul style="list-style-type: none"> <li>• A reduction in injuries and fatalities resulting from motor vehicle use, leading to Canada having the safest roads in the world.</li> </ul>

## Legislative and Regulatory Initiatives (continued)

Initiative	Direct Outputs	Intermediate (Behavioural) Outcomes	Ultimate Outcomes
<p>Amend the <b><i>Motor Vehicle Transport Act, 1987</i></b> to provide a national framework for provincial regulation of extra-provincial motor carrier (truck and bus) operators, focused on carrier safety performance. The amendments will make reference — at a national level — to carrier performance standards developed by the federal and provincial governments and industry through a formal consultative process under the auspices of the Canadian Council of Motor Transport Administrators.</p>	<ul style="list-style-type: none"> <li>• A national framework for carrier safety performance, including collaboratively developed standards.</li> </ul>	<ul style="list-style-type: none"> <li>• Consistent and comprehensive provincial application of the National Safety Code Standard 14 – Safety Ratings.</li> </ul>	<ul style="list-style-type: none"> <li>• A reduction in injuries and fatalities resulting from the involvement of extra-provincial carriers.</li> <li>• Canada’s roads are the safest in the world.</li> </ul>
<p>Introduce the proposed <b>Transportation Appeal Tribunal of Canada Act</b>, which will continue the Civil Aviation Tribunal as a multi-modal transportation tribunal reviewing the actions taken under several pieces of transportation legislation.</p>	<ul style="list-style-type: none"> <li>• Defined jurisdiction of the tribunal and identification of the actions subject to tribunal review.</li> <li>• Amendments to <i>the Railway Safety Act, Aeronautics Act, Marine Transportation Security Act</i>, and the <i>Canada Shipping Act</i>.</li> </ul>	<ul style="list-style-type: none"> <li>• Increased consistency in the treatment of those we regulate.</li> </ul>	<ul style="list-style-type: none"> <li>• A safe and secure national transportation system.</li> </ul>



## Legislative and Regulatory Initiatives (continued)

Initiative	Direct Outputs	Intermediate (Behavioural) Outcomes	Ultimate Outcomes
<p>Introduce the proposed <b>Airline Restructuring Act</b> — including revisions to the <i>Canada Transportation Act</i>, the <i>Air Canada Public Participation Act</i> and the <i>Competition Act</i> — to ensure that the restructuring of Canada’s airlines is accomplished in an orderly fashion with the least possible disruption to communities, the travelling public and airline employees, while maintaining a competitive market place and a viable airline industry. The legislation will address the concerns and recommendations provided by the Standing Committee on Transport and the Standing Senate Committee on Transport and Communications during their hearings into airline restructuring in November 1999. (Bill C-26 was introduced in the House on February 17, 2000.)</p>	<ul style="list-style-type: none"> <li>• A communications and consultation strategy to keep stakeholders informed during the legislative process.</li> <li>• Consultations with the Canadian Transportation Agency and the Competition Bureau.</li> <li>• A liberalized regime to allocate international routes to Canadian air carriers.</li> <li>• Conditions that reduce barriers to new entry and foster competition.</li> </ul>	<ul style="list-style-type: none"> <li>• Increased stakeholder awareness, understanding and acceptance of changes.</li> <li>• Existing and new operators encouraged to expand into new markets.</li> </ul>	<ul style="list-style-type: none"> <li>• A safe and healthy Canadian airline industry, controlled by Canadians for Canadians.</li> <li>• The capability to compete with the biggest and best airlines in the world while providing an acceptable service level to all points in Canada at fair prices.</li> </ul>
<p>Introduce by June 2000 the proposed <b>Grain Transportation Act</b>, including amendments to the <i>Canada Transportation Act</i> and possibly the <i>Canadian Wheat Board Act</i>, to ensure that the grain handling system promotes accountability, competition and efficiency.</p>	<ul style="list-style-type: none"> <li>• A communications and consultation strategy to keep stakeholders informed during the legislative process.</li> <li>• Consultations with Agriculture and Agri-Food Canada.</li> <li>• A framework for a grain handling transportation system that promotes accountability, competition and efficiency.</li> </ul>	<ul style="list-style-type: none"> <li>• Increased stakeholder awareness, understanding and acceptance of changes.</li> <li>• Implementation by grain industry stakeholders of needed changes to their roles, business practices and informal institutions.</li> </ul>	<ul style="list-style-type: none"> <li>• A commercial, contract-based grain handling and transportation system that meets the needs of Canadians.</li> </ul>

