



Transport Canada

Performance Report

For the period ending
March 31, 2002

Canada

The Estimates Documents

Each year, the government prepares Estimates in support of its request to Parliament for authority to spend public monies. This request is formalized through the tabling of appropriation bills in Parliament.

The Estimates of the Government of Canada are structured in several parts. Beginning with an overview of total government spending in Part I, the documents become increasingly more specific. Part II outlines spending according to departments, agencies and programs and contains the proposed wording of the conditions governing spending which Parliament will be asked to approve.

The *Report on Plans and Priorities* provides additional detail on each department and its programs primarily in terms of more strategically oriented planning and results information with a focus on outcomes.

The *Departmental Performance Report* provides a focus on results-based accountability by reporting on accomplishments achieved against the performance expectations and results commitments as set out in the spring *Report on Plans and Priorities*.

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

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Foreword

In the spring of 2000, the President of the Treasury Board tabled in Parliament the document “Results for Canadians: A Management Framework for the Government of Canada”. This document sets a clear agenda for improving and modernising management practices in federal departments and agencies.

Four key management commitments form the basis for this vision of how the Government will deliver their services and benefits to Canadians in the new millennium. In this vision, departments and agencies recognise that they exist to serve Canadians and that a “citizen focus” shapes all activities, programs and services. This vision commits the Government of Canada to manage its business by the highest public service values. Responsible spending means spending wisely on the things that matter to Canadians. And finally, this vision sets a clear focus on results – the impact and effects of programs.

Departmental performance reports play a key role in the cycle of planning, monitoring, evaluating, and reporting of results through ministers to Parliament and citizens. Departments and agencies are encouraged to prepare their reports following certain principles. Based on these principles, an effective report provides a coherent and balanced picture of performance that is brief and to the point. It focuses on outcomes - benefits to Canadians and Canadian society - and describes the contribution the organisation has made toward those outcomes. It sets the department’s performance in context and discusses risks and challenges faced by the organisation in delivering its commitments. The report also associates performance with earlier commitments as well as achievements realised in partnership with other governmental and non-governmental organisations. Supporting the need for responsible spending, it links resources to results. Finally, the report is credible because it substantiates the performance information with appropriate methodologies and relevant data.

In performance reports, departments and agencies strive to respond to the ongoing and evolving information needs of parliamentarians and Canadians. The input of parliamentarians and other readers can do much to improve these reports over time. The reader is encouraged to assess the performance of the organisation according to the principles outlined above, and provide comments to the department or agency that will help it in the next cycle of planning and reporting.

This report is accessible electronically from the Treasury Board of Canada Secretariat Internet site:
<http://www.tbs-sct.gc.ca/rma/dpr/dpre.asp>

Comments or questions can be directed to:

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Transport Canada

Departmental Performance Report

**For the period ending
March 31, 2002**

Approved

Minister of Transport

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The following symbols are used in this report:



See elsewhere in this document for additional information.



Additional information is available in another document.



Visit a Web site to get additional information.

Acronyms Used



ACAP.....	Airports Capital Assistance Program
CAT.....	Civil Aviation Tribunal
CATSA.....	Canadian Air Transport Security Authority
CMA.....	<i>Canada Marine Act</i>
CMAC.....	Canadian Marine Advisory Council
CN.....	Canadian National Railway
CPA.....	Canada Port Authority
CSA.....	<i>Canadian Shipping Act</i>
CPR.....	Canadian Pacific Railway
CTA.....	<i>Canada Transportation Act</i>
EMS.....	Environmental Management System
FAA.....	(U.S.) Federal Aviation Administration
GHG.....	Greenhouse gas
GOL.....	Government Online
ICAO.....	International Civil Aviation Organization
IMO.....	International Maritime Organization
ITS.....	Intelligent Transportation System
JCCB.....	Jacques Cartier and Champlain Bridges Inc.
MOST.....	Moving On Sustainable Transportation Program
MVSA.....	<i>Motor Vehicle Safety Act</i>
NAS.....	National Airport System
NAP.....	National Airports Policy
OECD.....	Organization for Economic Cooperation and Development
PDF.....	Port Divestiture Fund
PSA.....	Public Safety Act
P&D.....	Programs and Divestiture
R&D.....	Research and Development
RSCC.....	Railway Safety Consultative Committee
RSMS.....	Railway Safety Management System
S&S.....	Safety and Security
SDS.....	Sustainable Development Strategy
SEA.....	Strategic Environmental Assessment Policy
SHIP.....	Strategic Highway Infrastructure Program
SLSMC.....	St. Lawrence Seaway Management Corporation
SMS.....	Safety Management System
TDG.....	Transportation of Dangerous Goods
TP.....	Transport Canada Publication
TSB.....	Transportation Safety Board

