Rail *Safety*
Oversight and Expertise

Strategic Plan 2010–2015

Canada

Message from the Minister

Railways are an important part of Canada's history and identity. They are also an important component of our national prosperity, moving people, carrying freight and linking our national gateways from coast to coast.

At Transport Canada, we are committed to the development of a strong, safe and secure railway system that will continue to support the needs of our communities and our national economic well-being. This commitment is reflected by the recent review of the *Railway Safety Act*, and by our subsequent actions to implement the recommendations of that review through legislative amendments to the Act and many other initiatives developed jointly with our industry partners.

We have already achieved much in terms of rail safety, but our work is not yet done. Safety management systems still need to be fully implemented, the regulatory framework needs to be enhanced, and our safety culture advanced. The Rail Safety *Strategic Plan: 2010–2015* is our strategy to achieve these and many other goals over the next five years. It is comprehensive, practical and forward-looking, and provides a solid foundation for the further improvement of rail safety in Canada. It is Transport Canada's blueprint for rail safety success.

The Honourable Chuck Strahl
Minister of Transport, Infrastructure and Communities

Message from the Director General, Rail Safety

Since the introduction of our last Strategic Plan in 2005, we have made significant progress in Rail Safety. We have successfully evolved our systems-based approach to safety oversight, accelerated our efforts with safety management systems, quality management and risk-based performance, and shown good leadership in the development of mutually beneficial relationships with our stakeholders.

With our new *Strategic Plan: 2010–2015*, we will continue with all of these ongoing initiatives to improve program quality, consistency and integration, but that is not all. Now that our Directorate's reorganization is complete, we are in a strong position to address new challenges including the recruitment and retention of talented and dedicated employees and enhanced training and development programs for our key personnel. We will also continue working to improve our data management and analysis capabilities, enhance our regulatory framework, expand our communications and facilitate the introduction of new rail safety technologies.

Our new Strategic Plan was developed with much input and consultation from our own employees and our stakeholders. It shows us where we need to go, and better yet, it also shows us how to get there and how to measure the success of our progress.

I am personally looking forward to the next five years in Rail Safety. With this comprehensive strategic document as a guide, we are well-placed to make notable strides in the advancement and implementation of a true safety culture for ourselves and our stakeholders. I look forward to working with all of you to make this Strategic Plan a successful reality.

Luc Bourdon

Rail Safety Strategic Plan
2010–2015

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Introduction

> " The Rail Safety Strategic Plan defines our vision, mission, values and national strategies for the Rail Safety Program to the year 2015. "

Introduction

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

Since publishing our previous plan, *All Aboard, Rail Safety Strategic Plan 2005–2010*, the Rail Safety Program has delivered on several key commitments:

- Understanding and implementation of Safety Management Systems (SMS) by the industry has improved;
- A new consultative committee, the Advisory Council on Railway Safety, has been established;
- More collaborative and effective relationships with industry have been established through working groups and committees;
- Programs are better integrated to include Safety Management Systems as a core principle;
- Risk-Based Business Planning has been implemented to identify areas of highest risk and allocate our resources accordingly;
- A Quality Management Framework has been put in place and program consistency is improving;
- A reorganization has taken place in Rail Safety headquarters to better align the programs and results; and
- A secretariat group has been added to the Rail Safety Program to address communications and consultation needs.

The current plan considers the impact of the *Railway Safety Act* review initiated in December 2006 and its recommendations, and the action plans developed by joint Industry-Union-Transport Canada 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, as described below. 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 we will do, but also how we will measure our success and how we will demonstrate progress on addressing each challenge.

Overview

> "The Rail Safety Program is responsible for developing, implementing and promoting safety policy, regulations, standards and research."

Overview

Program Overview

The Rail Safety Program is responsible for developing, implementing and promoting safety policy, regulations, standards and research. It also works with partners to make safety improvements at rail/road grade crossings. Regional inspectors monitor for compliance with the approved regulatory requirements, and enforce whenever non-compliance is identified. This work is undertaken under the auspices of the *Railway Safety Act* (1989). While many complex activities make up the program, the Rail Safety Program works through regulation, outreach and oversight to achieve a national rail transportation system that Canadians recognize as safe and efficient.