## Legislative and Regulatory Initiatives (*continued*)

Initiative	Direct Outputs	Intermediate (Behavioural) Outcomes	Ultimate Outcomes
<p>Introduce a new <b>Marine Liability Act</b> to consolidate existing marine liability regimes into a single act, and retroactively validate certain by-laws made under the <i>Canada Ports Corporation Act</i> and regulations made under the <i>Pilotage Act</i>.</p>	<ul style="list-style-type: none"> <li>• Federal law concerning shipowners' liability to passengers for injury or loss of life.</li> <li>• Uniform rules for apportioning liability.</li> <li>• Protection of the rights of the travelling public in marine transportation.</li> <li>• A comprehensive approach to marine liability legislation and regulation.</li> <li>• A logical framework for future liability regimes.</li> </ul>	<ul style="list-style-type: none"> <li>• Improved awareness about potential exposures and insurability.</li> </ul>	<ul style="list-style-type: none"> <li>• An efficient and economically viable marine transportation system by ensuring prompt and adequate compensation for accidents involving the marine mode.</li> </ul>
<p>Amend the <b>Shipping Conferences Exemption Act, 1987</b> to streamline its administration and encourage a more competitive operating climate in liner shipping.</p>	<ul style="list-style-type: none"> <li>• Reduced regulatory and paper burden on the industry.</li> <li>• Retain exemption from the <i>Competition Act</i> and inject additional pro-competitive provisions.</li> </ul>	<ul style="list-style-type: none"> <li>• Greater flexibility in contracting options between carriers and shippers.</li> <li>• Support convergence of Canadian legislation with that of major trading partners.</li> </ul>	<ul style="list-style-type: none"> <li>• An efficient and more competitive marine transportation system.</li> </ul>

## Legislative and Regulatory Initiatives (*continued*)

Initiative	Direct Outputs	Intermediate (Behavioural) Outcomes	Ultimate Outcomes
<p>Pursuant to recent amendments to the <i>Railway Safety Act</i>, introduce <b>Safety Management System Regulations</b>.</p>	<ul style="list-style-type: none"> <li>• A formal framework for integrating safety into daily railway operations.</li> </ul>	<ul style="list-style-type: none"> <li>• Availability of safety performance data based on the new regulations.</li> <li>• Adoption of safe practices through adoption of the regulation components.</li> <li>• Recognition of the shared roles and responsibilities of those we regulate, and progress in developing a strong “safety culture”.</li> <li>• Increased voluntary compliance.</li> </ul>	<ul style="list-style-type: none"> <li>• A safe and secure national transportation system.</li> </ul>
<p>Continue with the amendment of the <b>Transportation of Dangerous Goods Regulations</b> into a “clear language” format.</p>	<ul style="list-style-type: none"> <li>• Clear, precise and easy-to-read regulations in which the information is more readily accessible to the reader.</li> </ul>	<ul style="list-style-type: none"> <li>• Increased compliance, awareness and understanding of the regulations, for both the people we regulate and those who enforce the regulations.</li> </ul>	<ul style="list-style-type: none"> <li>• Public safety in the transportation of dangerous goods in Canada.</li> </ul>
<p>Develop the <b>Public Port and Public Port Facilities Regulations</b>, which will replace the Government Wharves Regulations and Public Harbour Regulations.</p>	<ul style="list-style-type: none"> <li>• Regulations that manage and control the development and use of public ports and port facilities (e.g. those ports not yet transferred and remote ports).</li> <li>• Stakeholder consultation.</li> <li>• Regulatory oversight.</li> </ul>	<ul style="list-style-type: none"> <li>• Stakeholder compliance, awareness and understanding of new regulations.</li> </ul>	<ul style="list-style-type: none"> <li>• An adequate, safe, efficient and environmentally responsible public ports’ system.</li> </ul>

## 4.2 Sustainable Development Strategy

In December 1997, Transport Canada tabled its *Sustainable Development Strategy* (SDS) in the House of Commons, identifying eight strategic challenges and 47 commitments that will shape the transportation sector. The department's work in these areas will help foster a more sustainable transportation system — one that is safe, efficient and environmentally sound for Canada's present and future generations. Specific initiatives under each of the challenges have been identified as priorities for fiscal year 2000-2001. These initiatives, as presented below, are being pursued both by Transport Canada and in partnership with others. To improve the department's reporting in the years to come, internal work has commenced to devise a set of performance measures for the eight challenges. Once finalized, these measures will be included in future Reports on Plans and Priorities.

<b>Ultimate outcome: Minimize the risk of environmental damage from transportation accidents (Challenge 1)</b>	
<b>Direct Outputs</b>	<b>Intermediate (Behavioural) Outcomes</b>
Input in the development of a <i>Code of Polar Navigation</i> through the International Maritime Organization.	Marine shippers' acceptance and conformity to international guidelines, which will address pollution-prevention, regulation, and operational measures pertaining to transportation activity in Arctic waters.
Provide environmental assessment training to officials through one-to-one discussions, provision of training material and training sessions.	Increased awareness and understanding of officials to undertake environmental assessments.
Continue to administer and promote the mandatory Emergency Response Assistance Program (ERAP). Conduct inspections of active ERAPs, as well as random inspections of existing plans.	Raised awareness of environmental safety and preventative accident measures through ERAP.

