



Transport  
Canada

Transports  
Canada



# TRANSPORT CANADA

## Atlantic Report

### 2011-2012



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# MESSAGE FROM THE ACTING REGIONAL DIRECTOR GENERAL

It is with great pleasure that I present the 2011-2012 Atlantic Report. It provides an overview of the recent achievements and ongoing priorities of Transport Canada (TC) in the Atlantic region. The work that our employees do throughout the four Atlantic provinces to continue to ensure a safe, secure, efficient and environmentally responsible transportation system for Canadians is not only reflective of our professionalism and good work, but is also essential to all Canadians.

As we maintain our focus on exploring better ways of delivering our services to clients and partners throughout Atlantic Canada, a key priority will remain: the ongoing implementation of the Safety Management Systems (SMS), which provides an extra layer of protection for the travelling public. With the economic reality in which we have been living these past years and the impact it can have on stakeholders and private industry, it is more important than ever to continue implementing SMS, which aims to ensure even greater collaboration and effective partnerships in providing Canadians with the most secure and safest transportation system possible.

Whether we're talking about our involvement with commercial shippers, passenger airlines, railway companies or ferry operators, TC plays a key role in the economy of this region and recognizes the importance of efficiency and partnership in delivering its services. No matter what the initiative or mode of transportation, TC employees are working more closely than ever with industry in an effort to increase the safety, security, efficiency and environmental sustainability of our transportation sector. We will continue to work collectively with stakeholders in realizing our common objectives.



As Acting Regional Director General, I want to express my gratitude to all members of the TC team in Atlantic Canada. The dedication and professionalism demonstrated by staff in all of our branches and in each province is truly outstanding.

Please take the time to read through this report. It will provide you with a very clear picture of the accomplishments and priorities of TC in Atlantic Canada.

A handwritten signature in black ink, appearing to read "A. Allan".

Arthur Allan  
Acting Regional Director General  
Transport Canada, Atlantic Region

*Please note that Michel Doiron was RDG until mid-June 2011. He has accepted the position of Executive Head, Service Management for the Department of Human Resources and Skills Development, Atlantic Region.*



# SECURITY AND EMERGENCY PREPAREDNESS



## WHAT WE DO

The Security and Emergency Preparedness (SEP) Branch's primary role is to ensure compliance and provide regulatory oversight with respect to security legislation in all modes of transportation. This includes the monitoring and targeting of international vessels coming in to Canada and transiting our waters by our Marine Security Operations Centre (MSOC)-East, which is responsible for Canada's Atlantic and Arctic waters. SEP is also required to maintain the Regional Situation Centre on behalf of all branches to ensure that the region is ready and able to respond to regional and national emergencies, regardless of the mode or the nature of the emergency.

On the operational level, SEP conducts inspections of air carriers, airports, vessels and port facilities, as well as surface and inter-modal operations and facilities to ensure compliance with federal security regulations and memoranda of agreement. In addition to this, the branch works with internal groups, other federal departments, various levels of government, non-governmental organizations and industry stakeholders to participate in exercises regarding emergency response and critical infrastructure protection.



## ACHIEVEMENTS IN 2010-2011

### Regulatory Oversight and Emergency Preparedness

SEP's ongoing objective is to see continued improvement of the security culture within the branch, as well as among our partners and stakeholders. To this end, the branch goal of 100% of inspections for all modes of transportation has been achieved and resulted in a high level of conformance among regulated stakeholders.

The past year saw a continued improvement in the understanding of the roles and responsibilities of the branch among various internal and external stakeholders, which will ensure effective response and advice to the Minister during emergency situations.

### Air Cargo Security Program

This past year also saw the start of an Air Cargo Security Program, which was initiated to ensure that air cargo shipments are protected from the threat of terrorism and to help exporters move cargo securely and efficiently. The enhanced Air Cargo Security Program is a \$95.7-million investment over five years, to be phased in and fully implemented by 2015.

The program involves a new regulatory plan that implements four important goals:

- All cargo shippers, freight forwarders and air carriers in the secure supply chain are obligated to ensure that cargo screening is completed and verified.
- Shippers, freight forwarders and air carriers will use effective and up-to-date technologies and processes to screen cargo.
- All companies involved in screening cargo will require background checks.
- Canada's air cargo screening will be fully compatible with that of trading partners and will sustain and improve trade between our nations.

### Marine Security Operations Centre (MSOC)

The branch plans to have the MSOC fully operational by 2014. The staffing and training of individuals to enable it to meet this target is an ongoing process. SEP will also continue to collaborate with partners and clients in the development of tools, products, and methodologies, to help ensure that once operational the MSOC—East is a world leader in the area of maritime security.

## SUPPORTING CANADA GAMES IN A BIG WAY

Between February 10th and 27th approximately 3,600 athletes, coaches and managers from across Canada came to Nova Scotia to compete in 20 sports during the 2011 Canada Winter Games. As one of the largest multi-sport events held in the province, the Games also drew between 12,000 to 15,000 visitors from various parts of the country, including VIPs, officials and media. Held every two years, alternating between summer and winter, the Canada Games are a key event in the development of Canada's young athletes, producing the next generation of national, international and Olympic champions.

How did Transport Canada fit into such a major sporting event? Interestingly, it played a significant role through the Transport Canada Security and Emergency Preparedness Aviation Security Section. This group was a member of the Halifax Stanfield International Airport 2011 Canada Winter Games Working Group and assisted in developing the airport plan in relation to the arrival and departure of athletes, mission representatives, spectators and other passengers. In addition to the extra passenger and aircraft movements related to the Games, the Halifax Regional Municipality school break coincided with the Games, adding additional passenger and aircraft movements for those taking holidays and going to southern destinations.

Aviation Security employees attended the first meeting held at Halifax Stanfield International Airport on July 30, 2009 and were actively involved throughout the almost two-year planning process. Key to that planning was the input provided on the process for an off-site check-in facility at the Canadian Forces Base (CFB) Halifax Stadacona Drill Shed. Essentially, the shed was an airline check-in facility and a checked baggage drop-off point for all departing athletes and coaches. WestJet, Air Canada, Air North, Canadian North and Jazz all had agents at the temporary check-in facility. TC SEP Transportation Security Inspectors also provided input into the process to be followed at a temporary checked baggage screening facility which was set up to screen athletes baggage before it was loaded onto aircraft. This temporary facility provided the same level of screening as at the air terminal building. Further, due to the volume

of passengers departing, the United States pre-clearance pre-board screening checkpoint in the air terminal building was utilized for athlete pre-board screening, in addition to the six lines used at the domestic/international screening checkpoint. The Provincial Airlines Fixed Base Operation was also utilized for some arriving and departing athletes.

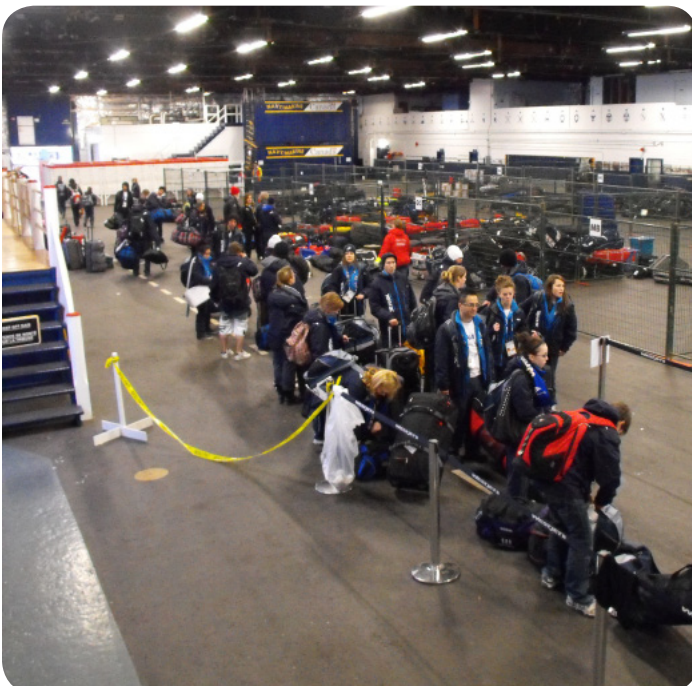
The activities of TC inspectors during this period helped provide guidance and advice to stakeholders on legislative security requirements and compliance. To achieve this, TC representatives prepared by participating in a table top exercise that dealt with a number of potential security incidents that would impact on civil aviation. They scheduled additional staff and shifts during peak passenger and aircraft movements. All of the efforts of TC's Security staff resulted in the smooth movement of thousands of athletes and visitors in and out of Halifax, while promoting a safe, secure and efficient transportation system.

## BRANCH PRIORITIES FOR 2011-2012

- Support the reorganization of the SEP branch.
- Support the implementation of the Air Cargo Security Program within the region.
- Support regulatory reforms in all modes as the department moves towards smart regulations, including the implementation of Security Management Systems (SeMS).
- Support the MSOC-East, as it moves from project status to full program status by 2014.

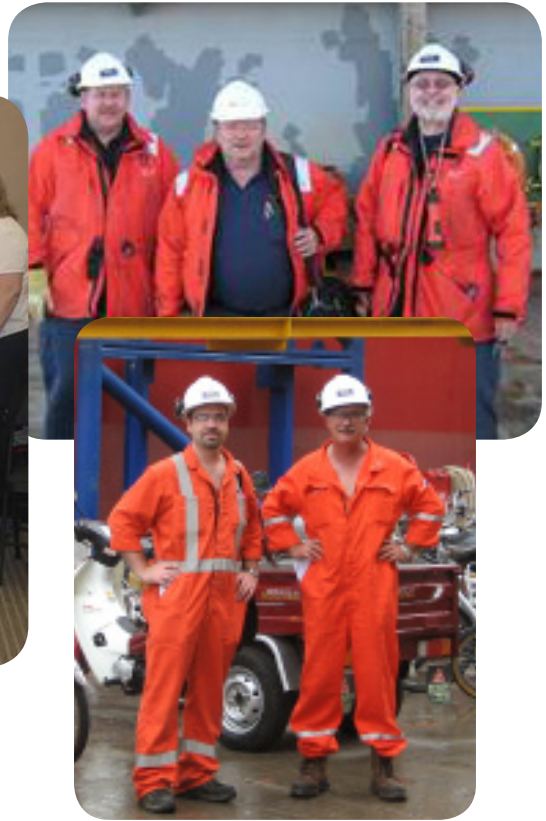
## DID YOU KNOW?

- The MSOC-East, although not yet fully operational, has already played a significant role in helping defend Canada's national security interests.
- The branch was established by the Government of Canada as part of its response to the 1985 Air India bombings.
- Following the terrorist attacks of September 2001, of the 224 aircraft destined for North America, 132 of them landed in the Atlantic region.



*Team BC line up for WestJet check-in at the CFB Halifax, Stadacona Drill Shed.*

# MARINE SAFETY



## WHAT WE DO

Transport Canada Marine Safety's (TCMS) mandate encompasses the full spectrum of responsibilities related to the safety of ships, the protection of life, goods and the environment. This mandate is fulfilled through an extensive list of activities such as vessel inspections; pollution prevention; registration of ships; monitoring of dangerous goods and hazardous materials; inspection of

foreign ships under International Conventions and Port State Control; safety or enforcement related investigations of marine incidents and accidents; promotion of safe practices; the application of occupational health and safety programs; preservation of navigation; environmental contingency planning oversight and the safe operation of pleasure crafts.



