



# Canadian Transportation Agency



For the  
period ending  
March 31, 1997



Improved Reporting to Parliament —  
Pilot Document

Canada

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## Foreword

On April 24, 1997, the House of Commons passed a motion dividing what was known as the *Part III of the Estimates* document for each department or agency into two documents, a *Report on Plans and Priorities* and a *Departmental Performance Report*. It also required 78 departments and agencies to table these reports on a pilot basis.

This decision grew out of work by Treasury Board Secretariat and 16 pilot departments to fulfil the government's commitments to improve the expenditure management information provided to Parliament and to modernize the preparation of this information. These undertakings, aimed at sharpening the focus on results and increasing the transparency of information provided to Parliament, are part of a broader initiative known as "Getting Government Right".

This *Departmental Performance Report* responds to the government's commitments and reflects the goals set by Parliament to improve accountability for results. It covers the period ending March 31, 1997 and reports performance against the plans presented in the department's *Part III of the Main Estimates* for 1996-97.

Accounting and managing for results will involve sustained work across government. Fulfilling the various requirements of results-based management – specifying expected program outcomes, developing meaningful indicators to demonstrate performance, perfecting the capacity to generate information and report on achievements – is a building block process. Government programs operate in continually changing environments. With the increase in partnering, third party delivery of services and other alliances, challenges of attribution in reporting results will have to be addressed. The performance reports and their preparation must be monitored to make sure that they remain credible and useful.

This report represents one more step in this continuing process. The government intends to refine and develop both managing for results and the reporting of the results. The refinement will come from the experience acquired over the next few years and as users make their information needs more precisely known. For example, the capacity to report results against costs is limited at this time; but doing this remains a goal.

This report is accessible electronically from the Treasury Board Secretariat Internet site:  
<http://www.tbs-sct.gc.ca/tb/key.html>

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# **Canadian Transportation Agency**

## **Performance Report**

**For the  
period ending  
March 31, 1997**

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Minister of Transport

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## Section I: The Chairman's Message

In 1995, as part of a government-wide review of federal programs, the Minister of Transport undertook a fundamental examination of the federal government's role in Canadian transportation. Several subsidy programs administered by the National Transportation Agency (NTA) were eliminated. On July 1, 1996, the NTA itself was replaced by the Canadian Transportation Agency (the Agency) through the enactment of the *Canada Transportation Act* (the *Act*).

This new *Act* created the framework for a different kind of regulating body. It recognizes that market forces should be allowed to function more freely. The *Act* reduced the need for regulation. In response, the Agency quickly began to develop streamlined processes, guidelines and developed alternatives to regulations, underscoring its role in the Canadian transportation system as a "facilitator" rather than simply an "enforcer".

To ensure a smooth transition from the old to the new, the Agency put a priority on communication during 1996-97. Thousands of information packages were distributed to interested parties. Members and senior officials also made numerous presentations to conferences and meetings across the country.

Internally, the Agency reduced its workforce by almost half. It devoted considerable efforts to make this process fair and equitable while retaining expertise for program delivery. Two external audits confirmed the effectiveness of this difficult exercise. To lay a foundation for the future, the Agency developed a Mission Statement, Core Values and a strategic plan in consultation with employees and unions.

This strategy will guide activities in the years ahead, but it must be flexible. Canada's transportation industries are rapidly evolving, and the Agency must be prepared to adapt quickly. Judging from the results described in this first Performance Report, I have every confidence the Canadian Transportation Agency will rise to the challenge.

Marian L. Robson

## **Section II: Overview**

### **Mandate, Role and Responsibilities**

The Agency performs all the functions vested in it by the *Canada Transportation Act* and other related legislation such as the *Coasting Trade Act*, the *Railway Safety Act* and the *Pilotage Act*. This includes applying national transportation policy, making regulations and introducing, wherever possible, guidelines and codes of practice. It has all the powers, rights and privileges of a superior court, issuing decisions and orders on matters within its jurisdiction.

In addition, the Agency issues certificates or licences to carriers that wish to enter the rail and air markets. It resolves disputes over transportation rates, service and other matters. It also has a mandate to remove undue obstacles that impede the mobility of persons with disabilities using federally regulated transportation.

While Transport Canada provides policy support to the Minister and regulates transportation safety, the Agency is responsible for the economic regulation of transportation under federal jurisdiction. Working with the Department of Foreign Affairs and International Trade, the Agency also acts as the aeronautical authority for bilateral air agreements.

Finally, the Agency has relationships with Revenue Canada concerning the coasting trade exemptions; with the Canadian Human Rights Commission with respect to the transportation of persons with disabilities; and with the Province of Ontario for the regulation of rail transportation within the province.