<b>Ultimate outcome: Promote "greening" of operations in the transportation sector (Challenge 2)</b>	
<b>Direct Outputs</b>	<b>Intermediate (Behavioural) Outcomes</b>
Continue implementation of Environmental Management System (EMS) framework at TC headquarters and in the five regions. Review existing EMS implementation and conduct EMS audits of regions against established departmental criteria.	Adoption by the transportation sector of environmental best practices.
Improve operational management of glycol effluent through analysis of airport storm water management program. Publish glycol monitoring results for the de-icing season in September 2000.	Reduced glycol effluent in storm water.
Promote the <i>Land Use and Environmental Control Manual</i> in co-operation with the International Civil Aviation Organization (ICAO). Distribute or present manual to key transportation stakeholders at conferences, committee meetings, etc.	Increased awareness and use of manual in airport sector.

<b>Ultimate outcome: Reduce air emissions from transportation sources (Challenge 3)</b>	
<b>Direct Outputs</b>	<b>Intermediate (Behavioural) Outcomes</b>
<p>Transport Canada and its Canadian partners will continue to work within the International Civil Aviation Organization's Committee on Aviation Environmental Protection to:</p> <ul style="list-style-type: none"> <li>• reduce source emissions from aircraft, and ensure attainment of the strictest technological standards that are technologically feasible, economically justified and environmentally beneficial; and</li> <li>• develop and promote technologies and best operating practices that contribute to the reduction in operational emissions from aircraft.</li> </ul>	<ol style="list-style-type: none"> <li>1. Adoption into the Canadian Aviation Regulations and the regulatory framework of other nations of more stringent certification standards applicable to new aircraft engine designs in terms of aircraft engines emissions. This will ensure that the world's future fleet of aircraft will produce less emissions for a given mission characteristic.</li> <li>2. Adoption by operators and service providers of industry technology and operating practices that will reduce emissions and fuel consumption, and increase the capacity and efficiency of the aviation system.</li> </ol>
<p>Implement Transport Canada's commitments in the Federal Smog Management Plan by supporting the introduction of Canada-wide standards on particulate matter and ozone; and conduct annual vehicle emissions inspection clinics.</p>	<p>Willingness by transportation sector and consumers to take action to reduce emissions contributing to smog.</p>
<p>Continue participation in the "Electric Vehicle - Montreal 2000" project, which enables the department's Quebec Region to integrate two electric vehicles into its operational fleet.</p>	<p>Increased understanding of alternative vehicles for the automotive market.</p>
<p>Develop initiatives in the transportation sector that contribute to the National Climate Change Strategy.</p>	<p>Adoption by Canadians and industry groups of more sustainable transportation practices, to further Kyoto Protocol commitments.</p>

<b>Ultimate outcome: Promote education and awareness on sustainable transportation (Challenge 4)</b>	
<b>Direct Outputs</b>	<b>Intermediate (Behavioural) Outcomes</b>
<p>Develop and implement the internal Green Commute program to promote sustainable transportation within the department by developing internal promotional materials, including <i>Green Commute</i> employee kits, presentations, and newsletters.</p>	<p>Better understanding of sustainable transportation within Transport Canada. Demonstration of leadership in promoting sustainable transportation benefits to the broader community.</p>
<p>Implement Moving On Sustainable Transportation (MOST) — a leveraged funding program — in co-operation with other departments and stakeholders by evaluating project proposals by advisory committee assessment; and promoting MOST through its web page, conferences, printed materials, etc.</p>	<p>Awareness and acceptance of innovative approaches toward sustainable transportation at the community and national levels.</p>

<b>Ultimate outcome: Assess the department's direct budgetary transfers for their environmental impact (Challenge 5)</b>	
<b>Direct Outputs</b>	<b>Intermediate (Behavioural) Outcomes</b>
Update Transport Canada's policy on Strategic Environmental Assessment (SEA), including a background and issues paper, SEA guidance material for policy development, and training.	Ability of departmental managers and decision-makers to better incorporate sustainable development into new policies and programs.
<b>Ultimate outcome: Refine sustainable transportation performance indicators (Challenge 6)</b>	
<b>Direct Outputs</b>	<b>Intermediate (Behavioural) Outcomes</b>
Conduct a baseline assessment of existing sustainable transportation indicators by working with other government departments and non-governmental organizations (e.g. Centre for Sustainable Transportation).	Better understanding of existing sustainable transportation models to aid in the development of a Canadian set of quantifiable indicators by 2005.
<b>Ultimate outcome: Understand the environmental costs of transportation (Challenge 7)</b>	
<b>Direct Outputs</b>	<b>Intermediate (Behavioural) Outcomes</b>
Prepare a paper on the case for incorporating environmental costs in transportation pricing, and on potential responses by the department.	Better understanding of environmental costs and the need to consider these in decision-making.
<b>Ultimate outcome: Develop and promote the application of cleaner transportation systems and technologies (Challenge 8)</b>	
<b>Direct Outputs</b>	<b>Intermediate (Behavioural) Outcomes</b>
Undertake research and development projects that are directly related to sustainable transportation, safety and efficiency.	Canada's development and adoption of cleaner and safer transportation systems and technologies.