## ACHIEVEMENTS IN 2010-2011

### Technical Services

MS Technical Services in St. John's was involved in the certification process of two new ferries for the province of Newfoundland and Labrador, which were under construction at the Marystown shipyard throughout 2010. The project involved significant coordination as design elements were being developed during the building process and a large number of sub-contractors were a part of the project. Detailed communication was critical in ensuring all of those involved were fully aware of each of the specific requirements under the regulations. Staff also had to take into account significant travel time in the planning process with the build taking place several hours away from St. John's. Sea trials were conducted in early winter 2011, with certification expected to be finalized by the summer.

### Inspection Services - Expanded Port State Control

With over 110 years of marine experience between them, Senior Marine Surveyors Ken Ash, Cecil Dodge, and Alan Knight performed an Expanded Port State Control (PSC) inspection of a semi-submersible heavy-lift ship, which was in Halifax in early 2011 to load the jack-up drilling rig *Rowan Gorilla III*. PSC is the inspection of foreign-registered vessels when they are in Canadian ports and is done by certified inspectors for the purpose of verifying that the vessel and crew meet, and are in compliance with, all of the requirements of international conventions such as MARPOL and SOLAS. An expanded PSC inspection, which takes into account a more detailed list of items to be reviewed, is conducted when a vessel is deemed a higher risk following a risk profile assessment. During the course of this inspection, cracks in the ship's hull were detected, and the Captain was directed to take remedial action before the ship sailed.

### Compliance and Enforcement

Compliance and Enforcement is responsible for monitoring compliance with applicable legislation and regulations related to the marine sector and for investigating incidents of non-compliance. When investigations reveal legislative or regulatory breaches, Compliance and Enforcement issues an Administrative Monetary Penalty (AMP) or refers the case to Public Prosecutions Services Canada

and supports any subsequent prosecutions. Recently, the group has concluded a successful safety related prosecution under the *Canada Shipping Act, 2001* (CSA 2001) against Atlantic Towing Limited in relation to the sinking of the Shovelmaster barge in 2008, resulting in a \$75,000 penalty. The group also concluded a successful marine pollution prosecution under the CSA 2001, against the vessel M/V Hsin Ho, resulting in an \$80,000 penalty. In addition, between the end of March 2010 and April 2011, the group issued 54 AMPs for a variety of infractions related to the CSA 2001 regulations. During the same period, Marine Safety Inspectors issued 14 verbal warnings and 15 written warnings. While some of the AMPs are still in process, cases result in fines ranging from \$250 to \$25,000.

### Navagable Waters Protection Program (NWPP)

#### *Lower Churchill Hydro Electric Project*

Members of the NWPP worked in conjunction with the Canadian Environmental Assessment Act (CEAA) group to provide input and represent TC at the public panel reviews on the proposed Lower Churchill hydro electric project.

#### *Modernization of NWPA*

Resources and input were provided to advance the national initiative of modernizing the NWP Act. This resulted in the development of directives, policies and procedures which will serve to streamline the NWPA application process, as well as establish levels of service standards.

#### *Applications*

NWPP received approximately 135 applications for approval under the NWPA, conducted approximately 140 site compliance visits and provided responses to 300 requests. Projects approved ranged from aquaculture facilities to marine works associated with the Vale Long Harbour site development.

### **Small Vessel Compliance Program (SVCP)**

In March of 2010, a national meeting of the Small Vessel Working Group (SVWG) was held in Kelowna, BC. During that meeting, the Atlantic region Blue Decal initiative, which had been in place for many years, was incorporated with other regional initiatives to create a nationally consistent program. The Atlantic region SVWG continues to contribute to the enhancement of the national program that is scheduled for roll-out in 2011. The development and implementation of this program will enable TCMS to more easily address vessels that are operated in remote areas and allow inspectors to utilize work time in a more efficient manner. The small vessel communities, within the SVCP, are now able to inspect their own vessels via the checklist and guidance notes developed for the program. This new process of obtaining compliance reduces the inspectors' time spent travelling and inspecting on set schedules as was previously required. Now the vessel owner completes the inspection and submits the documentation to the nearest TCC, where it is reviewed for completeness and compliance. This review by the office administrative assistants and inspectors allows more vessels to be addressed than was possible under the former process. Vessel owners are reminded as well that on-site audits can be conducted at any time. The Atlantic region SVWG is continuing to follow the direction set out in the (CSA 2001) which places increased responsibility for compliance with vessel owners. This was the direction the original Atlantic region Blue Decal initiative had been fostering since its inception.

### **Office of Boating Safety (OBS)**

#### *Monitoring of Course Providers*

Anyone who operates a motorized pleasure craft must now carry proof of competency on board. In Atlantic Canada, OBS plays an important role in monitoring the activity of course providers and testing for the Pleasure Craft Operator Card (PCOO). In 2010-2011, OBS conducted 15 monitoring sessions of which two investigations found serious violations. As a result, one agent operation was shut down while significant corrective measures were taken with the other.

#### *Pleasure Craft Fatality Statistics*

In 2010, there were 24 recorded pleasure craft-related fatalities in Atlantic Canada. All were males ranging in

age from 10 to 80 years old, while 13 of the 24 fatalities occurred on inland waterways (five on lakes, eight on rivers). Alcohol was reported in three of the cases with unconfirmed information for the others. Thirteen individuals were not wearing a lifejacket/PFD while five individuals were, and information regarding lifejacket/PFD wear for the other six incidents was unknown.

#### *Successfully Seeking Alternatives to Regulation*

OBS received waterway conflict inquiries regarding 18 different waterways in Atlantic Canada in 2010-2011. Boating Safety Officers were successful in working with the individuals to seek alternative solutions to address the issues by clarifying the *Vessel Operation Restriction Regulations*.

#### *Pleasure Craft Courtesy Check (PCCC) Campaign*

PCCCs are designed to educate boaters on the regulations that apply to pleasure craft. During the 2010 boating season, the Atlantic region introduced a campaign to foster increased participation in the program. Boaters who had a courtesy check were eligible to enter a draw for a boating safety prize package. A winner was selected for each of the four Atlantic provinces. The campaign was well received and resulted in a 70% increase in the number of courtesy checks conducted in the region. This success was achieved through dedicated cooperation with partners such as the Canadian Coast Guard Inshore Rescue Boat teams, volunteers with the Canadian Power and Sail Squadrons and the Newfoundland Search and Rescue Association, in addition to OBS staff and summer students.

### **Marine Safety Administrative Support Team**

The MS branch held its first Administrative Support Staff workshop in Moncton, NB in June 2010. The workshop united 29 administrative support staff from 11 Transport Canada Centres (TCCs) in the four Atlantic provinces. The theme was "*Building a Workplace Where Everyone Belongs*," which complemented the region's Integrated HR Plan, Marine Safety Workplace Assessment Report, Branch Strategic Realignment and Public Service Renewal. The administrative support staff represents 25% of the MS workforce and is an integral part of the way the branch delivers its programs.

## WORKING TOGETHER TO EDUCATE BOATING COMMUNITY

Education and awareness for the boating community is a key part of TC's mandate. In 2010 the TCMS Dartmouth office was approached by the Nova Scotia Boatbuilding Association (NSBA) to assist them in educating their members, specifically in relation to small commercial vessels.

Early in 2010, the *Small Vessel Regulations* and the associated construction standard (TP1332) were revised and reintroduced to the boating community. These updated regulations included provisions for safety equipment, construction and some operational issues for small commercial vessels not more than 15 gross tonnes. As a result of these changes, it was important for stakeholders to obtain the necessary information and have the opportunity to seek clarification if required.

The key points of the education sessions were to pass along the new regulations and standards, along with assisting the participants in the new way forward as outlined in the CSA 2001. The NSBA arranged three sessions in Nova Scotia, including Yarmouth, Lunenburg and Arichat. Local builders, manufacturers and operators were invited to attend and the turnout was impressive. Rob Freake, TCMS Senior Marine Surveyor and the region's Small Vessel Coordinator, participated on behalf of TC informing the groups of the new requirements. "I always enjoy working with the NSBA and our regional boating community to assist them in better understanding their obligations," Freake stated.

Due to the great response in the Nova Scotia sessions, others were held in Prince Edward Island and Newfoundland and Labrador. Additional sessions are planned for New Brunswick during the 2011 boating season.



*MS Inspector Rob Freake presents performance-based regulations at the NSBA marine conference in Halifax.*

## BRANCH PRIORITIES FOR 2011-2012

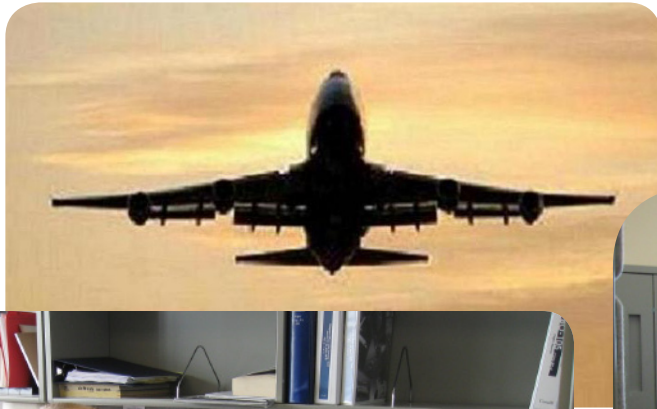
- Implementation of the NWPA Modernization Plan.
- Continued support for the implementation of SMS in support of the changing roles and responsibilities of both the MS program and the marine community.
- Continue enrolment of Delegated Statutory Inspection and Blue Decal programs.
- Reduce substandard foreign ships in Canadian waters through the Port State Control inspection program.
- Review the OBS program and standardize its approach to stakeholders.
- Complete the Atlantic region MS realignment.

## DID YOU KNOW?

- The NWPA is one of the oldest pieces of legislation in Canada.
- There are approximately 14,000 small commercial vessels less than 15 gross tonnes registered in the Atlantic region. This represents approximately 44% of the small vessels registered in Canada.
- In 80-90% of boating fatalities, the person who died was not wearing a PFD/lifejacket.



# CIVIL AVIATION



## WHAT WE DO

Working with Canadian air operators, aircraft manufacturers/delegated bodies, approved maintenance organizations (AMOs), design approval organizations (DAOs), airworthiness engineering organizations (AEOs), airport operators, flying schools and air navigation providers, TC's Civil Aviation branch provides regulatory oversight to promote a safe and secure transportation system. Some of the regulatory oversight responsibilities include air operator, AMO, DAO and AEO certification and surveillance, personnel licensing, analysis and occurrence reporting, enforcement, aerodrome regulatory oversight and aircraft oversight relating to modifications and repairs to aeronautical products.

In addition to regulatory oversight activities, Civil Aviation provides deliverables in support of national policies and programs, as well as goals and objectives outlined in *Flight 2010 - A Strategic Plan For Civil Aviation*. *Flight 2015* is in the final stages of implementation and its objectives will focus on the promotion and advancement of an already robust Aviation Safety Program.

## ACHIEVEMENTS IN 2010-2011

### Safety Management Systems (SMS)

TC's vision is that SMS will be implemented in all regulated civil aviation organizations by 2015. SMS implementation depends on the date that regulations come into force for each type of organization and is implemented through a phased approach. During the 2010-2011 fiscal year, Atlantic region's *Canadian Aviation Regulations (CAR) Part III* Airports made significant progress in implementing SMS in their organizations. The three group I airports (Halifax, Gander and St. John's) successfully completed phase 3, while the 28 group II airports completed phase 2. The region is currently preparing to receive 31 manual submissions for the next implementation phase from these airports. Inspectors will proceed to review them and work with the organizations towards an acceptable submission that TC will then validate through an on-site review and required follow-up. This will be the final phase for group 1 airports as they enter the fourth phase of their SMS implementation.