Industry and Stakeholder Overview

Currently, there are 32 railways operating in Canada that have a Certificate of Fitness issued by the Canadian Transportation Agency, which makes them subject to the federal *Railway Safety Act*. Other railways under provincial jurisdiction are subject to federal requirements through provincial legislation and various federal-provincial agreements.

Based upon Transport Canada figures for 2009, the number of Million Train Miles (MTM) declined significantly to 78 MTM from over 90 MTM (influenced by the economic downturn), while the number of Passenger Train Miles remained constant at 6.8 million. The rates of accidents and incidents per MTM for railways under federal jurisdiction have shown steady improvement over the past 5 years, except for 2009, due in part to the lower number of train miles.

Accidents & Incidents per Million Train Mile
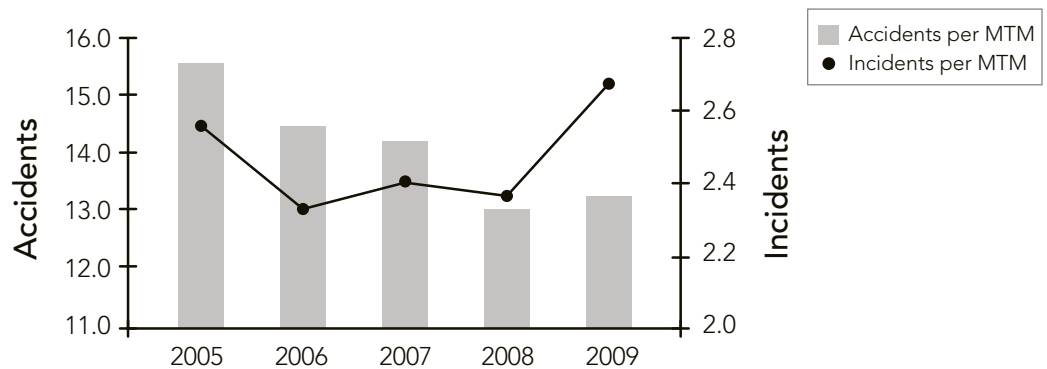
Source: Transportation Safety Board (see Appendix A)

According to the Railway Association of Canada, Canadian-based railways in 2008 had 84,000 freight cars and 3,000 locomotives in service, and handled nearly 4 million carloads of freight traffic, averaging 80 tons per carload. There were 540 passenger cars in service with increasing passenger traffic of five million inter-city passengers annually and over 67 million commuter passengers. In 2008, the average number of employees in the railway industry was 35,200.

There were 24,700 miles (39,000 km) of federally regulated and 4,300 miles (6,900 km) of provincially regulated rail lines in 2008, with approximately 29,000 federally and 6,500 provincially regulated road-rail grade crossings.

In addition to external stakeholders such as the railways, unions and general public, Rail Safety works closely with other divisions of Transport Canada such as the Transportation of Dangerous Goods Directorate, Surface and Inter-Modal Security Directorate, the Road and Motor Vehicle Safety Directorate, Transportation, Technology and Innovation and the Policy Group. To develop and deliver its programs, Rail Safety also works with other government departments and agencies such as the Canadian Transportation Agency, the Transportation Safety Board of Canada, and Human Resources and Skills Development Canada.

Context—Environmental Scan

Over the last 15 years, significant changes to the rail industry have included the privatization of CN, the proliferation of short line railways, a rapid growth in freight, passenger and commuter rail services and an increase in the complexity of rail operations. Between 2005 and 2007, there were high-profile derailments, which resulted in serious injuries, fatalities, significant environmental damage and negative economic impacts for railways and communities. In addition, Rail Safety introduced and implemented new concepts and approaches, such as safety management systems (SMS), audit practices and risk-based management and inspection practices.