### **Mission Statement**

In 1996-97, the Agency undertook consultations with its employees to develop a mission statement and define the values that would guide its application. The Mission Statement, which was finalized shortly after the end of March 1997, appears below:

Our mission is to administer transportation legislation and government policies to help achieve an efficient and accessible transportation system by education, consultation and essential regulation.

## **Objective**

The Agency contributes to the attainment of an efficient and accessible Canadian transportation system that serves the needs of shippers, carriers, travellers and other users.

## **Strategic Priorities**

The Canadian Transportation Agency will endeavour:

- as a quasi judicial tribunal, to reach decisions independently through a process that demonstrates integrity and fairness to all parties;
- to ensure its clients are fully aware of its mandate, as well as their rights and obligations under the *Act* and other related legislation;
- to remain responsive to clients, within its legislated mandate, through open, timely and respectful communication; and
- to provide the highest level of expertise and quality in its work.

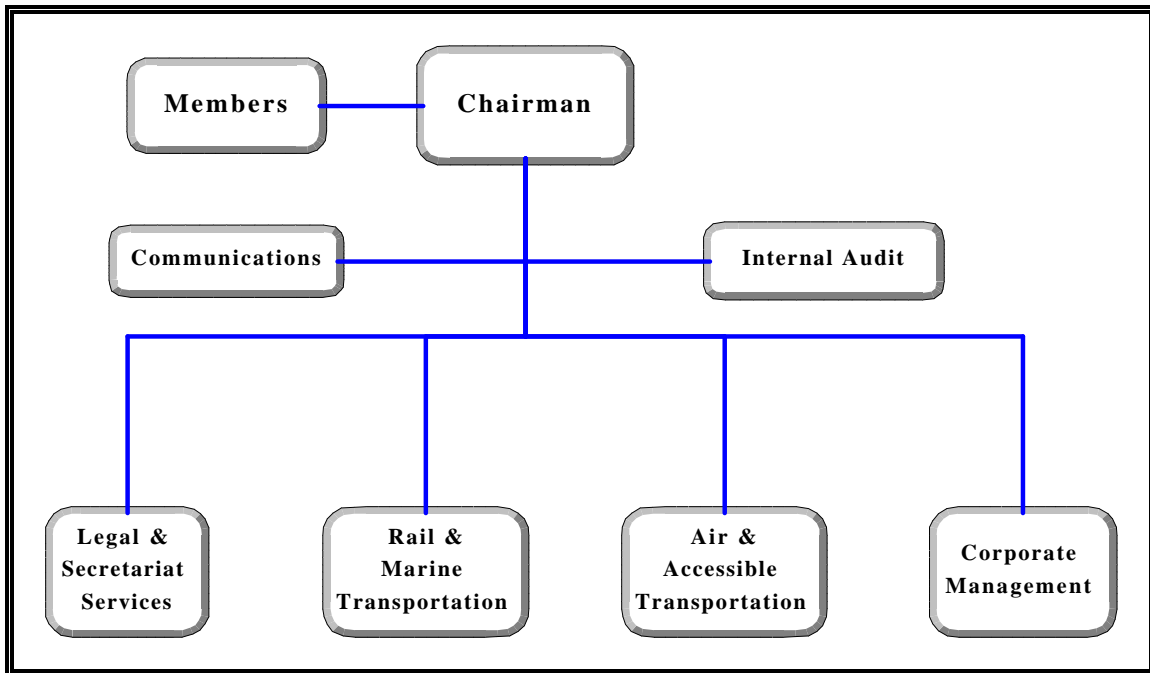
## **Structure**

The Agency exercises its powers through a Chairman, a Vice-Chairman and up to five full-time and three part-time members, all appointed by the Governor in Council. Currently, there are 4 members comprising the Chairman, the Vice-Chairman and two full-time members. The Agency is composed of two program branches: Rail and Marine; and Air and Accessible Transportation. In addition, there are a legal and secretariat services branch and a corporate management branch supporting the overall program. See the chart on page 4 for a more detailed overview.

The Agency headquarters are located in the National Capital Region. However, to support enforcement activities in the air and accessible transportation function, it also has field offices in Moncton, Montreal, Mississauga, Winnipeg, Edmonton and Vancouver.