### National Organization Transition Implementation Project (NOTIP)

The goal of Civil Aviation's NOTIP is to make certain that the best organizational structure is in place to ensure the safest civil aviation system for Canada and Canadians. During 2010-2011, NOTIP has progressed as the organizational structure and work descriptions were finalized for most of the Operations group. Transition to the new structure is scheduled for July 2011.

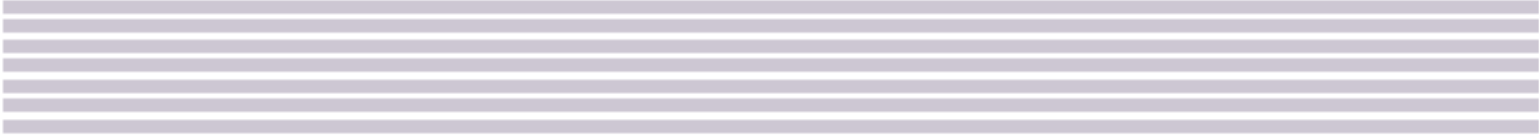
### Official Language Skills Development

Over the past three years, Atlantic region Civil Aviation has made great progress in the development of its employees regarding Official Languages. During the 2010-2011 year, a further five employees participated in the cyclical French language training program, in addition to the eight who completed it in 2009-2010 and nine in 2008-2009. As per previous years, coworkers managed the workloads through prioritization. This enabled participants to focus on their studies while regulatory responsibilities remained the priority of the team. As a result, the work environment is more conducive to the use of both official languages. Specifically, the Regional Civil Aviation Management Council now conducts its weekly meetings alternating in English and in French.

## PROGRAM VALIDATION INSPECTIONS PROGRESS

Significant progress has occurred over 2010-2011 in relation to Program Validation Inspections (PVIs). The region is streamlining its PVI process through continually improving its guidance materials, such as the regional Supplementary Staff Instructions SUR-001-M created to supplement the national Staff Instructions SUR-001. PVIs are used to determine if the requirements of a particular component of the SMS model, or other regulated area, are documented, implemented, in use and effective. They provide assurances that the organization has employed effective policies, processes and procedures to meet regulatory requirements. As an important part of TC's oversight activities, PVIs can be applied to an organization that is required to have a SMS, one that is implementing SMS or one that is not currently required to have a SMS. PVIs are being used as one of the routine surveillance methods in place of traditional inspections. When an organization holds multiple certificates, PVIs may be combined, which means they are conducted collaboratively by inspectors from various Civil Aviation sections, such as Commercial and Business Aviation and Maintenance and Manufacturing.

The branch conducted 75 PVIs in 2009-2010 and 89 in 2010-2011. As the first step of the PVI, the certificate holder is notified in writing of the upcoming PVI. A PVI plan is prepared by the manager, a team is convened, and a documentation review takes place. Once the team arrives at the site there is an entry meeting and a company briefing. The on-site review then begins, which consists of employee interviews and sampling of records, procedures, products, aircraft, etc. The on-site review ends with an exit meeting with the certificate holder during which they are briefed on the results, which could include potential findings and areas of concern. The team conducts an analysis to prepare the findings and a report is created. If there are any findings, the certificate holder will have a specific timeframe to prepare and submit a Corrective Action Plan (CAP). After the CAP is accepted, and all actions and follow-up have been completed, the certificate holder will receive a letter advising that the PVI has been closed.



Positive feedback from industry on the improvement of PVIs since the implementation of SMS was recently received. As an example, a combined PVI was recently completed where inspectors from Maintenance and Manufacturing and Commercial and Business Aviation worked together to conduct the PVI. The team met ahead of time to prepare, which included reviewing the organization's documents to verify compliance with regulatory requirements and developing questions for the interviews with the managers and employees. The interviews varied as different questions were developed to target the various levels of responsibility of the interviewees. During the on-site visit, 13 non-management and nine management interviews were conducted. These interviews gathered information on a variety of elements, such as document management, safety oversight, quality assurance and emergency preparedness and response. In order to ensure the PVI is comprehensive, it was crucial to have an inspector from each applicable area of expertise present, including Principal Operations Inspector, Principal Maintenance Inspector, Cabin Safety/Aviation Occupational Safety and Health Inspector and Dangerous Goods Inspector. After the on-site review, the team met together to discuss the findings and a report is being created. The principal inspectors are responsible for following up on any findings.

## BRANCH PRIORITIES FOR 2011-2012

- Continue with the implementation of SMS according to implementation and exemption schedules.
- The transition from Commercial Business Aircraft Association (CBAA) to TC of *Canadian Aviation Regulations (CAR) 604: Private Operator Certificates (POC)*.
- Renew the Activity Reporting and Standards System (ARASS) to improve work planning and reporting in Civil Aviation.
- In accordance with NOTIP, transition to the new organizational structure.
- Implement Flight 2015.

### DID YOU KNOW?

- The Atlantic region conducts oversight on operators conducting business in the following countries: Australia, Dubai, Dutch Antilles, Norway, England, USA, Jamaica, Mexico, Bahamas, Cuba, El Salvador, Dominican Republic and Netherlands Antilles.
- Due to the change in the format of the Canadian Aviation Document Booklet, the Atlantic region has issued 3,624 of these new booklets to Private, Commercial and Airline Transport Pilots, Air Traffic Controllers and Flight Engineers since December 1, 2008.



# SURFACE



## WHAT WE DO

The Surface Branch assures a high level of safety in rail transportation and the transportation of dangerous goods by road or rail. Its Rail Safety unit oversees all rail safety regulatory functions, including strategic and operational planning, to administer the *Railway Safety Act* (RSA) in the region. Industry practices are monitored through inspections and audits in order to measure compliance with standards, rules and regulations. The Transportation of Dangerous Goods (TDG) unit is responsible for the strategic planning

and operational management of the transportation of dangerous goods as defined by the *Transportation of Dangerous Goods Act*. There are over 6,000 companies that are shippers, receivers or importers of dangerous goods in the Atlantic region. These companies use road, rail, air and marine to move their products from location to location. Both the Rail Safety and TDG units work in partnership with the provinces in order to ensure compliance in the Atlantic region.

## ACHIEVEMENTS IN 2010-2011

### **Rail Safety Strategic Plan 2010-2015**

The Rail Safety Strategic Plan defines the vision, mission, values and national strategies for the Rail Safety Program to the year 2015. The plan provides direction to more specific operational plans for each of the program's sections.

The current plan considers the impact of the RSA review, initiated in December 2006, and its recommendations and the action plans developed by joint Industry, Union and TC technical working groups. Other considerations, such as government initiatives, the role and increasing importance of technology in the rail industry, an aging population, the railway accident rate, media attention and public perceptions, will also continue to influence and challenge the Rail Safety Program.

Given the current context and looking to the future, Rail Safety's internal and external stakeholders have identified a number of current and future challenges. The Rail Safety Senior Management Committee (RSSMC) is committed to addressing these challenges with realistic and measurable strategies over the 2010-2015 period. The plan details not only what will be done, but also how success will be measured and how to demonstrate progress on addressing each challenge.

### **Amendments to the Rail Safety Act (RSA)**

In November 2007, results stemming from the RSA review were released which resulted in a report that brought about several recommendations. These recommendations were reviewed and subsequent amendments to the Act were proposed resulting in the creation of Bill C-33. Representatives of the Atlantic region's rail safety management group analyzed the proposed changes, were consulted and provided feedback regarding each amendment. The Bill has been working through the Parliamentary process. Within these amendments, there are two significant changes for the region. One of the amendments is that railways will be required to have a Railway Operating Certificate (ROC) in order to operate. Although already a part of the Civil Aviation certification process, this

requirement is new to Rail Safety. Once the Act is approved, regulations will be created and details on required information for each ROC will be provided. Given that regulations need to be created, the process could take up to a couple of years, however once finalized, current rail operators will have a two-year period to prepare to meet the obligations of the new regulations. For those intending to start a new railway, the new requirements will have to be met before obtaining certification.

The second amendment will involve the addition of administrative monetary penalties which will provide inspectors greater latitude in effectively enforcing regulations. While the current system provides inspectors the option of either issuing a letter of non-compliance or laying charges when a defect is identified during the inspection process, this new amendment will give inspectors another option, which will enhance their ability to increase compliance in a more efficient way; essentially allowing them to better do their jobs.

### **TDG Federal/Provincial Collaboration**

The TDG unit had two Eastern Compliance Working Group (ECWG) meetings in the Atlantic region with representatives from Newfoundland and Labrador, New Brunswick, Nova Scotia and Prince Edward Island. Regional and national issues were discussed resulting in items being forwarded to HQ for further discussions at the National Compliance Working Group meeting held in Ottawa.

Means of Containment (MOC) and TDG regulation training was given by regional TDG inspectors to approximately 170 provincial Commercial Vehicle Enforcement officers across the Atlantic region. Based on the Memorandum of Agreement (MOA) between the federal and provincial governments, provincial regulators are responsible for enforcing the TDG regulations when dangerous goods are in transport. This training will enhance the delivery of the program.

## TIME TRACKING PROGRAM GETS NATIONAL ATTENTION



*Programs Analyst Dan Harper was recognized nationally for his work on the newly implemented time tracking system.*

On various occasions in the past decade, regions have been asked by HQ to provide a breakdown of employees' activities in an effort to better measure how and where time was spent. As a result, approximately eight years ago, the Surface Management Group in the Atlantic region decided to formally track this information on an ongoing basis, which began with the development of a computer-based program by Regional Surface Safety Programs Analyst, Dan Harper. This program has enabled the region to not only provide more accurate data when requested, but to have a reliable time measurement tool that is useful for planning and reporting. Two systems were designed, one for the Rail Safety Group and the other for the TDG Group. Over the years, the programs have evolved to take into account additional tasks performed by inspectors, such as audits.

Recently, the issue of more effective time measurement in Rail Safety has been discussed at the national level. Since the Atlantic region already had a system designed, HQ decided that it would be beneficial to work with what was already successfully being used as a basis to create a national time tracking tool for employees in all regions, including HQ. Dan Harper, the technical expert who developed these tools in the region, was approached to work with HQ to create the national system.

Various adjustments had to be made to the system to take into account national considerations and in addition, it had to be set up to reflect the Program Activity Architecture (PAA) codes. Through many e-mails and conference calls, the requirements for the system were discussed and finally the new *Resource Management System* is now on the verge of being rolled out to each

Rail Safety employee across the country. "Dan Harper was really instrumental in developing this system, which is now going to be used nationally," stated recently-retired Surface Regional Director (RD) Dale Hicks. "In recognition of Dan's efforts he was chosen as a Surface Branch *Leadership Award* recipient for 2010 and also acknowledged by Rail Safety Director General (DG) Luc Bourdon with a *Thank You Award*."

## BRANCH PRIORITIES FOR 2011-2012

### Safety Systems Overview Unit

The Surface Branch has recently established an additional unit in Rail Safety called Safety Systems Overview. This group is the focal point for safety management system audits, enforcement, and outreach. The new Regional Manager position has been classified and staffed on an acting basis, while a competitive process to fill the position is near completion. The new Enforcement Officer position is still awaiting classification, and is expected to be filled early in 2012. Once fully staffed, this group will consist of a Regional Manager and four direct reports.