The high-profile accidents of 2005 provided the impetus for the Minister of Transport, Infrastructure and Communities to launch, in December 2006, a full review of the *Railway Safety Act* (RSA), and for the Standing Committee on Transport, Infrastructure and Communities (SCOTIC) to conduct its own rail safety study.

In March 2008, the (RSA) review panel published its report, *Stronger Ties: A Shared Commitment to Railway Safety*. In May 2008, the SCOTIC published its own report on rail safety. These two reports contained a total of 70 recommendations to improve rail safety.

The Rail Safety Directorate and stakeholders have dedicated significant time and effort to develop action plans to address the recommendations of the RSA review through six technical working groups comprising representatives of Transport Canada, the rail industry and unions.

Two key challenges highlighted by the RSA review included the need for Rail Safety to provide functional direction to the regions and the need for the Directorate to better integrate safety management systems.

To address these concerns, in September 2008, the Rail Safety Directorate undertook an organizational review. It quickly became apparent that demographics and resources also needed to be addressed in the context of the organizational review. Similar to other government organizations, Rail Safety is facing an aging workforce, impending retirements and the need to recruit new staff. The Rail Safety reorganization came into effect in March 2010.

As part of the Economic Action Plan, Budget 2009 provided $72 million over five years (2009–10 to 2013–14) and $15 million ongoing for subsequent years to Transport Canada for railway safety improvement measures. This included an increase of 53 FTEs to enhance the national Rail Safety Program, bringing total staffing to just over 200 FTEs and an annual budget of approximately $36 million.

Within this environment, Rail Safety is dealing with significant internal changes, most notably transitioning to a new organizational structure and phasing in the staffing of new resources.

At Transport Canada, safety management systems (SMS) remain a priority and Rail Safety continues to focus its efforts on fostering and promoting SMS implementation and advancing safety culture within the rail industry.

Although Rail Safety will face many changes and challenges in the coming years, we continue to be guided by the departmental and directorate vision, mission and core values.

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Rail Safety Program

" We advance the safety
of the Canadian rail transportation
system through regulation,
outreach and oversight. "

Rail Safety Program

The Rail Safety Program will continue to be guided by Transport Canada's mission *to serve the public interest through the promotion of a safe and secure, efficient and environmentally responsible transportation system in Canada.*

Our Vision

Our vision defines the ultimate goal of the program:

A national rail transportation system that Canadians recognize as safe and efficient.

Our Mission

Our mission defines how we contribute to a safe rail transportation system:

We advance the safety of the Canadian rail transportation system through regulation, outreach and oversight.

Our Values

We uphold the values of:

Respect: We value and respect our colleagues and clients.

Behaviour such as eliminating activities or words that favour race, gender, language, physicality and age leads to a fair, compassionate, inclusive workplace which enhances our ability to serve Canadians. We are open, fair and honest in our dealings.

Professionalism: We take pride in our professionalism.

Behaviour such as supporting innovation, rewarding effort, meeting clearly understood high standards, resource development and supporting continuous learning contribute to the pride we take in our work, and the satisfaction Canadians get from our service.

Teamwork: We work as a team.

Behaviour such as ensuring that, where appropriate, that work teams, teams of interest, or virtual teams are utilized for results-based initiatives provide maximum efficiency and effectiveness. We practice pro-active listening; we support collective decisions, show trust in our colleagues, share resources and are open to change. We work toward a commonly held understanding of cooperation with all our partners.

Client Service: We are client-oriented.

Behaviour such as seeing that we focus our efforts on our clients, who count on us to seek their input, to make formal and informal contracts with them and to monitor the effectiveness of those contracts, helps our clients to achieve their goals.

Our Outcomes

Our collective aim is to achieve a safe rail transportation system as demonstrated by:

- Reduction in the rate of accidents, incidents and injuries
- Improvement in the degree of public confidence in the safety of the rail transportation system

Our Program Activities

While the Rail Safety Program comprises many complex activities, it undertakes the following key activities to fulfill its mission and deliver the desired outcomes.