## 4.3 Modernization of Comptrollership

Transport Canada is one of 11 pilot departments participating in the Treasury Board initiative on the Modernization of Comptrollership. Comptrollership functions — once administered corporately and often the responsibility of financial specialists — are now expected to be carried out by all managers. Successful modernization of comptrollership will be based on achievements in seven essential areas:

- ✓ leadership;
- ✓ human resources development;
- ✓ values and ethics;
- ✓ performance information;
- ✓ risk management;
- ✓ stewardship; and
- ✓ accountability.

In 1999, a Transport Canada Comptrollership Office was established to manage this modernization effort, and ongoing work will be carried out under the title “Management Improvement Initiative”. There are a number of activities now underway in support of this initiative, all of which illustrate that Transport Canada is not starting at “square one” in the modernization effort.

The Safety and Security business line is implementing its Safety and Security Strategic Plan, which provides an overall framework for strategic initiatives and will link them to individual service line business plans and performance measures. This business line is also actively pursuing the improvement of its risk management processes through the development of a more systematic, integrated and continuous approach to managing risk. Also, in collaboration with the Comptrollership Office, it is contributing its expertise to the development of a department-wide policy, framework(s), and application methodology for general use. The business line is also establishing a multi-modal data framework of occurrence and safety-related information, which will include the development of a data warehouse and capabilities for trend analysis, risk assessment, performance measurement, and the demonstration of results achieved.

In the area of performance measurement, the Programs and Divestiture business line is well-advanced in its design and adoption of performance information related to the Sustainable Development Strategy, to which Transport Canada is committed. Also key to the successful implementation of modern comptrollership is the revitalized strategic business planning process being carried out in most of the department’s groups and regions.

### *Direct Outputs*

- Complete a comptrollership capacity check and baseline assessment in 2000.
- Develop and implement an Action Plan in 2000.
- Contribute to improved performance measurement logic as part of the department’s business planning process.
- Advance Transport Canada comptrollership practices beyond those found in the baseline assessment.

### *Intermediate (Behavioural) Outcomes*

- Heightened awareness of the principles of modern comptrollership.
- Improved departmental management performance in the seven essential areas of comptrollership, as demonstrated by future capacity assessments and surveys.

#### *Ultimate Outcomes*

- Enhanced achievement of Transport Canada's mission, mandate and strategic objectives, resulting from managers who are knowledgeable about — and practice — modern comptrollership principles.

## **4.4 Evaluating the Department's Contributions**

Managers are responsible for regularly monitoring the performance of their policies and programs. They are supported by the departmental evaluation function which, consistent with the comptrollership initiative, provides advice and assistance in developing performance measurement regimes. Other key aspects of the evaluation function are the development of frameworks that set out plans for future evaluations, and studies that assess how Transport Canada's policies and programs are making a difference to Canadians, industry, the transportation system and the environment.

#### *Direct Outputs*

- Performance measurement support (e.g. human resources, rail safety, sustainable development).
- Evaluation frameworks (e.g. *Canada Marine Act*, air navigation policy).
- Evaluation studies (e.g. St. Lawrence Seaway).

#### *Intermediate (Behavioural) Outcomes*

- Managers' willingness to work toward common performance objectives.
- Managers' understanding of, and ability to, measure performance.
- Managers' ability to demonstrate results and added-value.
- Improved decision-making about policies, programs and resource allocations.

#### *Ultimate Outcomes*

- Improved departmental performance and results.
- Cost-effective departmental policies and programs.
- Transport Canada as a leader in performance-based measurement.

## **4.5 Communications**

Transportation is a key element of Canada's strong and dynamic economy. As indicated in the October 1999 Speech from the Throne:

*"To increase trade and economic growth, we must ensure that we have the capacity to move people and goods safely and efficiently."*

In support of the departmental business lines, Transport Canada has a Strategic Corporate Communications Strategy that sets out the following communications goals:

- help maintain public confidence in the transportation in system;
- demonstrate the department's leadership role; and
- heighten the profile of transportation.