### New Bridge Guidelines

Bridges are a critical component of a railway's infrastructure and their structural integrity is important to the safety of railway operations. To place a more directed and focused approach on bridge safety and to assist railways in developing an adequate Bridge Safety Management Program that will form part of a Railway's Safety Management System, TC has developed a *Guideline for Bridge Safety Management*. In the upcoming year, Rail Safety's Engineering Group will be focusing its efforts on working with its regional railways to review and identify any shortcomings between their existing Bridge Safety Management Programs and TC's new guideline, including any necessary corrective actions. This guideline has been developed in consultation with the railway industry in Canada and harmonized with the *U.S. Federal Railroad Administration's (FRA) regulations Bridge Safety Standards*. The guideline will soon be posted on TC's website to assist railways in developing and fine-tuning their Bridge Safety Management Programs.



### The TDG Program

TDG inspectors continue to play a role with their rail counterparts in conducting audits of the rail industry. Furthermore, as Emergency Response Assistance Plans (ERAPs) are submitted to TC for review, the assessments have revealed that a number of criteria required in the SMS regulations are also included in these submissions. Additional review of future ERAPs is necessary in order to include all components of an SMS plan.



*TDG Inspectors on the job.*

### DID YOU KNOW?

- Railway tracks, trestles, yards and equipment are private property; walking or playing on them is illegal and trespassers are subject to arrest and fines. Too often the penalty is accidental death.
- Companies transporting dangerous goods that are deemed extremely dangerous, such as explosives and propane, require an Emergency Response Assistance Plan (ERAP), which is reviewed and approved by TC inspectors, both regionally and at HQ.
- There are over 5,000 companies transporting dangerous goods in the Atlantic region that have been inspected by regional inspectors.

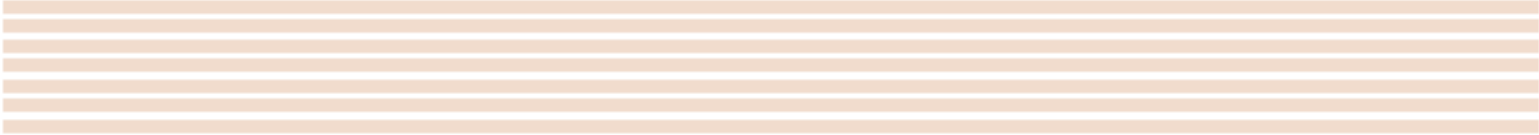
# PROGRAMS



## WHAT WE DO

The Programs branch is the most diverse branch in the Atlantic region, providing an assortment of services that ensure the safe, secure, and environmentally responsible operation of airports and ports throughout Atlantic Canada. On the airports side, the branch is responsible for the operation and maintenance of airports in Wabush and St. Anthony, as well as the management of the seven National Airports System (NAS) airport leases in Atlantic Canada under the NAS Lease Management Program. The branch also provides capital assistance to small and medium sized

airports to aid in asset protection, cost reduction, and safety through the Airports Capital Assistance Program (ACAP) and the Labrador Coast Airstrips Restoration Program. On the ports side, the branch manages nine port facilities and 25 harbour beds throughout Atlantic Canada, as well as the transfer of port facilities to local interests through the Port Divestiture Program. It is also responsible for oversight functions associated with the four Canadian Port Authorities in Atlantic Canada which include Halifax, NS, Saint John, NB, Belledune, NB and St. John's, NL.



Effective April 1, 2010 the branch assumed full responsibility for management and delivery of the Confederation Bridge Program from the Coordination and Policy branch. This program provides oversight of the Operating Agreement associated with the operation of the bridge as well as funds an ongoing Policing Contribution Agreement.

In summer 2011, the branch will assume responsibility for management and delivery of the Ferry Program in Atlantic Canada including custodianship of the ferry terminal facilities. The program provides operating subsidies for the Saint John, NB/Digby, NS and Caribou, NS/Wood Islands, PE ferry services and includes management of the ferry terminal facilities leases at the above noted locations, as well as Souris, PE. As part of this new responsibility, the branch will be developing and implementing an aggressive capital program for the ferry terminal facilities.

In addition to airport and port operations, the branch conducts environmental assessments pursuant to the *Canadian Environmental Assessment Act*, (CEAA) as well as ensures that TC meets all of its environmental obligations pertaining to the management and remediation of contaminated sites. It also provides engineering services and technical advice related to the planning, design, construction and life cycle management of TC-owned assets. Lastly, the branch provides aboriginal consultation services for the region whenever TC's business practices could affect established or potential Aboriginal and Treaty rights.

## **ACHIEVEMENTS IN 2010-2011**

### **Environmental Assessments**

From April 1, 2010, to March 25, 2011, Environmental Affairs completed 75 environmental assessments pursuant to CEAA in support of sustainable development, while protecting the natural environment. A number of these projects were supported through mitigation measures and follow-up programs to protect the Atlantic Salmon, the Piping Plover, the Roseate Tern, the Harlequin Duck and eelgrass. TC recognizes the importance of protecting these species as some are identified under the *Species at Risk Act* (SARA).

### **Increased Activity at Wabush Airport**

Wabush Airport is one of two airports in the region still owned and operated by TC. Located in Western Labrador, the Airport currently has five airlines with scheduled service and has a catchment area encompassing Wabush, Labrador City and Fermont.

A recent economic boom in and around Wabush triggered by the opening of Bloom Lake Iron Mines and the expansion of the ore mining industry in the area means that these are busy times at Wabush Airport. In 2010, the Airport showed a 28% increase in traffic volume servicing just under 100,000 passengers, the largest single year increase in eight years. This growth is expected to continue into the foreseeable future as new workers travel in and out of the area increasing both commercial and charter traffic. In order to accommodate this increase in demand, the airport is expanding its facilities to improve the customer travelling experience by increasing its screening area and adding new washroom facilities.

The increase in passenger volume also presents the opportunity for Wabush Airport to pursue other revenue generating activities. There has been a significant increase in demand for both rental parking spaces and advertising space. In light of this, the airport is currently extending two of its parking lots and working on methods to accommodate growing numbers of client requests for advertising space. From these efforts, it is clear that Wabush Airport employees are working hard to provide the best service possible for both new and existing passengers and continuing their commitment to further expand the airport.

### **Aboriginal Awareness Week**

In collaboration with DFO, TC organized a very successful information session to celebrate the 2010 Aboriginal Awareness Week. The event gathered 105 participants from various departments, including the Atlantic Canada Opportunities Agency (ACOA), Human Resources and Service Development Canada (HRSDC), Public Works Government Services Canada (PWGSC), National Parole Board, Canadian Food Inspection Agency (CFIA), Canadian Transportation Agency (CTA), DFO and TC.



## ENVIRONMENT MANAGEMENT RECEIVES REAL PROPERTY INSTITUTE OF CANADA'S AWARD OF EXCELLENCE

On May 12, 2010, the Real Property Institute of Canada recognized TC for its efforts and initiative in the field of contaminated sites by awarding the department the Institute's *2010 Award of Excellence*. The award was presented at a gala banquet in Montreal, Quebec, to Heather Osborne, Manager, Environmental Evaluation and Mitigation in HQ, who accepted the award on behalf of the entire department. Included in the list of those acknowledged for the award were members of the Atlantic region, including Contaminated Sites staff Stephen Corbett, Lynn Power, Sara Richard and Regional Manager, Environmental Affairs, Margie Whyte, as well as Mary Bannister of Corporate Services. The award recognized the system enhancement project linking TC's financial system and contaminated sites management database.

TC maintains an inventory of its contaminated sites using the Contaminated Sites Management Database (CSMD). At the end of each fiscal year, the department submits all its electronic records to Treasury Board Secretariat (TBS) who includes it in their Federal Contaminated Sites Inventory (FCSI). TBS noticed a significant number of errors in the information provided by most federal departments. Errors ranged from relatively simple site information errors to a discrepancy of financial information between what was reported through the departmental CSMD and what was reported through Corporate Finance to the Public Accounts of Canada. The CSMD is updated annually by regional and HQ staff in preparation for submission to TBS. Once data is processed, it is updated on the TBS Directory of Federal Real Property (DFRP) and FCSI.

TC resolved the outstanding errors and implemented new enhancements that linked the CSMD with the department's financial system for financial reporting associated with its inventory of contaminated sites. This linkage has resulted in TC streamlining the reporting process and improving the accuracy of financial information, making it easier to not only maintain data, but also to report it.

The project was quite large in scope and was completed through the collaborative efforts of approximately 50 staff members, including regional and HQ Environmental Officers, and representatives from TC's Accounting Operations, Financial Policy and Systems, Application Services, Programs Group and TBS.

*Thanks to Peter Bonev, Environmental Evaluation and Mitigation, National Capital Region (NCR) who provided this article.*



*L-R: Stephen Corbett, Margie Whyte, Mary Bannister and Sara Richard.*



*Lynn Power, Environmental Officer in the St. John's office, was part of the award-winning team.*

## BRANCH PRIORITIES FOR 2011-2012

- Implementation of SMS at TC-owned Wabush and St. Anthony airports. SMS helps airports identify safety risks before they become bigger problems. TC regulations require airports to put SMS in place to add an extra layer of protection for travellers.
- The successful transfer of responsibility for the management and delivery of the Ferry Program in Atlantic Canada from HQ Programs group, to the Atlantic Programs branch.
- Implementation of risk management strategies that will lead to the implementation of the Programs Evolution Initiative which will see the centralization of the governance and property management aspect of lease management in Canada.

### DID YOU KNOW?

- TC is currently in the process of implementing a national Environmental Management System (EMS). EMS is a fundamental tool for successfully integrating environmental consideration into daily decision making, thereby ensuring that all of TC's operations are conducted in an environmentally responsible manner. The overall goal of EMS is to produce a framework for continual improvement in its environmental activities through departmental operations. In support of EMS, the Environmental Protection program administers and manages some 31 environmental initiatives and programs under the 11 areas of interest. One of the most important purposes of the EMS is to ensure that the department's operations are carried out in compliance with applicable environmental laws, regulations and policies.
- In 2010-11, TC undertook remedial or risk management activities at 13 sites and undertook assessment activities at an additional 13 sites.
- Under environmental protection, the Programs branch has developed a client-driven initiative for the region, called the Green Corner. The Green Corner provides helpful tips and reference material to help TC employees make "Green Choices" at work and at home.

# COORDINATION AND POLICY



## WHAT WE DO

The Coordination and Policy branch monitors, compiles and shares information for the department in the Atlantic region. The branch supports the region and HQ through the collection and analysis of economic and transportation data, as well as regional intelligence related to the economic, political and transportation landscape in Atlantic Canada. The branch also supports the Regional Director General and HQ Policy Group by representing the department on various interdepartmental and industry committees and working groups, as well as by liaising with industry

stakeholders and other levels of government. More specifically, Coordination and Policy is heavily involved in the Atlantic Gateway initiative and participates in policy development and project implementation in conjunction with HQ. In addition, the branch manages the development of this report, TC's annual Atlantic Report, as well as monthly and quarterly reviews, and coordinates the movement of information between stakeholders and the department, and between HQ and regional offices.