Regulation

- Legislation, policy development and interpretation
- International, intergovernmental, departmental and interdepartmental relations
- Focal point for encouraging new technologies and harmonization

Outreach

- Communications, stakeholder consultation, education and awareness
- Funding programs, particularly for crossing improvements

Oversight

- Program delivery and tracking including audits, inspections, complaint-handling, enforcement and responding to safety threats

Rail Safety Management

- Planning, review and analysis
- Financial administration and human resources management
- Advice to the Minister and the Department
- Program direction and policy

Our Challenges

In developing the Strategic Plan, we consulted with employees, managers, rail companies, unions and the Transportation Safety Board. Our consultations helped us to define a number of current and future challenges, both internal and external, which we need to address.

Internally focused challenges are those that require internal improvements to enhance program management and delivery.

Externally focused challenges are those that require improvements to enhance direction and information to rail stakeholders.

Challenge	Internal Focus	External Focus
Balance and integrate operational activities of oversight and outreach	X	
Focus on recruitment and retention	X	
Enhance training and development program	X	
Improve data management and analysis capabilities	X	
Implement consistent risk-based management	X	X
Improve regulatory framework		X
Enhance Rail Safety communications	X	X
Facilitate new technologies and harmonize regulatory requirements		X
Enhance management/governance framework	X	
Advance and improve safety culture	X	X

2010–2015 Strategies

" … what we will achieve,
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of the strategies. "

2010–2015 Strategies

This section describes our strategies for the next five years to address each of the challenges identified above. It also describes what we will achieve, expected results, progress indicators and the key initiatives of the strategies.

1. Balanced Program of Oversight and Outreach

The challenge is to integrate and balance our approach to oversight and outreach activities.

The strategy is to use risk management to determine the right balance of Rail Safety operational activities, including audit, inspection and outreach activities, in support of an effective Rail Safety program.

What we will achieve: A balanced and integrated Oversight and Outreach program.

Our Strategic Initiatives	Progress Indicators	Our Expected Results
Use risk-based approach to priority setting to determine appropriate balance of audits, inspections and outreach required to deliver the national program. Define Outreach program including roles, responsibilities, activities and products. Identify performance measures for balanced Oversight & Outreach programs.	Number of audits and inspections completed. Number and percentage of inspectors trained in audit and risk management. Number of outreach activities and products. Improved inspection and audit compliance rates. Improved safety performance by the industry as demonstrated by reduced accidents, incidents and injuries.	Annual Operational Plans across the Rail Safety program are developed using a consistent risk-based planning approach. All inspectors have been trained as audit team members and are competent to participate in audits. A well-defined Outreach program supported by a communications strategy.

2. People Management

The challenge is to recruit and retain qualified technical personnel, in the face of an aging population, increased staffing requirements as a result of the *Railway Safety Act* review, and competition for industry resources, exacerbated by long recruitment lead times and a lack of succession plans.

The strategy is to attract, recruit and retain the best-qualified individuals.

What we will achieve: Rail Safety has a full complement of qualified personnel through effective succession planning, recruitment and retention.

Our Strategic Initiatives	Progress Indicators	Our Expected Results
Complete implementation of reorganization for Rail Safety Headquarters.	% staffing completed within 6 months.	Staff have the necessary skills and experience.
Define current and future requirements for all positions.	% turnover. # of current and anticipated vacancies.	Vacancy rate is under 5% by 2012.
Develop and implement a recruitment, retention, and succession plan.		
Consider establishment of a management interchange program with industry.		
Include staffing vacant positions as part of each Director's accountability and reflect in his/her Performance Management Accord.		
Make recruiting and retention a standing item at Rail Safety Senior Management Committee (RSSMC) meetings.		

3. Training and Development

The challenge is to enhance training programs to address new training requirements and to ensure that personnel have the required skills and knowledge for program delivery.

The strategy is to develop an integrated life-cycle training program that defines and delivers required core, on-the-job, maintenance and recurrent training.