To achieve these goals, the department is maintaining and enhancing its traditional methods of communication with the public and stakeholders. The department's people are working more



closely with industry and the provinces on safety promotion, and are improving electronic interface with Canadians and the world. For example:

- The department is expanding and improving information distribution mechanisms, producing more plain language information products, expanding media response programs and improving its review and evaluation process for corporate publications, to provide Canadians with timely and clear information.
- The department is enhancing its display and exhibit activities to reach out more directly to Canadians. Also, specific publications, such as *Highlights*, outline the role of Transport Canada and highlight areas that affect the day-to-day life of Canadians.
- The department is enhancing safety and its promotion with such programs as Road Safety 2001, Flight 2005, and Rail Safety 2006 by working together with industry and/or with the provinces. These programs are aimed at improving safety on the road, in the air and at rail crossings.
- The department is revising its web site to better meet the information needs of not only industry but Canadians at large, and in fact the world. Special attention will be given to the informational needs of youth, who are Canada's transportation leaders of tomorrow. In this way the department will support the government's aim "... *to be known around the world as the government most connected to its citizens.*" (Speech from the Throne, October 12, 1999).

To support the government's focus on "*the recruitment, retention and continuous learning of a skilled federal workforce*" (Speech from the Throne), the department also has a corporate internal communications strategy. This strategy supports the department's aims at being an employer of choice. It emphasizes face-to-face communications and provides guidance and support to senior and middle managers in promoting up-and-down communications. Special recruitment drives — such as those for safety inspectors — are supported by strong advertising campaigns outlining the essential contribution made by the employees of the department.

## 5.0 Financial Information

**Table 1 – Spending Authorities**

<b>Vote</b>	<b>Transport Canada</b>	<b>2000-2001 Main Estimates</b>	<b>1999-2000 Main Estimates</b>
1	Operating expenditures	145,963	135,449
5	Capital expenditures	81,395	84,880
10	Grants and Contributions	284,668	315,765
15	Payments to the Jacques Cartier and Champlain Bridges Inc.	38,641	38,236
20	Payments to Marine Atlantic Inc.	48,378	40,578
25	Payments to VIA Rail Canada Inc.	170,304	170,304
(S)	Minister of Transport – Salary and motor car allowance	52	49
(S)	Payments to Canadian National Railway Company – Victoria Bridge, Montreal	11,315	11,315
(S)	Contributions to employee benefit plans	48,401	45,042
(S)	Payments in respect of St. Lawrence Seaway agreements	1,631	1,573
(S)	Northumberland Strait Crossing subsidy payment	47,600	46,600
	<b>Total Department</b>	<b>878,348</b>	<b>889,791</b>

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

**Table 2 – Summary of Capital Spending by Business Line**

<b>Business Line</b> (\$ thousands)	Forecast Spending 1999-2000 <sup>1</sup>	<b>Planned Spending 2000-01</b>	Planned Spending 2001-02	Planned Spending 2002-03
<b>Policy</b>				
Transportation Policy	611	<b>532</b>	532	532
System Monitoring and Analysis	--	--	--	--
	611	<b>532</b>	532	532
<b>Programs and Divestiture</b>				
Airports	52,734	<b>56,116</b>	69,014	119,549
Ports	7,782	<b>6,019</b>	5,611	741
Surface	--	<b>22</b>	21	21
Environment	1,100	<b>60</b>	60	60
	61,616	<b>62,217</b>	74,706	120,371
<b>Safety and Security</b>				
Multi-modal Safety	64	<b>69</b>	15	15
Aviation Safety	1,083	<b>781</b>	781	781
Marine Safety	1,867	<b>1,247</b>	668	550
Rail Safety	33	<b>125</b>	126	126
Transport Dangerous Goods	--	<b>58</b>	58	58
Road Safety	853	<b>1,204</b>	1,204	1,204
Research and Development	--	--	--	--
Security and Emergency Preparedness	489	<b>136</b>	136	136
Aircraft Services	3,847	<b>10,335</b>	3,309	994
	8,236	<b>13,955</b>	6,297	3,864
<b>Departmental Administration</b>				
Corporate Services	6,739	<b>4,668</b>	3,792	3,792
Corporate Management	28	<b>23</b>	23	23
	6,767	<b>4,691</b>	3,815	3,815
<b>Total Capital Spending</b>	77,230	<b>81,395</b>	85,350	128,582