Minister's Message

I am pleased to submit Transport Canada's 2001-2002 *Departmental Performance Report*.

Most would agree that 2001 brought challenges to Transport Canada on many fronts. And although our response to the events of September 11 is foremost in our minds, there were many other achievements in other areas of the department of which we can be proud. These are outlined in this report.



Among the lessons brought home in the aftermath of the events of September 11 was the central role of transportation to the smooth functioning of our economy. With airplanes grounded all over North America, and with trucks backed up at our borders, no one was taking transportation for granted. And because transportation plays such a fundamental role in the lives of all Canadians, we need to take bold steps to improve our transportation system.

With the increased congestion at our borders and in our major urban areas, the transportation system is showing signs of strain. Any one who has tried to cross the border at any of the five busiest gateways, or who drives in any of Canada's largest cities, knows first hand what congestion is all about. While the economic costs of congestion on our roads and at our borders are enormous, there are serious environmental costs associated with the increased pollution — and the subsequent impact on our health — which threaten our quality of life.

Transport Canada is developing a policy framework to help guide the transportation system over the next decade. This framework will address the challenges of congestion, pollution, and the need to develop innovation and skills. Our vision is to ensure the best transportation system for Canada and Canadians — a system that is safe and secure, efficient, integrated, accessible and environmentally friendly.

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



1.0 An Introduction to Transport Canada

1.1 Who We Are

Transport Canada is responsible for the transportation policies, programs and goals set by the Government of Canada. The department works to ensure that all parts of the transportation system work effectively, and in an integrated manner, to provide Canadians with a sustainable system that is safe and secure, efficient and environmentally responsible.

Our Vision . . .

The best transportation system for Canada and Canadians

Our Mission . . .

To develop and administer policies, regulations and programs for a safe, efficient and environmentally responsible transportation system

1.2 Legislative Mandate

In Canada, all levels of government have some responsibility for the country's transportation system. Transport Canada delivers its programs and services under numerous legislative and constitutional authorities. The focus is on developing a modern and relevant legislative framework that will enhance the safety, security, competitiveness, and sustainability of Canada's transportation system.

Some of the legislation we administer:

- *Aeronautics act*
- *Canada Marine Act*
- *Canada Shipping Act*
- *Canada Transportation Act*
- *Department of Transport Act*
- *Marine Liability Act*
- *Motor Vehicle Safety Act*
- *Motor Vehicle Transport Act, 1987*
- *Railway Safety Act*
- *Transportation of Dangerous Goods Act, 1992*

 A full listing of the legislation administered by Transport Canada can be found on our web site at www.tc.gc.ca/acts-regulations/listofacts/menu.htm.

1.3 Strategic Objectives

Transport Canada's strategic objectives are to:

- Ensure high standards for a safe and secure transportation system.
- Contribute to Canada's economic growth and social development.
- Protect the physical environment.



1.4 An Organization Structure for Results

Most issues today require a multi-disciplinary approach — one that considers a broad range of safety, economic and environmental factors. Furthermore, most issues require the partnership and collaborative efforts of many jurisdictions and stakeholders. Decisions must be carefully weighed and debated to ensure an optimum balance between competing interests. This is because actions required to achieve results in one area can have profound repercussions in other areas.