What we will achieve: All Rail Safety employees receive the appropriate training for their positions through an effective training program.

Our Strategic Initiatives	Progress Indicators	Our Expected Results
Establish a Rail Safety national training team.	90% of the training courses planned are delivered.	Training effectiveness is validated and assessed through on-the-job performance.
Review and update basic training requirements for effective program delivery.	100% of new employees receive required training within 1 year.	Employees and managers are at least "somewhat satisfied" with training received.
Develop and implement the training program using classroom, mentoring, Computer-Based Training and other techniques as most appropriate.		

4.   Data Management and Analysis

The challenge is to gather and analyze relevant, reliable, comprehensive data to assist decision-making and performance reporting.

The strategy is to develop the tools and capacity to collect and analyze data in support of decision-making and to report on performance.

What we will achieve: An effective data management and reporting system along with sufficient analytical capability to support effective risk-based management for Oversight, Outreach and Regulatory activities.

Our Strategic Initiatives	Progress Indicators	Our Expected Results
Determine data and analyses required for decision-making and performance reporting.	Acquisition of required analytical skills.	A data system that meets the requirements for decision-making and performance reporting.
Develop plan for data system development.	Ability to produce performance report cards by railway.	% of users satisfied with data and analyses available.
Develop/hire analytical capability.	% of data system problems solved within 24 hours.	Reports are timely and accurate.

5. Risk Management

The challenge is to encourage the use of a common and consistent risk management approach throughout the Rail Safety Program and the rail industry.

The strategy is to promote the understanding and use of risk management in day-to-day activities within Rail Safety and the rail industry.

What we will achieve: A risk management program that advances a common understanding and consistent use of risk management, both internally and by the rail industry.

Our Strategic Initiatives	Progress Indicators	Our Expected Results
Establish risk management functional leadership.	Employees understand and apply risk management in their daily work.	The Rail Safety Program and the rail industry adopt a common definition of risk management.
Clearly communicate and provide training on risk management concepts and practices.	Unions are satisfied with Rail Safety's risk management approach.	A framework for measuring performance based on risk is implemented.
Establish a risk management working group to develop parameters, processes, tools and products.	Audits and inspections indicate greater industry use of risk management.	An internal risk management business process is established and internal assessments validate consistency and effectiveness.

6. Improve Regulatory Framework

The challenge is to enhance the regulatory framework to address recommendations from the *Railway Safety Act* review in accordance with the Cabinet Directive on Streamlining Regulation and the North American Regulatory Cooperation Framework.

The strategy is to develop and implement effective regulations and other regulatory tools that improve safety.

What we will achieve: The regulatory framework provides clear direction to the rail industry and the public for a safe rail transportation system while minimizing the impact of regulatory requirements on the industry's costs for the provision of effective rail service.

Our Strategic Initiatives	Progress Indicators	Our Expected Results
Evaluate regulatory framework and develop plan with priorities for regulation: • Identify regulatory options with clear definition of advantages and risks; • Develop new regulations required to meet operational changes in the industry; • Revise and modernize existing rules and regulations; • Update or develop policies/procedures as required.	# of regulatory development actions initiated. # of regulatory development actions completed.	As a result of the *Railway Safety Act* review, amendments to the Act are enacted and associated regulations are developed and implemented. Regulatory tools are developed and implemented as planned. A prioritized list of proposed regulatory actions is established and maintained.

7. Enhance Rail Safety Communications

The challenge is to enhance communications and clearly explain Rail Safety's roles, responsibilities, and programs to all stakeholders.

The strategy is to communicate proactively and effectively with the public, industry, Transport Canada senior management and Rail Safety staff.

What we will achieve: Appropriate, timely, high quality and consistent communication messages and products for all stakeholders including the Canadian public, railway industry and Transport Canada staff.

Our Strategic Initiatives	Progress Indicators	Our Expected Results
Develop an annual communications plan.	90% of the communication products identified in the Communications plan have been developed and delivered.	Stakeholder satisfaction and feedback are positive.
Profile and promote Rail Safety initiatives.		Stakeholders understand the roles, responsibilities and challenges of the Rail Safety Program.
Develop communication tools and products.	Number of requests for communication products.	