## ACHIEVEMENTS IN 2010-2011

### Atlantic Gateway

Coordination and Policy played an active role in the development and launch of the Atlantic Gateway Strategy, aimed at positioning Atlantic Canada as an integrated air, rail, marine and road network providing efficient access to North American markets. In early 2011, branch representatives assisted in the announcement of projects related to the Gateway in four cities in Atlantic Canada. Projects included the main runway extension at Halifax Stanfield International Airport, improvements to Route 1 in Prince Edward Island, the terminal expansion at Charlottetown's Airport and the installation of intelligent transportation systems at the Confederation Bridge. In New Brunswick, support was provided for the expansion of berthing capacity at the Port of Saint John, runway paving and lighting upgrades for the Fredericton International Airport and the extension of the main runway at the Greater Moncton International Airport. In Newfoundland and Labrador, funding was provided for the installation of a category III instrument landing system to aid in navigation in and out of the St. John's International Airport, the rehabilitation of runway 3-21 in Gander and the construction of a new roll-on/roll-off ramp to complement short sea shipping operations at the Port of Argentia. The Marine Institute of Memorial University also received support for the Smart Bay Expansion which involves additional buoys and sensors to enhance marine traffic management and maintain safe operations in Placentia Bay.



*Minister of National Defence, Peter McKay, participates in an Atlantic Gateway funding announcement at St. John's International Airport.*

### Development of New Initiatives

The branch published the region's first Quarterly Report that focuses on transportation statistics from the Atlantic region and re-designed and published the department's Atlantic Report, which was distributed to regional employees, key stakeholders and TC officials nationally. These products provide regional and national employees, as well as industry partners, with relevant information pertaining to all modes, in addition to broader transportation-related initiatives in Atlantic Canada.

### Policy Assessment

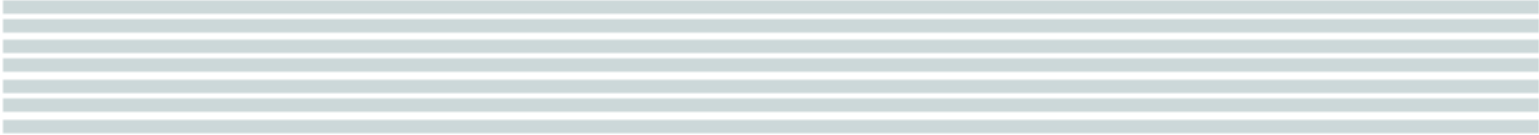
Coordination and Policy also supported the ongoing assessment of the department's suite of policies and frameworks.

### Events and Initiatives

The branch provided coordination and support for several national events and initiatives, including Innovation consultations in St. John's and Halifax; Canada's Tax and Duty Advantages' workshop in Halifax; Ministerial Roundtable in Charlottetown; and the Council of Ministers in Halifax. In addition, the branch hosted the Atlantic Gateway Federal-Provincial Officials Committee Meeting and supported various senior management meetings with regional stakeholders.

## NEW GENERATION GROUP LOOKING TOWARD FUTURE

To assess whether TC's policy framework continues to be on the right track to face future challenges, TC's national senior management group (TMX), requested that a group of young TC employees consider key global trends and drivers, and how their interaction could potentially impact transportation in Canada by 2025. This New Generation Work Group, known as NewGEN, worked over several weeks to undertake this examination. Peter Fullarton, then Atlantic RD of Coordination and Policy and now the RD of Surface, was a NewGEN member. "I believe the scenarios and questions for consideration provided everyone with a lot to reflect upon, and perhaps encouraged a way of thinking that otherwise may not have been considered," Fullarton noted.



The group examined data, global trends and existing research to determine what could reasonably happen in the transportation sector in the next 15-20 years and how TC might prepare to meet emerging challenges and opportunities. Key to the work was the use of scenario building, a social science-based discipline that uses a process of analyzing possible future events by considering alternative possible outcomes. Questions were presented that addressed what the future may look like and what impacts may be experienced under different scenarios. “This was a truly unique experience given that we were attempting to look into the future a decade or more down the road, but using the scenario building was certainly thought-provoking and insightful,” said Fullarton.

The result was a final report entitled *Transportation in Canada 2025: Four Futures*, which highlighted four distinct scenarios of which elements could be presented to TC in the coming years. Characteristics included in these scenarios were demands from emerging countries, expectations of individuals (generation X and Y) and cities, the possible strengthening of federal/provincial collaboration and sustainability as the standard measure of progress. Interestingly, although the scenarios outlined possible future situations, the NewGEN group did identify several certainties that would factor significantly on any and all future events, including the emergence of Brazil, Russia, India and China, an aging population, public sector spending restraint, continued and increased security threats, accelerated technological change, urbanizations and infrastructure needs.

Once finalized, the report was presented to TMX in August 2010 by team members Peter Fullarton and David Chan of HQ and based on immediate feedback, was well received.

## BRANCH PRIORITIES FOR 2011-2012

- Provide regional support of the implementation of the Atlantic Gateway and Trade Corridor Strategy, particularly with respect to supply chain analysis.
- Maintain positive working relationships with a broad range of transportation stakeholders in the region and coordinate the efficient exchange of information between the department and stakeholders.
- Monitor economic and transportation-related activities across the Atlantic region.



*TC Coordination and Policy hosting the Atlantic Gateway Federal Provincial Committee meeting in Moncton.*

### DID YOU KNOW?

- Three of the 5 highest tonnage ports in Canada are located in the Atlantic region.
- Over one quarter (7 of 26) of Canada's National Airports System airports are located in the Atlantic region.
- The new St. Stephen-Calais border crossing, opened early in 2010, is the first new land border crossing between Canada and the United States in 30 years.



# CORPORATE SERVICES



## WHAT WE DO

The overall mission of Corporate Services is to provide TC managers and staff with knowledge-based advice and sound management systems and services.

With approximately 50 employees, Corporate Services plays an important role in assisting the region to carry out the departmental mandate. It works to ensure that all employees have access to the necessary training, tools and equipment they need to do their work.

The branch also provide advisory services within each functional domain and monitors regional activities for compliance with the relevant departmental and central agency policies.

Corporate Services is responsible for seven of ten sub-activities in the department's Internal Services program activity, which include Financial Management, Human Resources (HR), Information Technology (IT), Information Management (IM), Procurement, Real Property and Materiel.

## ACHIEVEMENTS IN 2010-2011

### Facilities Management - supporting operational branches

Early in the year, the regional management committee approved a plan to regroup many employees in the Dartmouth and St. John's offices such that staff could be co-located with their operational peers. To implement this vision, the Facilities Management specialists in Corporate Services began their planning almost a full year before any workstations were moved, first by securing departmental funding for the project, and working with all affected branches to establish representatives who could specify their business requirements and provide feedback on plans as they evolved. These inputs led to consultations with PWGSC and external engineers to identify technical requirements, and led to some unexpected delays, such as the engineering study that was required to ensure the floors could support the weight of a proposed rolling file storage system. Designs for cubicle layouts were commissioned, new furniture was ordered where the old could not fit new configurations, and movers were engaged, with all of this meticulously timed to culminate in staff packing boxes in one place on one day and unpacking them in another the next. All in all an extremely challenging operation that helped re-situate 30 employees in Dartmouth and another 35 in St. John's so they can work together more efficiently.

### IM Community Recognition Award

Beginning in 2005, the TC Information Management Awareness Program was established, meaning that Information Management Awareness sessions were delivered across Canada by IM specialists. The main objective of this program was to improve understanding and skills as per individual roles and responsibilities in the area of Information Management. As a result, TC has seen a culture that understands and embraces IM as a key enabler in TC's work to deliver high quality programs and services to Canadians. This program was the first of its kind in the Government of Canada.

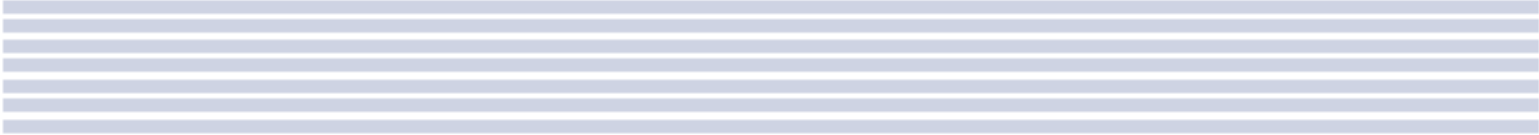
In 2010, the Treasury Board of Canada Secretariat Information Management Committee awarded the *IM Community Recognition Award* to the TC Information Management team, formally recognizing and acknowledging the department's significant accomplishments in innovation and leadership in Information Management.

### Outreach through university career fairs

To be in line with the Government's increased focus on Public Service Renewal and outreach activities, the Atlantic region successfully coordinated the attendance at three career fairs in New Brunswick and Nova Scotia in September 2010. This is the first time in over eight years that the Atlantic region has participated in this type of outreach event. Representatives from a variety of branches were recruited to attend the fairs, market the department as an employer of choice and attract students of a variety of educational backgrounds. This also gave TC the opportunity to connect with students approaching graduation.

## UPDATING PRODUCTIVITY TOOLS: MICROSOFT OFFICE 2007 ROLL-OUT

Over the course of just three months, the Information Management and Information Technology (IM/IT) team implemented the most significant one time change ever made to regional computer systems. The conversion to *Microsoft Office 2007* was managed with careful planning and preparation which resulted in a smooth roll-out; being both on time and on budget. Project Coordinator, Mireille Chamberlain Irvine (IM) along with Louis Breau (IM), Kevin Elliott (IT) and Anne Pelletier (HR) formed the regional project co-ordination team, providing the overall communication, local planning and regional activity coordination. "This is the highest impacting single upgrade we have put on desktops in TC, and everyone in our IM/IT group contributed to how smoothly it was done, - with special acknowledgement being deserved by the IT staff for the efforts required to actually make it happen," said Reg Cudmore, Regional Manager, Information Technology and Information Management. "HQ-TIMSD also deserves much credit for anticipating the need for proper planning and pre-testing, then funding it appropriately."



The need to move to a new software package was essentially due to the fact that the old one had run its course. For example, the new RDIMS package required the newer *Microsoft* software which offers increased functionality. There was also a desire to enhance interoperability with other departments, client agencies and organizations. This technology transfer was implemented in every region across the country, with compatibility testing previously taking place for over a year on all TC authorized software. The Atlantic region participated in this activity with testing representative Kevin Elliott providing feedback to the national testing facility over regional items and concerns. Assurances had to be made that every piece of existing software being used by TC would work effectively with *Microsoft Office 2007*. Everything from RDIMS, BIRM and DAPLS to geo-spatial and camera-specialized programs were tested.

Here in our region, members of the IT team in New Brunswick, Nova Scotia and Newfoundland and Labrador converted a total of 525 systems from January to March, 2011, including everything from individual employee workstations to training computers and loaners. With so many employees being presented with new software, the availability of a training approach was essential. As decided by the RMC, the Atlantic region was the only one in the country to adopt flexible computer-based training (CBT) rather than a classroom training approach. Arranged for each employee prior to installing the new software, this option provided employees with flexibility in terms of scheduling, course review and even the option of declining training for those already experienced with the software. The CBT will remain available throughout the next 12 months, giving regional employees the ability to continue referencing the training package as they increase their use and knowledge of *Office 2007*. In addition, enhanced training can be accessed for those interested from the same location.

Overall, staff feedback regarding *Microsoft Office 2007* has been positive if relatively minimal. “Given the scope of the project, we are certainly pleased with how well it went, but know that certain issues can arise, so we encourage staff to call the Regional Service Desk in the event of problems or questions not covered in the training,” Cudmore noted.

Each and every problem is tracked, investigated, resolved and filtered into a national system so that information is readily shared nationally and the department can obtain an overall view of any areas that require additional communication to staff.