## Structure



## Business Line, Organization and Program Composition

The Agency is a single business line—the Canadian Transportation Agency Program—with four sub-business lines:

### *Members and Regulatory Support*

This comprises the Chairman's office, Legal Services and Secretariat services. It ensures due process through sound, timely and effective quasi-judicial adjudication and regulation in accordance with the legislation and Government policies and priorities. The Members determine applications, complaints, disputes and other matters pending before the Agency. The Agency has all the powers, rights and privileges of a superior court with matters within its jurisdiction and is able to make rules, orders and regulations regarding those matters. As the finding or determination by the Agency upon a question of fact within its jurisdiction is binding and conclusive, except for Governor in Council reviews or appeals, it is essential that the Agency be provided with the optimum legal and regulatory support.

### *Rail and Marine Transportation*

The main objectives of this sub-business line are to help ensure that rail and marine transportation services are adequate, viable and responsive to the needs of Canadian businesses. The Agency meets these objectives in a number of ways. It issues “certificates

of fitness” for Canadian railway companies, manages the rail infrastructure program effectively, and ensures that railway operation costing methods are based on sound and accurate data that will ultimately help support the development of federal railway policy. It administers applications, complaints and investigations affecting various marine activities. It encourages and maintains fair competition while protecting the interests of transportation users. Finally, it resolves disputes between shippers, rail carriers and other interested parties so that rates or conditions do not unfairly or unreasonably impede freight shipment, industrial development and trade.

### ***Air and Accessible Transportation***

This sub-business line helps ensure air transportation services (operating to, from and within Canada) meet certain minimum economic requirements. To that end, the Agency administers an air carrier licensing system, international air agreements, international air tariffs and an enforcement program. It also improves access to Canada's transportation system for persons with disabilities. As reflected in the *Civil Air Navigation Services Commercialization Act*, the Agency's appeal function for Nav Canada<sup>1</sup> charges will come under this sub-activity beginning on November 1, 1998.

### ***Corporate Management***

This sub-business line provides a complete range of management processes and administrative services to support the Agency's programs.

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<sup>1</sup> Nav Canada is the newly created not-for-profit private sector corporation that operates the air navigation system.

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## Section III: Performance

As reported in the Agency's 1997-98 Part III of the Estimates tabled in the House in March 1997, the reporting structure under the NTA became obsolete. In the spirit of "Getting government right" and the new Expenditure Management System, the Agency's new activity structure was simplified. A financial crosswalk from the former structure to the new one is provided in Supplementary Information on page 18.

### A. Expectations

#### Comparison of Total Planned Spending to Actual Expenditures, 1996-97

(\$ millions)

Business Line	Full-time equivalents	Operating <sup>1</sup>	Capital	Subtotal: Gross Voted Expenditures	Statutory Grants and Contributions	Total Gross Expenditures	Total Net Expenditures
Canadian Transportation Agency	356	24.1	0.5	24.6	7.3	32.0	32.0
	271	24.3	0.6	24.9	2.9	27.8	27.8
Cost of services provided by other departments							3.5
Net Cost of the Program							35.5
							31.4

Note: Shaded numbers denote actual expenditures in 1996-97.

- Operating expenses include cashout costs related to higher than anticipated employee departure costs and contributions to employee benefit plans.

#### Planned versus Actual Spending

(\$ millions)

Business Line	Actual 1993-94	Actual 1994-95	Actual 1995-96	Total Planned 1996-97	Actual 1996-97
Canadian Transportation Agency	796.2	810.1	297.4	32.0	27.8

## Summary of Performance Expectations

Because the Agency was not part of the 1996 and 1997 pilot projects which presented key performance expectations to Parliament, it will report on the following:

to provide Canadians with:	to be demonstrated by:
<p>An administrative tribunal that helps achieve an efficient and accessible Canadian transportation system in all modes under federal jurisdiction</p>	<ul style="list-style-type: none"> <li>• the implementation of a transition from one regulatory regime to a new one with minimal disruption on the Canadian transportation industry</li> <li>• sound, timely and effective quasi-judicial adjudication and regulation</li> <li>• the establishment of a new and modern regulatory body</li> </ul>

It should be noted that the Agency developed its summary which accompanies the President of the Treasury Board annual report to Parliament. These performance expectations are forward looking and will be reported on in the years to come.

## B. Accomplishments

### Overview

Due to significant workforce reductions in 1996-97, the Agency was declared a Most Affected Department. Despite the loss of 196 employees, the Agency maintained its role as an efficient and responsive regulatory body. Moreover, a cooperative approach with unions and employees enabled the Agency to maintain the motivation and productivity of the remaining staff. This ensured that services provided by the Agency to its clients were not overly disrupted during the transition.

Today, the Agency is on target to meet its projected budget reductions. By fiscal year 1998-99, its operating budget (excluding transfer payments) will be about 40 percent less than 1994-95 levels—a reduction of approximately 13 million dollars.