To respond to the complex national transportation agenda, Transport Canada uses a matrix approach to management. The matrix defines accountabilities for leadership on an organizational and functional basis. This approach ensures that results are the focus of departmental planning and reporting and that results are delivered in an integrated manner that still respects regional differences.

Organizationally, the department is divided into four headquarters groups led by Assistant Deputy Ministers, and five regions, led by Regional Directors General. Departmental headquarters also include Communications, General Counsel, and the Offices of the Minister and Deputy Minister. The organizational leads are accountable for the management of their organizations and for the delivery of results as set out in national service line plans.

Functional management is based on business lines and service lines that cut across the organizational structure to provide a focus on shared strategies and results. The business/service line structure has a multi-modal focus that emphasizes the department's core roles (Table 1 refers).

Business/service lines are the forums for setting national programs, policies and standards and providing leadership to the regional offices that were established to help ensure that services are delivered as close as possible to clients and stakeholders.

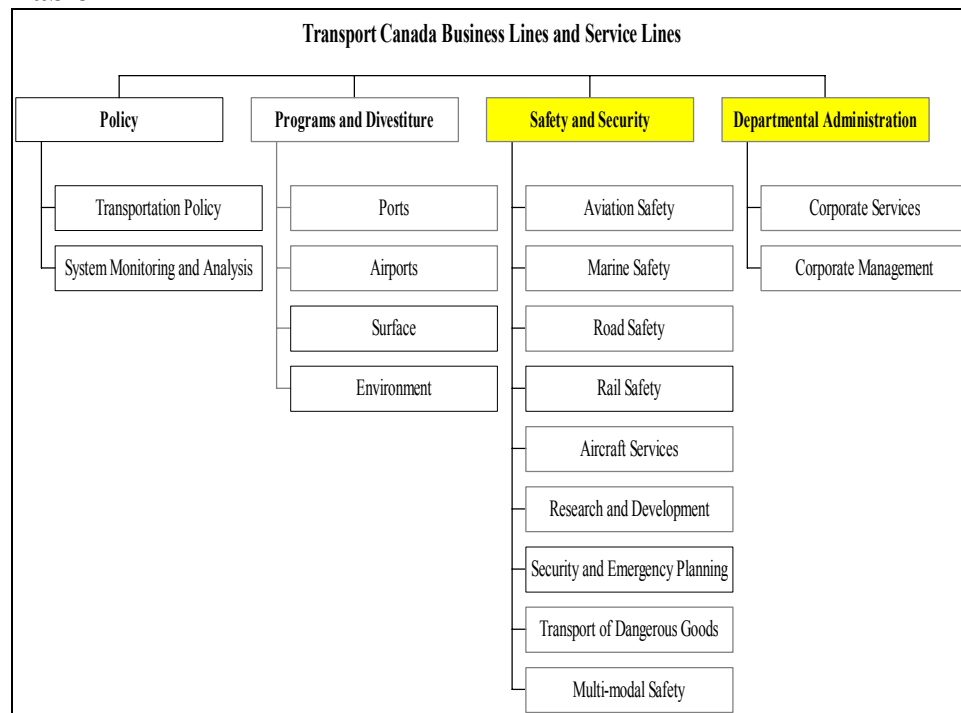


On November 2, 2001, Transport Canada celebrated its 65th anniversary. Since 1936, the department has faced many challenges. The department played a leadership role when the transportation industry was flourishing in 1936 — and still does today in its new role of regulator and policy maker.



Details on Transport Canada's four business lines — objectives, activities and resources — are provided in Annex 2 on page 65.

Table 1



1.5 Our Co-delivery Partners

Transport Canada works in co-operation with hundreds of other organizations with an interest in transportation issues.

Other federal organizations — whose programs and services may be affected by transportation activities — Agriculture and Agri-Food Canada, Canada Customs and Revenue Agency, Canadian Food Inspection Agency, Canadian Nuclear Safety Commission, Canadian Security Intelligence Service, Department of National Defence, Environment Canada, Fisheries and Oceans Canada, Health Canada, Industry Canada, Justice Canada, Natural Resources Canada, Royal Canadian Mounted Police, and Solicitor General of Canada.