## BRANCH PRIORITIES FOR 2011-2012

The main focus for the Corporate Services branch at present is to work collectively with functional authorities and regional counterparts to strengthen the delivery of corporate services on a national basis over the forecast period.

Below are the top priorities for Corporate Services:

- Promoting awareness and adoption of TC’s new Code of Values and Ethics.
- Continuing the project to standardize the accounts payable function.
- Improving the regional IM and IT infrastructure, ensuring a maximum efficiency service model and facilitating, where appropriate, work process changes and new collaborative tools.



## DID YOU KNOW?

- During 2010-11 over 68,000 RDIMS documents were stored in RDIMS, the official departmental electronic document management system, compared to 56,000 in 2009. It's catching on!
- Even with the high rate of retirements, and the apparent influx of new young employees in some of our work locations, the average age of employees in the region has remained between 46.5 and 46.6 for the past three years.
- In 2010, the contracting section arranged 116 contracts on behalf of the operational branches in the region.



*Participants at the Finance and Administration workshop held in September 2010 in Nova Scotia.  
Front Row (L to R): Dianne Goguen, Derek Sequeira, Lise Chiasson, Justin Gagnon, Charles Plourde, Simonne Young.  
Centre row: André Tang, Jeannine Allain, Mary Bannister, Stéphanie Comeau, Lynn Carroll, Nancy Dooley, Alcida Jones.  
Back Row : Lise Hébert, Wendy Boby, Cindy Speiran, Julie Chiasson, Odette Breau, Gilles Gauvin, Andrew Wojcicki, Lisa Archambault, Stéphane Robichaud.*

# COMMUNICATIONS AND MARKETING



## WHAT WE DO

The TC Atlantic region Communications and Marketing (C&M) branch is responsible for the development and implementation of the region's internal and external communications. Support is provided to all regional branches, as well as HQ Communications and Marketing with a variety of services. Through media relations services, the branch proactively provides media advice and is on call 24/7 responding to media requests by drafting and obtaining appropriate approval for key communications messaging that addresses

the issues. Logistical support is provided on-site for public announcements that originate from HQ as well as those from the region. The branch is continuously broadening its services by coordinating internal communications and multimedia including the Internet and our regional Intranet. Through our marketing role, support of our region's various outreach activities is given by providing strategic advice on plans, content, translation as well as the publishing process.

## ACHIEVEMENTS IN 2010-2011

### Council of Ministers

In September 2010, the branch provided media relations and logistical support to the Minister's Office at the Halifax meeting of the Council of Ministers Responsible for Transportation and Highway Safety.

### Roundtable in Charlottetown

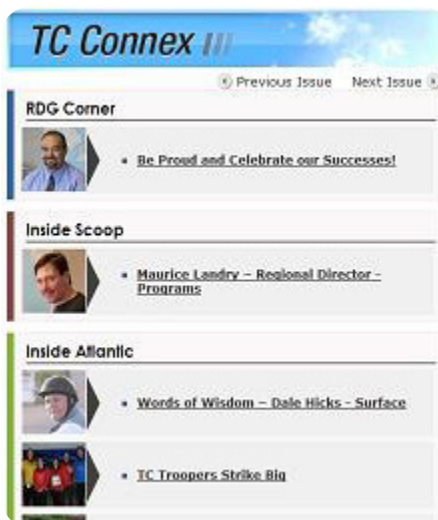
In December 2010, onsite logistics and support was provided for a ministerial visit in Charlottetown where the Minister met with infrastructure, business and transportation stakeholders.

### Media training sessions

The branch also provided media awareness training sessions to regional management and several branches through presentations at regularly scheduled meetings. Security and Emergency Preparedness, Navigable Waters Protection and the Office of Boating Safety all received media awareness training.

### New look for TC Connex

A new format and distribution calendar was recently introduced for TC Connex, the region's electronic employee newsletter. It will now be a monthly electronic newsletter and will include more pictures and shorter articles allowing for quick reading. Some of the former sections will alternate from month-to-month as well as take on a new format and layout.



## REVAMPING THE INTRANET

Having the right information and helpful work tools at our fingertips is something we often take for granted in this electronic era. It's easy to forget that it takes a lot of work to develop platforms that are easy to access and use.

This is in part why the C&M branch decided last year to launch a major revamp of TC Atlantic region's intranet site. Although it has undergone superficial changes over the last few years, its last major overhaul dates back to 2006. There is no doubt that our intranet is in great need of change!

With close to 35,000 visits in 2009, the region's intranet site has proven that it can be both a practical tool and useful forum for TC employees. However, the current format is becoming dated and finding content can sometimes be quite challenging.

In the past few months, C&M, along with representatives from various branches started to work on the Intranet revamp project. The first step, the consultation phase, took place from April 2010 to September 2010. During that phase, C&M worked with various branches to review their current intranet content and update it.

The second phase began last November and involves the addition of new content, as well as the development of a new information layout aimed at improving the navigational process for TC employees visiting our regional intranet site.

With the launch of the new TC Atlantic region intranet site, C&M is introducing a new Information Architecture which will greatly improve the way information is organized on the intranet. This will allow users to access information more quickly since everything will be displayed on common templates and through a consistent navigational structure.

The TC Atlantic region intranet revamp has been an important project for the C&M team this past year. We hope the new and improved intranet site will be value-added to all employees in the Atlantic region as well as visitors from other regions.





## BRANCH PRIORITIES FOR 2011-2012

- Provide effective media relations by identifying emerging issues and preparing strategic communications to address them.
- Identify opportunities to promote TC priorities through outreach initiatives.
- Provide our internal clients with a new service chart which will include service standards and delivery schedules for various communications products and services.
- Continue to proactively deliver the Internal Communications Program, which supports regional initiatives through TC Connex, a revamped Intranet and the Calendar of Events, as well as coordinates multi-media with a focus on the Internet.

## DID YOU KNOW?

- There are several backdrops tailored to the various modes of transportation. These can be used by branches for trade shows and special events.
- C&M can assist your group in identifying innovative and new promotional products, as well as assist in graphic design and work order preparation.
- In 2010-2011, the media relations team in the Atlantic Region returned more than 80 media calls.

# TRANSPORT CANADA CENTRES

## New Brunswick

### **Moncton**

95 Foundry Street  
PO Box 42  
Moncton, NB E1C 8K6  
Ph: 1-800-387-4999

### **Bathurst**

275 Main Street, 4th Floor  
PO Box 1207  
Bathurst, NB E2A 4J1  
Ph: 506 548-7491

### **Saint John**

189 Prince William St.  
1st Floor  
PO Box 7730, Stn. A  
Saint John, NB E2L 2B9  
Ph: 506 636-4748

## Newfoundland & Labrador

### **St. John's**

10 Barter's Hill  
PO Box 1300  
John Cabot Bldg.  
St. John's NL A1C 6H8  
Ph: 1-800-387-4999

### **Corner Brook**

4 Herald Avenue, Fortis Tower  
PO Box 22  
Corner Brook, NL A2H 6C3  
Ph: 709 637-4390

### **Goose Bay**

110 Vulcan Street  
Goose Bay Airport  
PO Box 177, Stn. C  
Goose Bay, NL A0P 1C0  
Ph: 709 896-6190

### **Lewisporte**

396 Main Street,  
Chipman Complex  
PO Box 237  
Lewisporte, NL A0G 3A0  
Ph: 709 535-2503

### **Marystown**

Ville Marie Drive  
PO Box 1143  
Marystown, NL A0E 2M0  
Ph: 709 279-2201

### **Clareville**

8 Myer's Avenue  
PO Box 368  
Clareville, NL A0E 1J0  
Ph: 709 466-4515

## Nova Scotia

### **Dartmouth**

45 Alderney Drive  
PO Box 1013  
Dartmouth, NS  
B2Y 4K2  
Ph: 1-800-387-4999

-and-

### **Halifax International Airport**

50 Selfridge Way  
Enfield, NS B2T 1K3  
Ph: 902 873-1376

### **Port Hawkesbury**

811 Reeves Street, Unit 1  
Port Hawkesbury, NS  
B9A 2S4  
Ph: 902 625-0803

### **Sydney**

196 George Street  
Federal Arts Bldg.  
2nd Floor  
Sydney, NS B1P 1J3  
Ph: 902 564-7002

### **Yarmouth**

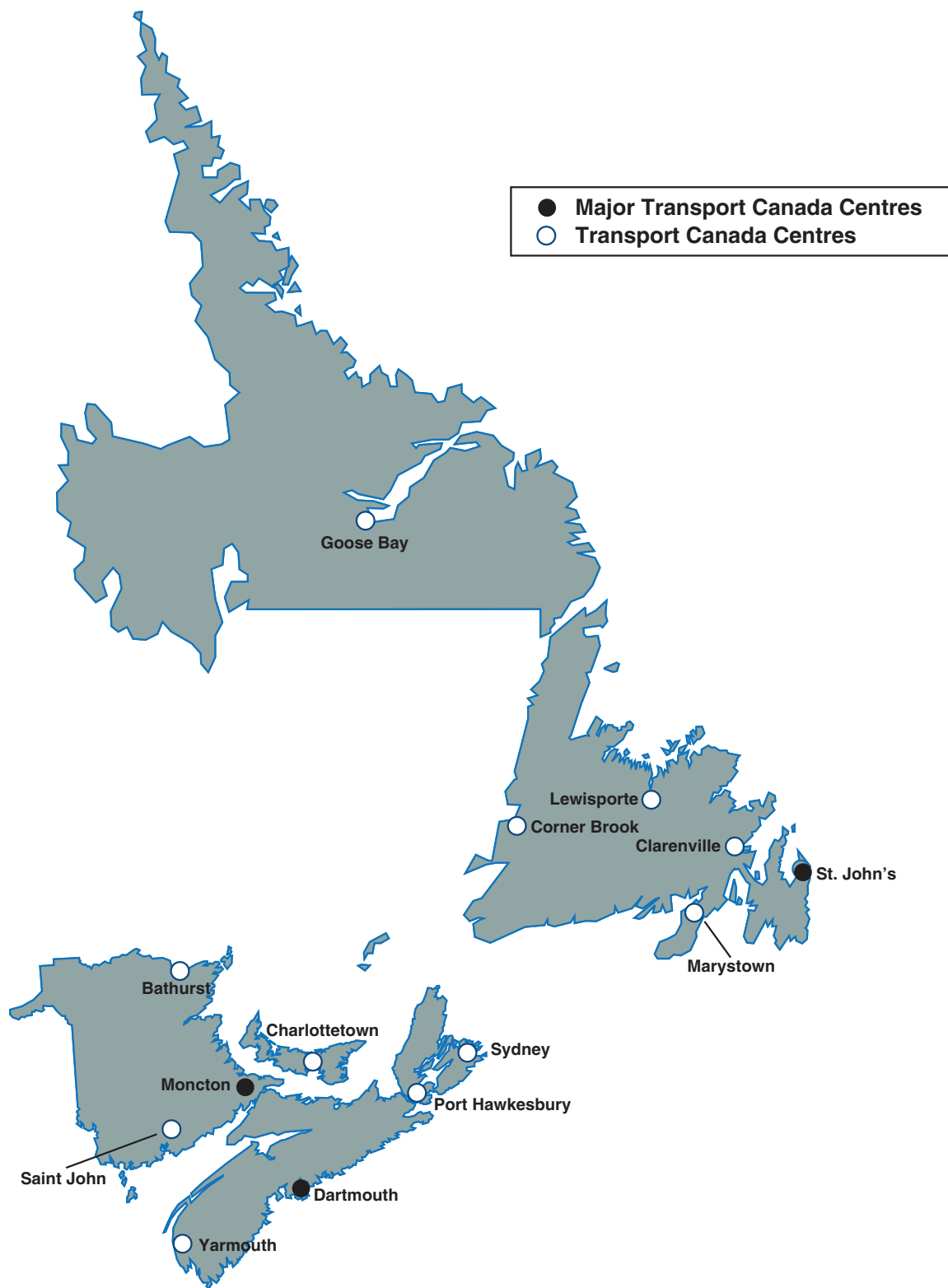
248 Pleasant Street  
PO Box 850  
Yarmouth NS B5A 4K5  
Ph: 902 742-6860