As a specialized transportation tribunal, the Agency helps transportation providers and users resolve matters quickly and effectively without resorting to the courts. In 1996-97, the Agency issued over thirteen hundred formal decisions and orders. The Agency has a statutory deadline of no more than 120 days to issue its decision in any proceeding before it unless the parties agree to an extension. This occurred in about 0.8% of the cases in 1996-97. The remainder were issued within the required deadline, with many being issued well before the 120 days. The Agency had to function with two regulatory regimes during the fiscal year. Also, of the 16 appeal cases of Agency decisions closed in 1996-97, none was overturned by the Federal Court.

### *Strategic Plan*

As previously noted, Members and management worked with unions and employees during the year to develop a Mission Statement and Core Values. Afterwards, a strategic plan was developed with four main themes: the role of the Agency, internal and external communications, the working environment and work processes. Below are some examples of activities carried out during the year:

- improving communications with the transportation sector to ensure the Agency remains responsive to its concerns.
- establishing the Agency as a “facilitator” so it can help transportation clients resolve conflicts in a timely and appropriate manner; and,
- in consultation with transportation providers and users, developing voluntary codes of practice to replace regulations wherever possible.

### *Annual Report*

Each year, in keeping with section 42 of the *Act*, the Agency reports to the Governor in Council through the Minister. This report details applications to the Agency, findings and rulings. It also assesses the operation of the *Act* and notes any related administrative difficulties. The first annual report, for the period July 1 to December 31, 1996, was submitted to the Minister of Transport in May 97 and will be tabled in the Fall when the House resumes.

### *Communications*

During 1996-97, as part of its external communication strategy, Agency members and senior officials met various sectors of the transportation industry through familiarization trips, meetings and conferences. They also consulted with shippers, consumer groups, provincial and municipal governments and various associations to increase awareness of the Agency’s role and to exchange views on the rights and obligations of these clients under the new legislation. Information kits were distributed to approximately 5,000 interested parties. In addition, brochures explaining the new legislation were distributed both to regular clients and to interested parties at conferences, seminars and industry shows.

### *Business Line Performance*

The Agency’s performance is best illustrated by examining the sub-business lines of Rail and Marine Transportation, and Air and Accessible Transportation.

## Rail and Marine Transportation

### Overview

Under the new *Act*, the Agency has a key role in the resolution of conflicts between railway companies, their clients and other parties that interact with railways. Through its activities, the Agency contributes to the maintenance of an efficient and effective rail transportation system.

During 1996-97, the Agency processed applications and complaints, revised procedures, reviewed the application of the new legislation and wrapped up programs made obsolete by the *Act*. In addition, the Agency informed interested parties about how changes to rail and marine legislation might affect them, particularly with respect to their rights. Finally, information was provided about the Agency's services.

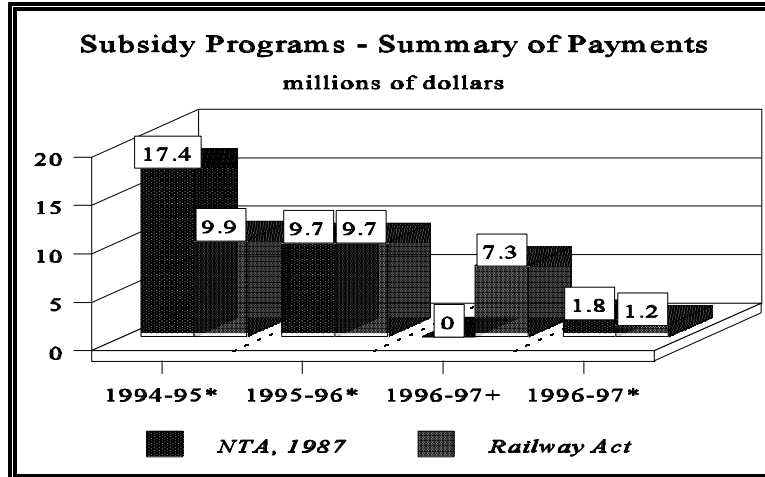
### Infrastructure activities

The new legislation carries forward responsibilities for cost apportionment and dispute resolution from the *Railway Act* (which was revoked). It also defines a new way to authorize railway companies to construct or operate lines: "certificates of fitness". To protect consumers, a certificate is only issued if third party liability is adequately covered by insurance. Finally, the *Act* has a new provision that allows the Agency to administer legislation concerning railway crossings on behalf of a province; one such agreement was signed with the Province of Ontario during 1996-97.