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

Transportation sector industries — all of which count on the fair application of regulations and the development of policies to enhance the efficiency of the transportation system, for example: Air Canada, Algoma Central Marine, CP Rail, Canadian Manufacturers of Aviation Equipment,

Canadian National Railway, Canadian Steamship Lines, NAV CANADA, VIA Rail, and Westjet.

Agencies and associations — with a vested interest in the transportation infrastructure, regulatory regime and safety — Air Transport Association of Canada, Association québécoise de transport et des routes, Canada Safety Council, Canadian Association of Petroleum Producers, Canadian Air Transport Security Authority, Canadian Airports Council, Canadian Council of Motor Transport Administrators, Canadian Energy Pipeline Association, Canadian Ferry Operators Association, Canadian Marine Advisory Council, Canadian Ship Owners Association, Canadian Transportation Agency, Canadian Trucking Alliance, Canadian Urban Transit Association, Civil Aviation Tribunal, Council of Marine Carriers, Operation Lifesaver, pilotage authorities, Railway Association of Canada, Shipping Federation of Canada, Transportation Association of Canada, TDG General Policy Advisory Council, Transportation Safety Board, unions, and vehicle manufacturers associations.

International organizations — to share information and harmonize transportation regulations — Asia-Pacific Economic Co-operation, European Joint Airworthiness Authorities, International Civil Aviation Organization, International Labour Organization, International Maritime Organization, NATO, National Highway Traffic Safety Administration, UN Committee of Experts on the Transportation of Dangerous Goods, U.S. Federal Aviation Administration, U.S. Federal Emergency Management Agency, U.S. Federal Highway Association, and U.S. Transportation Security Administration.

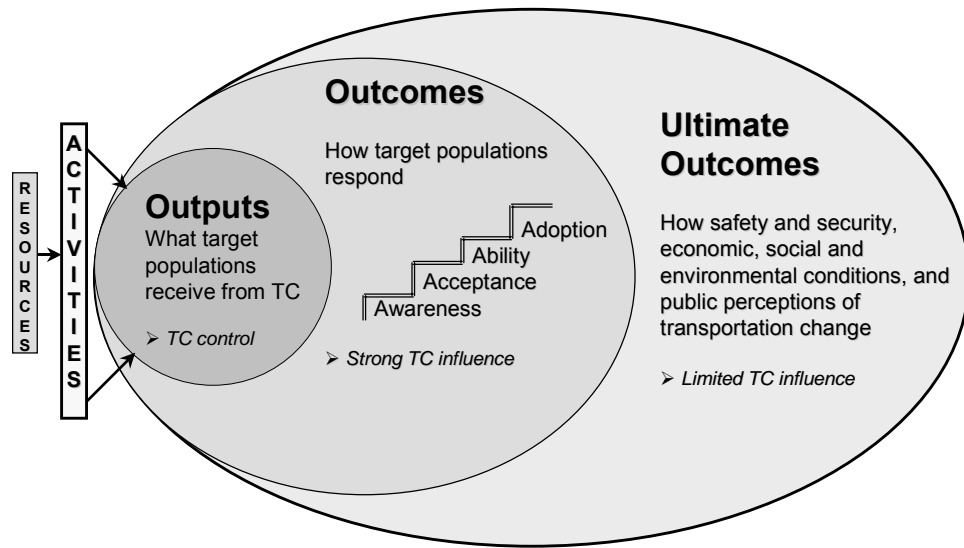
1.6 A Model for Results-Based Performance

The following results-based performance model has been adopted across the department, covering all business lines. Progress in developing and refining the performance measures and related data sources is considered a work in progress and is not complete. The impending long-term policy framework, as well as possible revisions to the Planning, Reporting and Accountability Structure (PRAS) framework from the Treasury Board Secretariat, may impact on the performance measurement regime that is currently in place at Transport Canada.