## Prince Edward Island

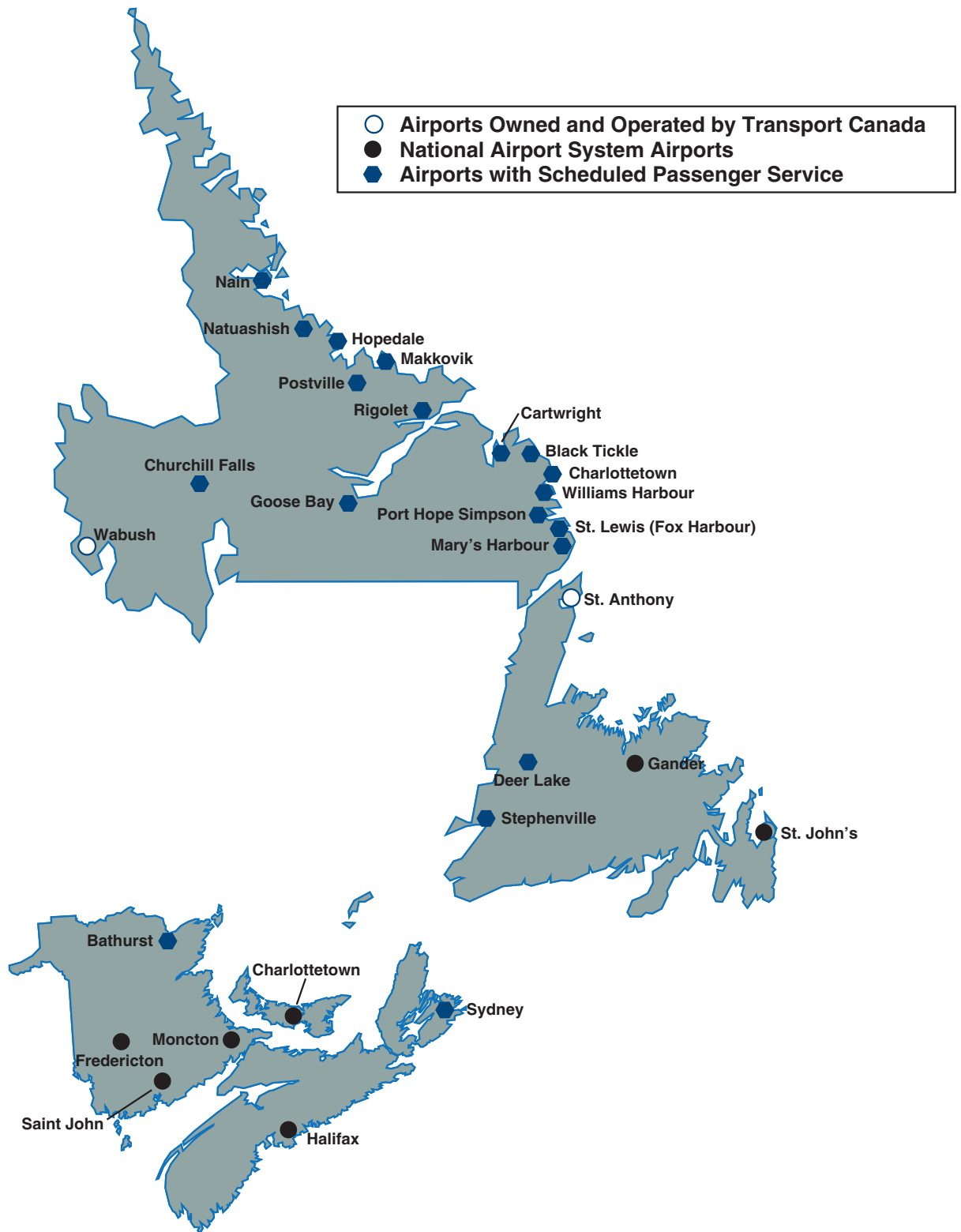
### **Charlottetown**

75 Fitzroy Street, 1st Floor  
Charlottetown, PE C1A 1R8  
Ph: 902 566-7987

# TRANSPORT CANADA CENTRES

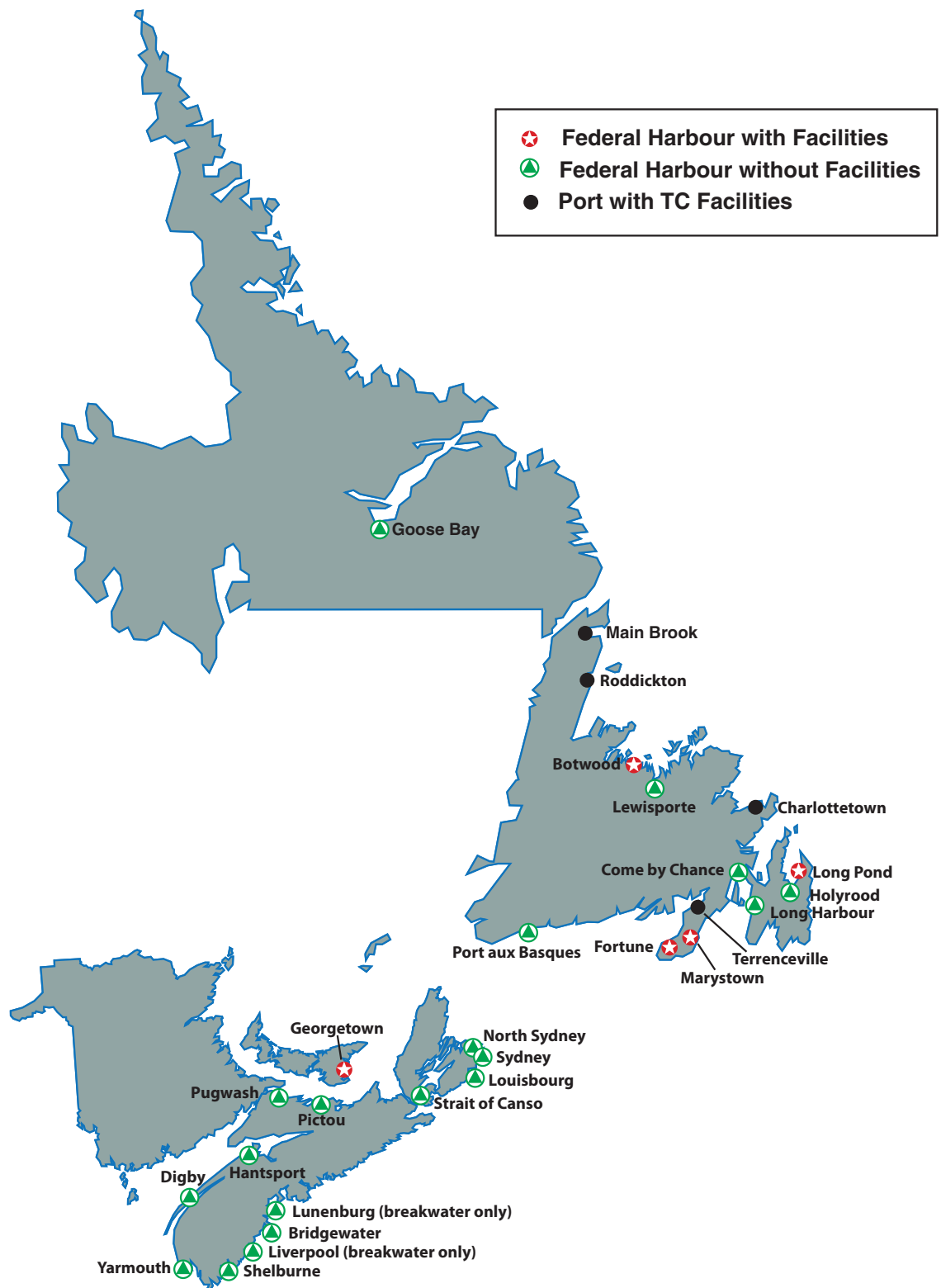


# AIRPORTS

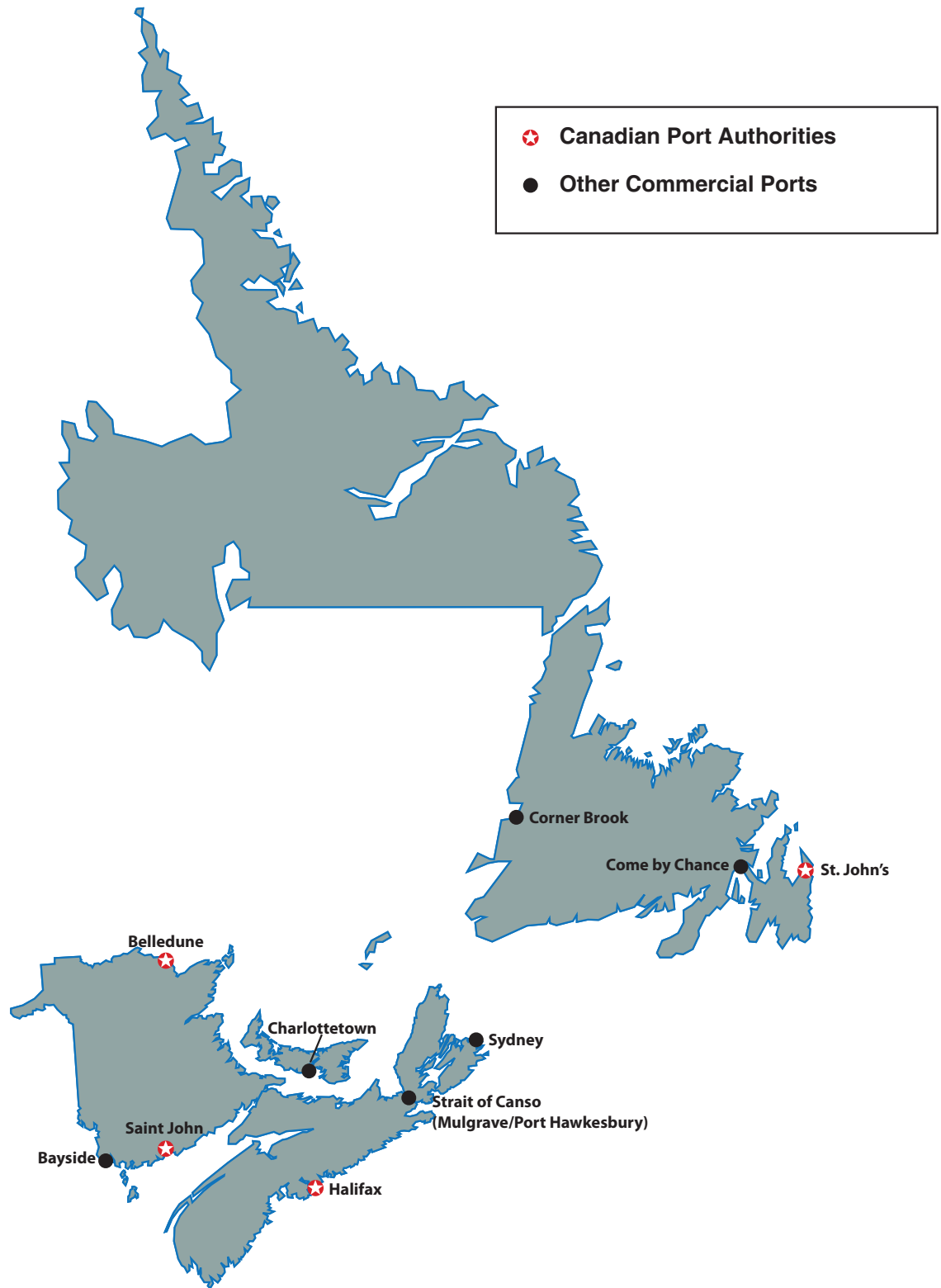




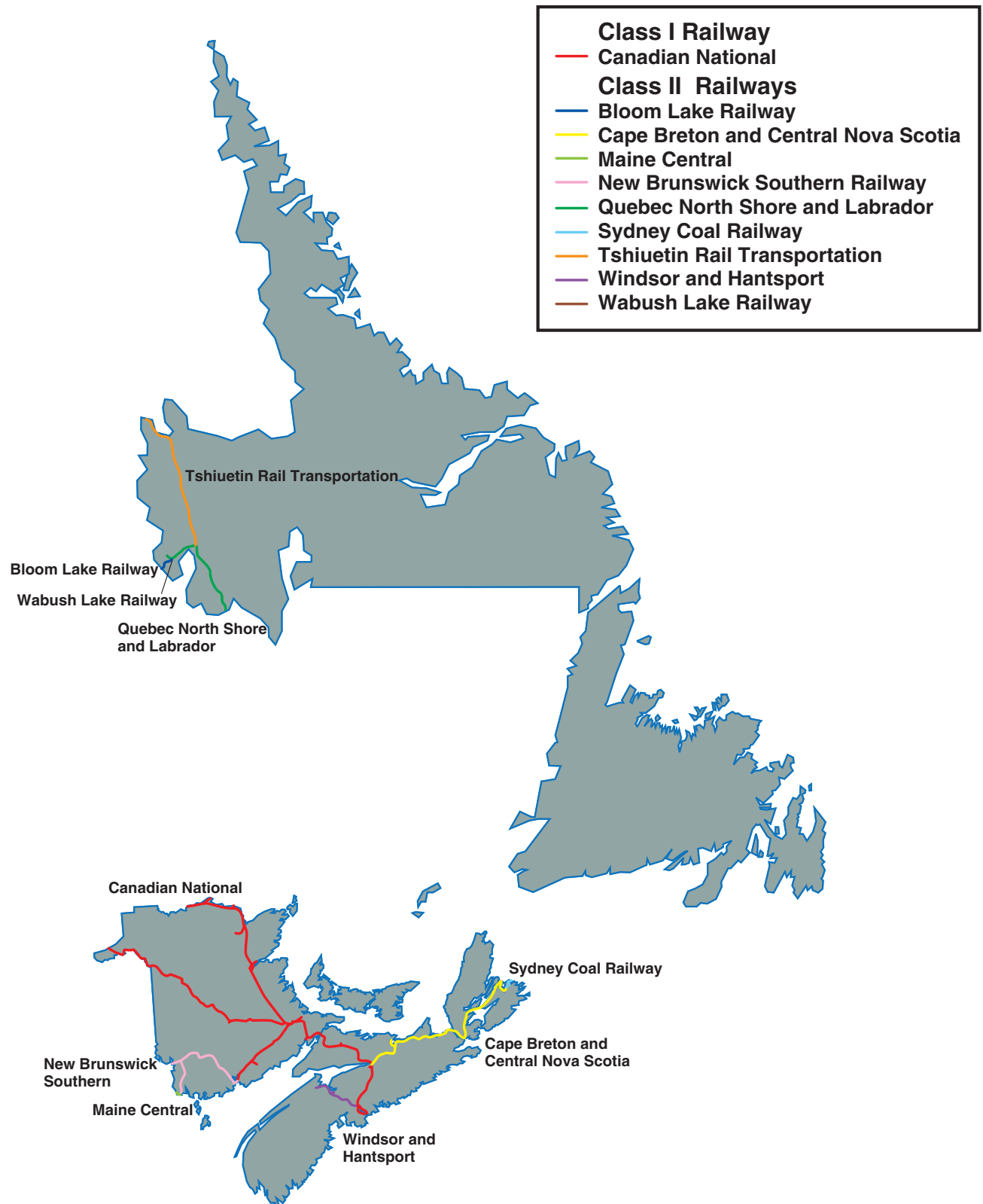
# HARBOURS AND PORTS



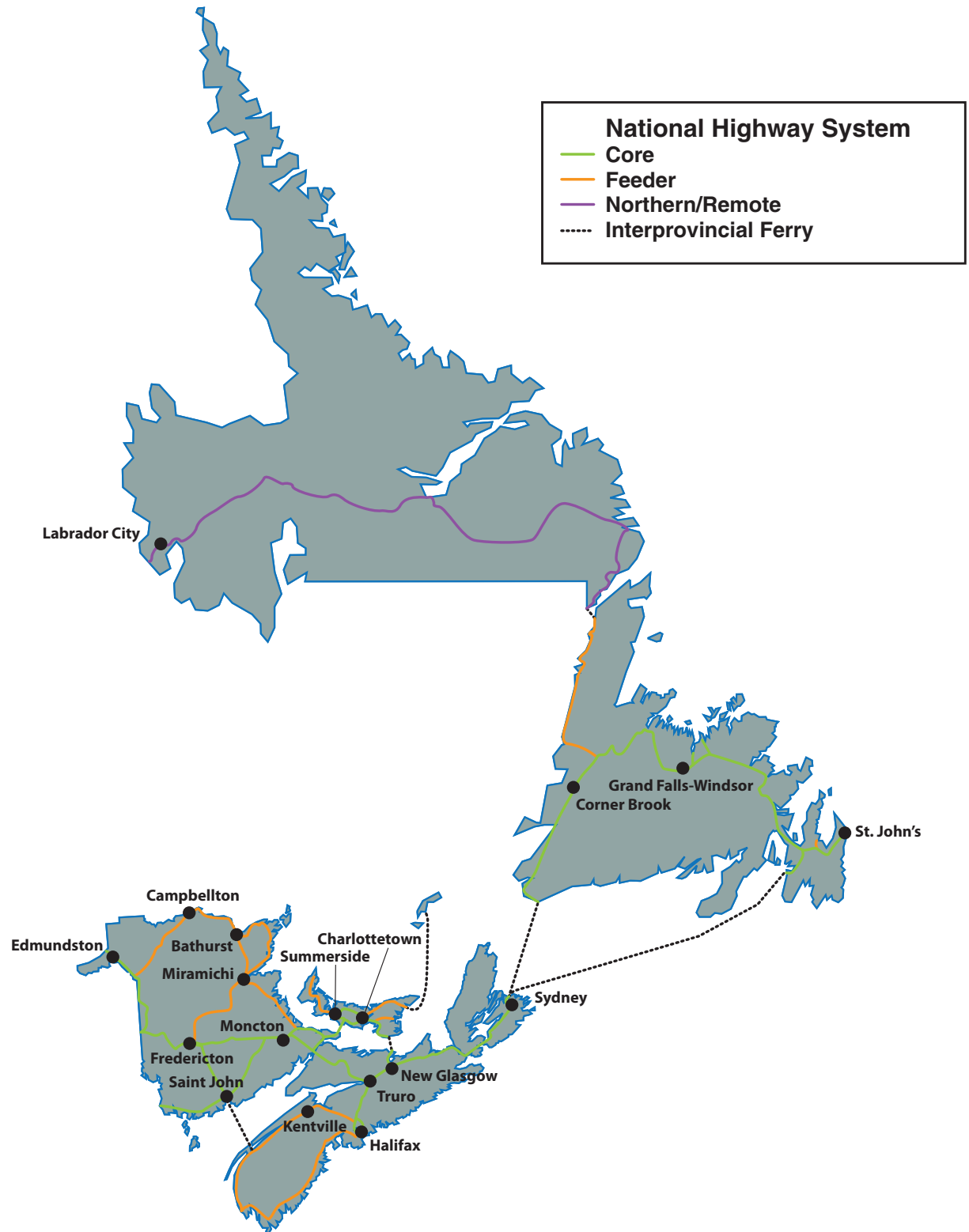
# MAJOR PORTS



# RAILWAYS



# HIGHWAYS AND FERRIES





# BUDGET

2010-11 FINAL (IN THOUSANDS OF DOLLARS)

	Salary & Wages	Other Operating Costs	Gross Operations & Maintenance	Revenue	Capital	Grants & Contributions	Total
<b>An Efficient Transportation System</b>	<b>2,641</b>	<b>5,346</b>	<b>7,986</b>	<b>-5,731</b>	<b>2,520</b>	<b>1,491</b>	<b>6,266</b>
Airport Infrastructure	1,733	1,631	3,364	-2,444	1,935	1,100	3,955
Marine Infrastructure	760	3,095	3,855	-3,287	585	123	1,275
Surface Infrastructure	148	620	768	0	0	268	1,036
<b>A Clean Transportation System</b>	<b>645</b>	<b>3,069</b>	<b>3,714</b>				<b>3,714</b>
Clean Air Regulatory Framework & Oversight	82	25	107	0			107
Clean Water From Transportation	162	29	191	0			191
Environmental Stewardship of Transportation	401	3,015	3,416	0			3,416
<b>A Safe Transportation System</b>	<b>21,287</b>	<b>4,144</b>	<b>25,430</b>	<b>-3,365</b>	<b>30</b>	<b>2,400</b>	<b>24,495</b>