<b>Rail Infrastructure Activities</b>				
	<b>1994-95</b>	<b>1995-96</b>	<b>1996-97</b>	<b>1996-97</b>
	<b>Actual</b>	<b>Actual</b>	<b>Estimate</b>	<b>Actual</b>
Applications/complaints/inquiries completed	464	472	400	427
Certificates of fitness issued	n\a	n\a	none	7
Certificates of fitness in process	n\a	n\a	none	16
n\a: not applicable				

### Subsidies

Over \$9 million in subsidies were either audited, approved or paid in 1996-97. The following graph illustrates how subsidy programs formerly administered by the NTA have been phased out.



\* Actual + Estimates

Note: Payments managed under the former *Railway Act* are now the responsibility of Transport Canada. Those under the *National Transportation Act, 1987* (NTA, 1987) were eliminated from the Agency's program by the *Act* on July 1, 1996. Since the *Act* was expected to come into force on April 1, 1996, no NTA, 1987 payments were estimated for 1996-97.

### *Rail rates and cost development*

As required under the *Act*, the Agency issued an annual rate scale for transporting grain by rail. This was the result of a process which incorporated railway submissions of historical and forecasted price changes in a number of areas, analysis and round-table consultation on a preliminary rate scale with grain industry parties, including producer representatives, grain companies, federal and provincial governments and the railways. In addition, the Agency participated in a consultative group that defined the guidelines for an upcoming statutory review. The review will cover the grain handling and transportation system, as well as the effects of legislative change on grain industry participants.

In anticipation of the implementation of revised legislative requirements that could affect the determination of the annual rate scale, the Agency initiated a methodology study to determine annual changes in railway productivity. This process will continue through consultations with the broader base of grain industry parties.

In 1996-97, the Agency completed its examination of interswitching costs, including operations by railway companies at several interchanges. Extensive consultations were also undertaken across the country by Members and staff, with both railways and shippers representatives, to determine the impact of legislative change on regulated interswitching rate levels. The Agency received positive feedback on this consultative approach which is in line with its strategic objective of being recognized as a facilitator in the transportation system.

In addition, the Agency conducted a public hearing on the cost of capital and rendered a decision. Other key issues addressed by the Agency included accounting standards used by the Canadian rail industry and contained in the *Uniform Classification of Accounts*; depreciation policies and rates; and standard construction and maintenance rates for work done at grade and level crossings (*Schedule "A" Directives*).

#### *Rail complaints and audit services*

During 1996-97, a number of matters were resolved including an application for a rail connection, a public interest rate appeal pursuant to the former legislation and four disputes concerning level of rail services. In addition, four rail rate disputes were referred to the Final Offer Arbitration process.

The Agency conducted 55 audits to ensure compliance with the law and to analyse railway company accounts. The results confirmed that information used to calculate freight rates and for other regulatory functions was correct.

#### *Marine performance*

During the year, the Agency administered various provisions of three different acts related to marine activity and monitored how the proposed *Canada Marine Act* (Bill C-44) could affect its mandate.

Through the *Coasting Trade Act*, the Agency ensures that Canadian vessels are used to the greatest extent possible for activities in Canadian waters. During 1996-97, the Agency completed its review of licensing procedures that allow foreign or Canadian non-duty paid vessels to carry out activities in Canadian waters. The report was tabled with the Coasting Trade Ad Hoc Committee. Other issues related to these licences were referred to affected departments such as Revenue Canada, Transport Canada and Human Resources and Development Canada. Meanwhile, 104 Coasting Trade license applications were processed during the year.

Since Canada does not have its own merchant marine fleet, it must rely on foreign shipping companies to handle containerized imports and exports. Thus, under the *Shipping Conferences Exemption Act, 1987* (SCEA), cartels of foreign shipping lines wishing to serve the Canadian market are exempt from the *Competition Act* (which prohibits collusion between companies that offer the same services). To be eligible for the SCEA exemption, these shipping conferences must file with the Agency conference agreements and tariffs as well as their confidential service contracts with shippers. In 1996-97, the Agency received 177 such contracts.

Under the *Pilotage Act*, the Agency carries out investigations of pilotage tariff proposals against which objections have been filed. Pilotage authorities which are Crown Corporations have the power to impose fair and reasonable charges for pilotage services which generate sufficient revenue to enable them to be financially self-sufficient. Once an



objection is filed, the Agency must investigate the tariff proposal and decide whether it is prejudicial to the public interest. Through this process, the Agency provides a balance between the fact that pilotage services are mandatory and that shippers have a recourse if they believe the charges are not fair. In 1996-97, the Agency completed an investigation of the Great Lakes Pilotage Authority tariff proposal for the Port of Churchill.