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

1. Reflects best forecast of total planned spending to the end of the fiscal year.

**Table 3 – Summary of Transfer Payments**

<b>Business Line</b> <i>(\$ thousands)</i>	Forecast Spending 1999-2000 <sup>1</sup>	<b>Planned Spending 2000-01</b>	Planned Spending 2001-02	Planned Spending 2002-03
<b>Grants</b>				
Policy	22,040	<b>22,040</b>	22,040	22,040
Programs and Divestiture	--	--	--	--
Safety and Security	100	<b>100</b>	--	--
Departmental Administration	--	--	--	--
<b>Total Grants</b>	22,140	<b>22,140</b>	22,040	22,040
<b>Contributions</b>				
Policy	42,091	<b>40,622</b>	31,743	31,154
Programs and Divestiture	205,974	<b>270,991</b>	206,756	146,567
Safety and Security	12,958	<b>9,830</b>	13,081	13,081
Departmental Administration	--	--	--	--
<b>Total Contributions</b>	261,023	<b>321,443</b>	251,580	190,801
<b>Total Grants and Contributions</b>	283,163	<b>343,583</b>	273,620	212,842

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

1. Reflects best forecast of total planned spending to the end of the fiscal year.

Table 4 – Source of Responsible and Non-responsible Revenue

<b>Business Line</b> <i>(\$ thousands)</i>	Forecast Revenue 1999-2000 <sup>1</sup>	<b>Planned Revenue 2000-01</b>	Planned Revenue 2001-02	Planned Revenue 2002-03
<b>Responsible Revenue:</b>				
<b>Programs and Divestiture</b>				
• Harbours and ports revenues (net of commissions)	14,482	<b>5,449</b>	2,047	2,047
• Airports – Concessions	12,722	<b>4,923</b>	217	217
• Airports – Rentals	9,666	<b>8,302</b>	5,057	5,180
• Airports – Landing fees	17,393	<b>9,174</b>	433	433
• Airports – General terminal fees	12,677	<b>5,241</b>	285	285
• Airports – Lease and chattel payments	212,744	<b>194,070</b>	244,113	267,294
• Recovery of payment in lieu of taxes for St. Lawrence Seaway	885	--	--	--
• Miscellaneous revenues and recoveries	1,515	<b>1,527</b>	81	81
	<b>282,084</b>	<b>228,687</b>	252,234	275,538
<b>Safety and Security</b>				
• Aviation safety fees	11,597	<b>12,234</b>	12,234	12,227
• Revenues from other government departments for aircraft services	3,934	<b>2,622</b>	2,622	2,622
• Road safety fees	989	<b>350</b>	350	350
• Marine safety fees	7,996	<b>7,439</b>	7,439	7,439
• Short line rail inspections and other revenues	105	<b>63</b>	63	63
• Recoveries from other government departments for aircraft services	25,017	<b>22,093</b>	22,093	22,093
• Recoveries from research and development activities	5,050	<b>2,064</b>	2,064	2,064
• Miscellaneous revenues and recoveries	229	<b>25</b>	25	25
	<b>54,917</b>	<b>46,890</b>	46,890	46,883
<b>Departmental Administration</b>				
• Lease revenue	928	<b>433</b>	348	92
• Recoveries for training and computer services	360	<b>269</b>	269	269
	<b>1,288</b>	<b>702</b>	617	361

(continued on next page)

## Source of Responsible and Non-responsible Revenue *(continued)*

<b>Business Line</b> <i>(\$ thousands)</i>	Forecast Revenue 1999-2000 <sup>1</sup>	<b>Planned Revenue 2000-01</b>	Planned Revenue 2001-02	Planned Revenue 2002-03
<b>Policy</b>				
• International marketing revenue	50	<b>50</b>	50	50
• Rental revenue	140	--	--	--
• Revenues from the provision of statistical data	260	--	--	--
• Miscellaneous revenues	204	--	--	--
	654	<b>50</b>	50	50
<b>Total Responsible Revenue</b>	338,943	<b>276,329</b>	299,791	322,832

<b>Non-responsible Revenue:</b>				
<b>Programs and Divestiture</b>				
• Non-navigational assets – St. Lawrence Seaway	6,000	<b>6,000</b>	6,000	6,000
• Port sales and chattels	3,089	--	--	--
<b>Policy</b>				
• Hopper car leases	10,000	<b>10,000</b>	10,000	10,000
<b>Total Non-responsible Revenue</b>	19,089	<b>16,000</b>	16,000	16,000

<b>Total Revenues</b>	358,032	<b>292,329</b>	315,791	338,832
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Due to rounding, columns may not add to totals shown.

1. Reflects best forecast of total planned revenues to the end of the fiscal year.

**Table 5 – Net Cost of Program for the Estimates Year**

<b>Total Department</b> (\$ thousands)	<b>2000-2001</b>
<b>Gross Planned Spending</b> (Budgetary Main Estimates, plus adjustments)	<b>1,252,177</b>
<b>Plus: Services received without charge</b>	
• Accommodation provided by Public Works and Government Services Canada (PWGSC)	24,231
• Contributions covering employers' share of employees' insurance premiums and expenditures paid by Treasury Board Secretariat	13,361
• Workman's compensation coverage provided by Human Resources Canada	4,200
• Salary and associated expenditures of legal services provided by Justice Canada	4,307
	<b>46,098</b>
<b>Gross Program Cost</b>	<b>1,298,275</b>
<b>Less:</b>	
Respendable Revenue	276,329
Non-respendable Revenue	16,000
<b>2000-2001 Estimated Net Program Cost</b>	<b>1,005,946</b>

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

**Table 6 – Loans, Investments and Advances**

This table reflects the expected outstanding balances on loans owed to Transport Canada at the end of each fiscal year.