8. Facilitate New Safety Technologies and Harmonize Regulatory Requirements within North America

The challenge is to advance the implementation of technological innovation to improve safety and to harmonize regulatory requirements in North America.

The strategy is to identify, evaluate and adopt new technologies and regulatory requirements to enhance rail safety and to harmonize regulatory requirements on a North American basis wherever practicable.

What we will achieve: Technological innovation and advances that improve rail operations and safety, and regulatory requirements/regimes that are harmonized as much as possible and practicable.

Our Strategic Initiatives	Progress Indicators	Our Expected Results
Partner with industry through the Railway Research Advisory Board and Transportation Development Centre to identify emerging technologies and potential safety impacts.	# of R&D projects completed. # of risk assessments performed for new technologies.	New technologies and related regulatory requirements are implemented. Regulatory requirements/regimes related to new technologies are harmonized across railway companies, provinces and NAFTA partners.
Develop and promote awareness for new technologies.	# of new technologies implemented.	
Provide appropriate training to assess new technologies.	# of new regulatory requirements initiated in response to new technology or harmonization objectives.	
Identify safety risks and impacts of new technologies.	# of new regulatory requirements completed.	
Define requirements for Oversight, Outreach and Regulation related to new technologies.		
Harmonize existing regulatory requirements and respond to new technologies as much as possible, with industry, the provinces, and across North America.		

9. Enhance Effective Management/Governance

The challenge is to define a new Rail Safety Program management governance framework.

The strategy is to clearly define and communicate roles, responsibilities and accountabilities to ensure effective management and good governance in Rail Safety.

What we will achieve: Roles, responsibilities and accountabilities in support of good governance and effective management are clearly defined and communicated throughout the Rail Safety Program.

Our Strategic Initiatives	Progress Indicators	Our Expected Results
Update and communicate the Terms of Reference for the Rail Safety Senior Management Committee (RSSMC).	Completed updated Terms of Reference for Rail Safety Senior Management Committee (RSSMC).	Updated Terms of Reference for Rail Safety Senior Management Committee (RSSMC) have been approved and implemented.
Define and communicate functional authorities, roles, responsibilities and accountabilities for the Rail Safety Program and draft a governance framework for Rail Safety.	Completed review of management team effectiveness and the establishment of individual and team plans for improvement.	Functional authorities, roles, responsibilities and accountabilities for the Rail Safety Program have been defined and communicated.
Establish governance and effective management as a topic at each RSSMC.	Governance framework completed and communicated.	Effective program management is measured and validated through Quality Management Systems and Performance Accords.
Measure results of other strategic priorities and infer management effectiveness; e.g., good results for other strategic priorities suggest there has been effective management/ governance.		Feedback from staff and industry stakeholders is positive.

10. Further Implement Safety Culture in Rail Safety and Rail Transportation Industry

The challenge is to advance and improve safety culture throughout the Rail Safety Program and the rail industry.

The strategy is to define, promote and measure safety culture practices in Rail Safety and in the industry.

What we will achieve: Rail Safety and the industry have adopted a common definition of safety culture and continue to improve safety culture practices.

Our Strategic Initiatives	Progress Indicators	Our Expected Results
Develop and adopt a common measure of safety culture and then communicate expectations.	Number of railways that are compliant with SMS requirements, including non-punitive reporting systems.	Improved safety culture practices, and improved employee involvement.
Implement RSA Working Group recommendations to enhance safety culture, such as publishing updated guidance material and promoting best practices.	Number of railways that adopt safety culture practices and measurement tools.	Companies establish internal non-punitive reporting systems.
Develop tools to measure and assess safety culture.		

Strategic Plan Model

The following model provides an overview of the elements contributing to Rail Safety's *Strategic Plan 2010–2015*.

Vision

A national rail transportation system that is recognized by Canadians as safe and efficient.