## **Air and Accessible Transportation**

### *Overview*

Under the new *Act*, the Agency continues to be responsible for protecting the interests of consumers, shippers and carriers by ensuring that air carriers meet certain minimum economic requirements; and for removing undue obstacles to persons with disabilities from all transportation modes under federal jurisdiction. The *Act* simplifies the regulatory framework by establishing a single licensing regime for the whole country; it also introduces new financial requirements for Canadian carriers wishing to enter the market and prohibits the sale of tickets prior to licensing.

During 1996-97, the Agency processed applications, resolved complaints, inspected carriers, participated in bilateral negotiations, developed new procedures and Codes of Practice, and began the process of issuing replacement licences for some 4000 NTA licences.

### *Licensing*

The Agency administered a licensing regime for publicly available air services by processing applications for issuance of licences to operate domestic services, international scheduled services and international non-scheduled services. The Agency also ensured continued compliance by Canadian and foreign licensees with the legislated requirements to hold such licences.

The new *Act* put into place a financial fitness test for all new Canadian applicants seeking to operate medium and large aircraft on domestic and international markets. This change is designed to ensure that operators have sufficient funds to cover start-up, operating and overhead costs for a period of 90 days. The *Act* also prohibits the sale or offer for sale of air services which have not yet been licensed by the Agency. These changes enhance consumer protection.

In response to the new legislation, the Agency issued 1,756 replacement licences to Canadian and foreign air carrier, prepared application guides on new requirements for licences and charter permits and distributed publications that reflected new legislative provisions.

## Charters

Certain types of transborder charters no longer require that an air carrier obtain a permit prior to operating a flight or series of flights. Even though the number of charter permit applications declined, the level of activity remained the same as the post facto reports submitted by air carriers had to be examined by staff and the information entered in the computerized system. In keeping with government policy to eliminate unnecessary regulation, the Agency also began reviewing the *Air Transportation Regulations* with respect to international charter flights.

The Agency continued to ensure that advance payments received by air carriers from charterers for charter flights were fully protected. This activity protects charterers and the travelling public in case air charter obligations cannot be fulfilled.

The table below gives an indication of the activity level which took place in 1996-97 in the areas described above.

<b>Air Licensing and Charters Activities</b>				
	<b>1994-95</b>	<b>1995-96</b>	<b>1996-97</b>	<b>1996-97</b>
	<b>Actual</b>	<b>Actual</b>	<b>Estimates</b>	<b>Actual</b>
Domestic air applications				
North	342	328	n/a	n/a
South (includes all of Canada/96-07-01)	90	113	125	155
Other air licence matters (failure to maintain licensing requirements, show cause letters, orders, etc.)	754	578	225	569
International licences issued				
- Scheduled	59	53	60	33
- Non-Scheduled	212	205	210	95
Charter permits and amendments	3,101	1,736	3,300	2,474
Requests for temporary authorities, exemptions, etc.	606	504	410	450
Insurance compliance checks	2,385	2,331	2,400	2,221
	n/a: not applicable			

## International agreements and tariffs

As the "aeronautical authority" for Canada, the Agency administers, within its jurisdiction, the 67 bilateral agreements now in place. During 1996-97, the Agency as a member of the Canadian delegation helped negotiate bilateral air agreements with foreign governments by providing advice on economic and regulatory matters. Many of these discussions resulted in new or amended agreements, which provide new service opportunities for Canadian carriers.

The following table illustrates the results of the 1996-97 negotiations.

Bilateral Air Agreements Negotiations	
Conclusive	Inconclusive
Argentina Costa Rica El Salvador Germany Guatemala India Nicaragua Philippines Scandinavia (Norway, Sweden and Denmark) Cuba	Hungary Poland Bahrain Netherlands

Also in 1996-97, as the "aeronautical authority", the Agency issued 113 decisions on the operation of international air services including complaints or disputes between air carriers, airlines' commercial arrangements and initiatives and charter matters.

The Agency continues to implement legislation and Air Transport Agreements between Canada and foreign states as they apply to fares, rates, schedules, and terms and conditions of travel. During 1996-97, through these activities, the Agency helped ensure competitive and economic air services were provided to shippers and travellers; it helped the Canadian air industry to compete internationally under fair and reasonable terms; and contributed to the protection and the international advancement of Canada's air transport interests.

In addition, international tariffs of Canadian and foreign airlines were reviewed for compliance with Canadian legislation and bilateral agreements. The Agency also processed requests to implement modifications to existing tariffs. These requests are crucial to the maintenance of a competitive and dynamic market and are used to quickly correct fares improperly quoted in computer reservation systems. The Agency had to respond quickly to such requests. During 1996-97, the Agency handled over 6,000 such requests and regularly responded within three days.