<b>Business Line</b> (\$ thousands)	Forecast 1999- 2000 <sup>1</sup>	<b>Planned 2000-01</b>	Planned 2001-02	Planned 2002-03
<b>Programs and Divestiture</b>				
Loan to Hamilton Harbour Commission	25	<b>25</b>	25	25
Loan to Saint John Harbour Bridge Authority	26,975	<b>26,799</b>	26,623	26,440
Loans assumed from the former St. Lawrence Seaway Authority	1,215	<b>1,215</b>	1,215	1,215
<b>Total Outstanding Loan Balances</b>	<b>28,215</b>	<b>28,039</b>	27,863	27,680

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

1. Reflects best forecast to the end of the fiscal year.

## 6.0 Other Information

### 6.1 Statutes Administered by the Minister of Transport

The Minister has sole responsibility to Parliament for the following Acts:

<i>Aeronautics, An Act respecting Regulations made pursuant to s. 5</i>	1969-70, c. 45
<i>Airport Transfer (Miscellaneous Matters) Act</i>	1992, c. 5
<i>Blue Water Bridge Authority Act</i>	1964-65, c. 6
<i>Buffalo and Fort Erie Public Bridge Company Act</i>	1934, c. 63
<i>Canada Marine Act</i>	1998, c. 10
<i>Canada Ports Corporation Act</i>	R.S. 1985, c. C-9
<i>Canada Transportation Act</i>	1996, c. 10
<i>CN Commercialization Act</i>	1995, c. 24
<i>Canadian National Montreal Terminals Act, 1929</i>	1929, c. 12
<i>Canadian National Toronto Terminals Act</i>	1960, c. 26
<i>Carriage by Air Act</i>	R.S. 1985, c. C-26
<i>Carriage of Goods by Water Act</i>	1993, c. 21
<i>Civil Air Navigation Services Commercialization Act</i>	1996, c. 20
<i>Coasting Trade Act</i>	1992, c. 31
<i>Department of Transport Act</i>	R.S. 1985, c. T-18
<i>(The) Hamilton Harbour Commissioners' Act</i>	1912, c. 98
<i>Harbour Commissions Act</i>	R.S. 1985, c. H-1
<i>Intercolonial and Prince Edward Island Railways Employees' Provident Fund Act</i>	1906-07, c. 22
<i>International Rapids Power Development</i>	1952, c. 157
<i>Marine and Aviation War Risks Act</i>	R.S.C. 1970, c. W-3
<i>Marine Atlantic Inc. Acquisition Authorization Act</i>	1986, c. 36
<i>Marine Insurance Act</i>	1993, c. 22
<i>Marine Transportation Security Act</i>	1994, c. 40
<i>Maritime Code Act</i>	1977-78, c. 41
<i>Meaford Harbour, An Act respecting</i>	1866, c. 78; 1907-08, c. 46
<i>Motor Vehicle Fuel Consumption Standards Act</i>	R.S. 1985, c. M-9
<i>Motor Vehicle Safety Act</i>	1993, c. 16
<i>Motor Vehicle Transport Act, 1987</i>	R.S. 1985, c. 29 (3 <sup>rd</sup> Supp.)
<i>National Transcontinental Railway Act</i>	1903, c. 71
<i>Navigable Waters Protection Act</i>	R.S. 1985, c. N-22
<i>Northern Transportation Company Limited Disposal Authorization Act</i>	1985, c. 35
<i>Northumberland Strait Crossing Act</i>	1993, c. 43
<i>Ontario Harbours Agreement Act</i>	1963, c. 39
<i>Pilotage Act</i>	R.S. 1985, c. P-14
<i>Port Warden for the Harbour of Montreal, An Act to amend and consolidate the Acts relating to the office of</i>	1882, c. 45
<i>Port Warden in the Harbour of Quebec, An Act to provide for the appointment of a</i>	1871, c. 33
<i>Railway Relocation and Crossing Act</i>	R.S. 1985, c. R-4
<i>Railway Safety Act</i>	R.S. 1985, c. 32 (4 <sup>th</sup> Supp.)
<i>Safe Containers Convention Act</i>	R.S. 1985, c. S-1
<i>Shipping Conferences Exemption Act, 1987</i>	R.S. 1985, c. 17 (3 <sup>rd</sup> Supp.)
<i>Transportation of Dangerous Goods Act, 1992</i>	1992, c. 34
<i>United States Wreckers Act</i>	R.S. 1985, c. U-3
<i>Winnipeg Terminals</i>	1907, c. 52; 1914, c. 57