Mission

We advance the safety of the Canadian rail transportation system through regulation, outreach and oversight.

Program Activities

Rail Safety Regulatory Framework   Rail Safety Outreach

Rail Safety Oversight   Rail Safety Management

Strategies

Balanced Oversight/Outreach	People Management
Training	Data & Analysis
Risk Management	Regulatory Framework
Communications	Technology/Harmonization
Management/Governance	Improved Safety Culture

Outcomes

Reduced rates of accidents, incidents and injuries.   Improved public confidence in rail safety.

The Way Forward

" We are committed to
monitoring and reporting
on our progress regularly. "

The Way Forward

The Rail Safety Program faces a number of significant challenges and is committed to addressing them over the next five years. This Strategic Plan sets the agenda for the Rail Safety Program going forward. It defines priorities and key commitments. It also serves as the basis for developing specific operational plans.

This Plan details not only what we will do, but also how we will measure our success and demonstrate our progress. We are committed to monitoring and reporting on our progress regularly.

We will implement a comprehensive communications plan to ensure that all Rail Safety employees, senior management and our stakeholders are aware of our strategies going forward for the next five years. We will monitor our progress and measure our results, and we will communicate our progress through an annual report card.

Appendix A

Appendix A: Industry Statistics for Federally Regulated Railways

	2009	2008	2007	2006	2005	5 Yr. Avg. (04–08)
Accident Type						
Crossing Collision	188	222	221	246	269	238.8
Trespasser Accident	71	73	101	91	83	89.6
Main-Track Derailment	68	129	159	139	198	157
Main-Track Collision	5	6	8	2	6	5.4
Non-Main-Track Train Derailment	496	571	631	703	758	675.2
Non-Main Track Train Collision	95	90	102	110	98	104.6
Derailment Involving Track Unit	20	5	2	1	5	3
Collision Involving Track Unit	30	22	29	16	14	21
Employee Accident	12	11	14	12	7	11.2
Passenger Accident	0	1	4	3	1	1.8
Rolling Stock With Object	14	6	4	10	6	6.4
Rolling Stock With Abandoned Vehicle	10	16	12	2	0	6.2
Rolling Stock Without Derailment/Collision	13	17	11	12	14	14
Fire	20	12	25	25	17	18.8
Explosion	0	0	0	0	0	0
Total Accidents	**1,042**	**1,181**	**1,323**	**1,372**	**1,476**	**1,353**
Incident Type						
Main-Track Switch in Abnormal Position	4	13	7	7	10	9.8
Movement Exceeds Limits of Authority	106	111	106	101	91	100.8
Dangerous Goods Leaker	78	64	88	83	123	97.8
Other	19	28	22	30	21	24
Total Incidents	**207**	**216**	**223**	**221**	**245**	**232.4**
Million Train Miles (MTM)	78.4	90.9	92.8	95.5	95.7	93.9
Accidents per MTM	**13.3**	**13.0**	**14.2**	**14.4**	**15.4**	**14.9**
Incidents per MTM	**2.6**	**2.4**	**2.4**	**2.3**	**2.6**	**2.5**
Accident Fatalities						
Crossing Collision	19	26	26	27	37	28.2
Trespasser Accident	52	47	56	59	64	58.8
Other	0	1	3	7	2	4.2
Total Fatalities	**71**	**74**	**85**	**93**	**103**	**91.2**
Accident Injuries						
Crossing Collision	21	36	22	28	55	38.2
Trespasser Accident	15	20	27	28	17	25.2
Other	13	7	10	11	6	8.2
Total Injuries	**49**	**63**	**59**	**67**	**78**	**71.6**
Passenger Train Accidents	67	79	83	70	84	77.8
Passenger Train Miles (PTM)	6.7	6.8	6.8	6.8	6.8	6.8
Passenger Rate	**10**	**11.6**	**12.2**	**10.3**	**12.4**	**11.5**

Data Source: Transportation Safety Board

Rail Safety Strategic Plan
2010–2015