Aviation Safety Oversight	6,222	1,831	8,053	-530			7,523
Airports Capital Assistance	103	39	142	0		2,400	2,542
Marine Safety Regulatory Framework	86	20	106	0			106
Marine Safety Oversight	11,177	1,421	12,598	-2,775	30		9,853
Navigable Waters Protection	1,800	357	2,157	0			2,157
Rail Safety Regulatory Framework	51	11	62	0			62
Rail Safety Oversight	1,074	280	1,354	-60			1,294
Rail Safety Outreach	152	34	186	0			186
Transportation of Dang. Goods Reg. Framework	54	11	65	0			65
Transportation of Dangerous Goods Oversight	514	119	633	0			633
Emergency Response for Transp. of Dangerous Goods	54	20	75	0			75
<b>A Secure Transportation System</b>	<b>3,387</b>	<b>987</b>	<b>4,374</b>				<b>4,374</b>
Aviation Security Oversight	1,144	221	1,365	0			1,365
Air Cargo Security Major Crown Project	0	0	0	0			0
Marine Security Coordination	0	200	200	0			200
Marine Security Regulatory Framework and Oversight	2,130	516	2,647	0			2,647
Surface & Intermodal Security	113	50	163	0			163
<b>Internal Services</b>	<b>5,061</b>	<b>1,675</b>	<b>6,737</b>		<b>871</b>		<b>7,608</b>
Governance and Management Support	1,504	461	1,964				1,964
Resource Management Services	3,022	1,063	4,085		115		4,200
Asset Management Services	536	152	687		756		1,443
	<b>33,021</b>	<b>15,220</b>	<b>48,241</b>	<b>-9,096</b>	<b>3,422</b>	<b>3,891</b>	<b>46,457</b>