**The Minister shares responsibility to Parliament for the following Acts:**

<i>Aeronautics Act</i> (Minister of National Defence)	R.S. 1985, c. A-2
<i>Arctic Waters Pollution Prevention Act</i> (Minister of Indian Affairs and Northern Development; Minister of Natural Resources)	R.S. 1985, c. A-12
<i>Bills of Lading Act</i> (Minister of Justice and Attorney General of Canada)	R.S. 1985, c. B-5
<i>Canada Shipping Act</i> (Minister of Fisheries and Oceans)	R.S. 1985, c. S-9
<i>Excise Tax Act</i> (Minister of Finance; Minister of National Revenue)	R.S. 1985, c. E-15
<i>Government Property Traffic Act</i> (Minister of Public Works and Government Services)	R.S. 1985, c. G-6
<i>National Energy Board Act</i> (Minister of Natural Resources)	R.S. 1985, c. N-7
<i>Non-Smokers' Health Act</i> (Minister of Human Resources Development)	R.S. 1985, c. 15 (4 <sup>th</sup> Supp.)
<i>Ste-Foy-St-Nicolas Bridge Act</i> (Minister of Public Works and Government Services)	1964-65, c. 16

**Disclaimer:**

Please note that the above list of statutes has been prepared for use as a ready reference and has no legal force or effect. For all purposes of interpreting and applying the statutes, users should consult the *Revised Statutes of Canada, 1985*, and any pertinent statutory instruments.

Transport Canada's regulations and orders are too numerous to list. Please consult the Consolidated Regulations of Canada, 1978 and any pertinent amending statutory instruments, as published in the *Canada Gazette*, Part II.

## 6.2 Who to Contact

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Vehicle importation:  
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1-800-311-8855 (French)

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Marine Atlantic Inc.  
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A0M 1C0

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Laurentian Pilotage Authority  
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Federal Bridge Corporation Ltd.  
World Exchange Plaza  
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K6J 3P7

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MacDonald-Cartier Airport Authority  
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Greater Toronto Airports Authority  
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New Westminster, British Columbia  
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## 6.3 Other Departmental Publications

Additional information on many of the subjects discussed in this document is available in other reports. A list of some of these reports is provided below.

You can get copies of Transport Canada's general publications by contacting our general enquiries line at (613) 990-2309. For information on specific publications and how to order them, contact our Library and Research Services Centre at (613) 998-5128.

Many of these documents are also available on our web site at <http://www.tc.gc.ca>.

### PUBLICATIONS

- ◆ Transportation in Canada – 1998 Annual Report
- ◆ National Airports Policy
- ◆ National Marine Policy
- ◆ Airports Programs and Divestiture – Monthly Report
- ◆ Ports Programs and Divestiture – Progress Report
- ◆ Port Programs and Divestiture – Annual Report on Financial Operations
- ◆ LAA Lease Review Consultation Report
- ◆ Transport Canada's Sustainable Development Strategy
- ◆ Sustainable Transport Technology: Framework for Action
- ◆ Safety and Security Strategic Plan
- ◆ Road Safety Vision – Annual Report 1998
- ◆ Review of Bus Safety Issues
- ◆ 1998 Seat Belt Use in Canada
- ◆ Alcohol Use Among Drivers and Pedestrians Fatally Injured in Motor Vehicle Accidents
- ◆ Canadian Motor Vehicle Traffic Collision Statistics
- ◆ Review of the *Railway Safety Act* amendments and Safety Oversight and Regulatory Compliance Mechanisms
- ◆ Transportation Development Centre – Annual Review

### INTERNET

- ◆ Aircraft Services – list of Transport Canada aircraft and their prime use
- ◆ Civil Aviation – publications and regulations
- ◆ Safety of Air Taxi Operations Task Force
- ◆ CANUTEC – North American emergency guidebook and statistics
- ◆ Transport of Dangerous Goods – regulations and how to comment on the update of regulations currently under revision
- ◆ Marine Safety – short publications list
- ◆ Research and Development – science and technology plan, and publications
- ◆ Road Safety – how to obtain information on vehicle standards, air bag deactivation, anti-lock brake systems, child safety, winter tire safety tips, bus safety, importation, defects, vehicle recalls, fuel consumption guide, and Acts
- ◆ Rail Safety publications

### TRANSPORTATION AGENCIES

*The Estimates documents for the Canadian Transportation Agency and the Civil Aviation Tribunal are available from:*

Canadian Government Publishing  
Ottawa, Ontario  
K1A 0S9

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