### *Complaints*

The Agency processed 131 written consumer complaints on services provided by carriers. In these matters, the Agency ensures that carriers abide by the terms and conditions of carriage outlined in their tariffs. During 1996-97, one of the Agency's most successful publications was the "Fly Smart" brochure. This informed consumers about their rights and how to minimize problems when travelling by air, as well as ways the Agency and other government departments can assist them.

## Compliance

The Agency has two programs designed to encourage voluntary compliance with legislation and regulations: the Periodic Carrier Inspection Program and the Targeted Investigations Program. These programs identify non-compliant operations and ensure air carriers and terminal operators comply with the legislation. In so doing, they benefit both Canadians and the air transportation industry. The table below provides a profile of these enforcement activities.

<b>Enforcement Activities</b>				
	<b>1994-95</b>	<b>1995-96</b>	<b>1996-97</b>	<b>1996-97</b>
	<b>Actual</b>	<b>Actual</b>	<b>Estimates</b>	<b>Actual</b>
Periodic inspections undertaken	226	262	250	342
Targeted investigations initiated	66	36	90	22
Contraventions identified	143	147	198	221
Prosecutions completed	8	8	10	5
Successful prosecutions	8	8	10	4

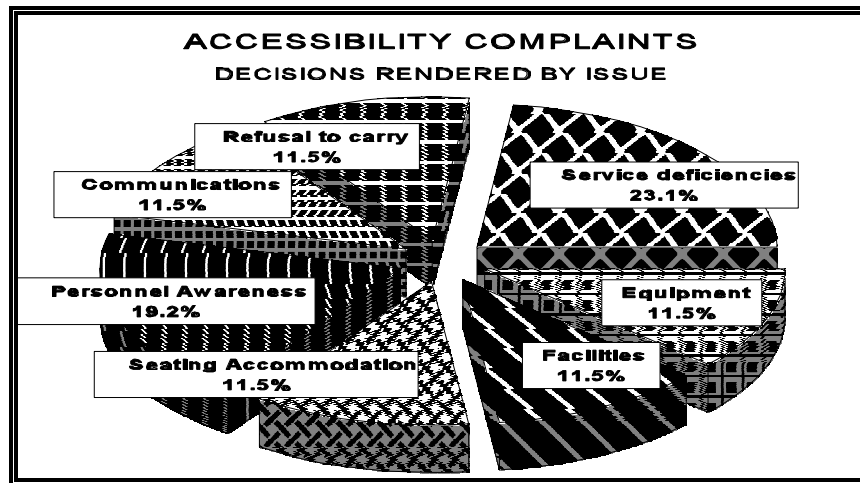
## Accessible Transportation

The Agency ensures that persons with disabilities can access the federally regulated transportation system without undue barriers by resolving complaints filed, developing and administering regulations and codes of practice. To fulfil its mandate, the Agency monitors industry and consumer issues and works closely with its Accessibility Advisory Committee. This committee comprises groups representing persons with disabilities, industry, manufacturers and other government departments.

During the transition and to reassure clients about its status and role, the Agency placed ads about the new "Agency" in several disability publications as well as in the *Globe and Mail's* fall issue on disabilities. In addition, staff met with key members of the disability community and industry throughout the country. The Agency also published the first edition of its accessibility newsletter, *Moving Ahead*. Overall, the Agency distributed some 20,000 copies of its brochures on accessibility, as well as its Codes and Regulations.

During 1996-97, in keeping with current government policy to effect changes through non-regulatory measures, the Agency explored alternatives to regulations. At a public event which took place in November 1996, the Agency with carriers and disability representatives, introduced its first *Code of Practice: Aircraft Accessibility for Persons with Disabilities (Fixed-Wing Aircraft with 30 or More Passenger Seats)*. This Code was the result of the considerable efforts put in by the Agency's Advisory Committee and other interested parties. At the end of the year, codes of practice for marine and rail were either distributed for comments or in the final stage of drafting. In addition, the Agency is also providing expertise to Transport Canada's working group on the intercity bus industry code of practice for providing accessible services.

Travellers with disabilities who encounter obstacles within the federally regulated transportation system may file a complaint with the Agency. During the year, twenty-six new formal complaints were received. The Agency resolved 10 of these new formal complaints, as well as six carried over from the previous year. Of these, 16 resolved complaints, nine identified undue obstacles. In keeping with the Agency's role as a facilitator, staff attempt to resolve disputes before a formal complaint is filed. In 1996-97, the Agency resolved 50 such disputes. The following chart highlights the decisions issued.



### C. Key Reviews

The following table briefly describe the findings of the major internal audits conducted during the year:

Results of Internal Audits
<p>The audit on the management of the workforce reduction concluded that:</p> <ul style="list-style-type: none"> <li>• reductions were well planned;</li> <li>• the transition team put in place and the related projects were effective in minimizing the impact on employees and clients;</li> <li>• reductions complied with Treasury Board policies and guidelines.</li> </ul> <p>Another audit concluded that the Agency's closure of its regional offices was done effectively.</p>

## Section IV: Supplementary Information

### A. Agency Report

*First Annual Report 1996 - Setting a new course*  
(covering the period July 1 - December 31, 1996)

### B. Contacts for Further Information

Postal Address: Canadian Transportation Agency  
Ottawa, Canada K1A 0N9

Web site: [www.cta-otc.gc.ca](http://www.cta-otc.gc.ca)

Performance Area	Contact Name	Title	Telephone number & Internet address
Regulatory Support	Marie-Paule Scott, Q.C.	General Counsel and Secretary	(819) 953-6698 <a href="mailto:marie-paule.scott@CTA-OTC.X400.gc.ca">marie-paule.scott@CTA-OTC.X400.gc.ca</a>
Air and Accessible	Gavin Currie	Director General	(819) 953-5074 <a href="mailto:gavin.currie@CTA-OTC.X400.gc.ca">gavin.currie@CTA-OTC.X400.gc.ca</a>
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Corporate Activities	Joan MacDonald	Director General	(819) 997-6764 <a href="mailto:joan.macdonald@CTA-OTC.X400.gc.ca">joan.macdonald@CTA-OTC.X400.gc.ca</a>
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## C. Financial Summary Tables

1996-97 Main Estimates Crosswalk (Financial and FTEs)						
(Thousands of dollars)	Previous Structure by Activity National Transportation Agency					
	Rail Transportation	Air & Accessible Transportation	Marine & Trucking Transportation	Members & Reg. Support	Administration	Total
<b>New Structure Canadian Transportation Agency Program</b>	13,886	6,238	1,037	5,642	5,204	<b>32,007</b>
	93 FTEs	99 FTEs	14 FTEs	71 FTEs	79 FTEs	<b>356 FTEs</b>

### Summary of Voted Appropriations

#### Authorities for 1996-97 - Part II of the Estimates

Vote (millions of dollars)	1996-97 Main Estimates	1996-97 Actual
<b>45 Canadian Transportation Agency</b>		
Program expenditures	22.2	22.3
Payments to railway and transportation companies under the <i>Railway Act</i>	7.3	1.3
Payments to railway companies under the <i>National Transportation Act, 1987</i>	0	1.6
Contributions to employee benefit plans	2.5	2.6
<b>Total Canadian Transportation Agency</b>	<b>32.0</b>	<b>27.8</b>

#### Statutory Payments by Business Line

(millions of dollars)

Business Lines	Actual 1993-94	Actual 1994-95	Actual 1995-96	Estimates 1996-97	Actual 1996-97
Canadian Transportation Agency	762.8	778.4	266.8	7.3	2.9

## **D. Legislation Administered**

### **The Agency has sole responsibility for:**

<i>Canada Transportation Act</i>	<i>S.C. 1996, c. 10</i>
<i>Shipping Conferences Exemption Act, 1987</i>	<i>R.S.C. 1985, c. 17 (3rd Supp.)</i>

### **The Agency shares responsibility to Parliament for the following Acts:**

<i>Access to Information Act</i>	<i>R.S.C. 1985, c. A-1</i>
<i>Budget Implementation Act, 1995</i>	<i>S.C. 1995, c. 17</i>
<i>Budget Implementation Act, 1996</i>	<i>S.C. 1996, c. 18</i>
<i>Canadian Environmental Assessment Act</i>	<i>S.C. 1992, c. 37</i>
<i>Civil Air Navigation Services Commercialization Act</i>	<i>S.C. 1996, c. 20</i>
<i>Coasting Trade Act</i>	<i>S.C. 1992, c. 31</i>
<i>Energy Supplies Emergency Act</i>	<i>R.S.C. 1985, c. E-9</i>
<i>Financial Administration Act</i>	<i>R.S.C. 1985, c. F-11</i>
<i>Pilotage Act</i>	<i>R.S.C. 1985, c. P-14</i>
<i>Railway Relocation and Crossing Act</i>	<i>R.S.C. 1985, c. R-4</i>
<i>Railway Safety Act</i>	<i>R.S.C. 1985, c. 32 (4th Supp.)</i>
<i>St. Lawrence Seaway Authority Act</i>	<i>R.S.C. 1985, c. S-2</i>