Figure 1 – Spheres of influence model



Transport Canada's performance is established, measured and reported based on three levels of results. Each level builds on the previous one – beginning with the operational and management activities and outputs, which lead to behavioural outcomes and then to the ultimate high-level outcomes that impact on Canadians.

By establishing a results chain that explains the department's contribution to outcomes, the model helps address the question of attribution. Since Transport Canada's strategic objectives — safety, economic, environmental — cannot be directly controlled, the logic model allows the identification of key behaviours the department can influence to achieve results.

2.0 Societal Context

2.1 Transportation's Impact


Transportation plays a fundamental role in our lives, both socially and economically. We rely on all transportation modes — planes, trains, ships, trucks, buses and cars — to take us where we want to go and also to deliver our goods. But did you also know:


- In 2001, transportation industries accounted for 4.1 per cent of the gross domestic product (GDP). Investment in transportation made up 3.1 per cent of the GDP.
- Ontario and Quebec together accounted for 59 per cent of all Canadian commercial transportation; Alberta and British Columbia for 28 per cent; and the remaining provinces and territories 13 per cent collectively.
- In 2000, transportation accounted for 34 per cent of the 7,178 petajoules of energy consumed in Canada.
- Road transportation accounts for most of the energy consumed by transportation activities, with a share of 74 per cent. Pipelines and aviation each have a nine per cent share, followed by marine with five per cent and rail with three per cent.
- Spending on tourism in Canada reached \$54.1 billion in 2000, of which \$22.4 billion was on transportation. Of the amount spent on transportation, more than one-half was on air travel and one-third on vehicle transportation.
- A total of 90.3 million international travellers crossed Canadian borders in 2001, 5.7 per cent less than in 2000.
- A comparison of public opinion surveys taken after September 11, 2001 shows that while it is true that a group of Canadians is very concerned about both security and safety (about 20 per cent), the overwhelming view is that air travel is safe. The system is seen as safe and comfortable with safe image particularly dominant for the flying public. Comparing modes of travel shows that air travel remains a safe way to travel, particularly compared to road travel.


2.2 Transportation Policy Framework

In April 2001, the Minister of Transport launched the development of a long-term transportation policy framework (the "Transportation Blueprint"), to develop a federal strategy that responds to the major challenges that will face Canada's transportation sector over the next decade and beyond. An important building block for the framework will be the conclusions contained in the final report of the Canada Transportation Act Review Panel (which was made public in July 2001). The department is working to bring




 A wealth of information on the state of transportation is contained in the *Transportation in Canada 2001* report, which can be found at: www.tc.gc.ca/pol/EN/anre/Transportation_Annual_Report.htm

 More information on public opinion surveys can be found at: www.legermarketing.com/english/set.html

 Other survey results related to September 11th events can be found at: www.angusreid.com and www.ekos.ca/main.asp

 Visit our web site at: www.tc.gc.ca/aboutus/blueprint/menu.htm for information about the progress of the Transportation Blueprint initiative

 Further details on the CTA Review Panel report are provided on our web site at: www.tc.gc.ca/en/blueprint/ctareview.htm



forward the policy framework, including proposed amendments to the *Canada Transportation Act*, in fall 2002.

2.3 Linking to Government Priorities

In its annual report, *Canada's Performance 2002*, the Government of Canada presents data on a set of 19 societal indicators that provide an overview of the quality of life in Canada. The indicators are grouped according to four themes that public opinion research has found matter strongly to citizens:

- Economic opportunities and innovation.
- The Canadian environment.
- The strength and safety of Canadian communities.
- Health of Canadians.

Transport Canada's own programs and initiatives can likewise be grouped according to these themes, reflecting a balance of social, economic and environmental interests. To this end, the major challenges and activities that will affect the department's achievement of results that matter to Canadians are presented below by theme. We also present in this section a discussion of the terrorist attacks on September 11, 2001, because the events of that day changed the world immeasurably and had a significant impact on transportation.

The merits of transportation go beyond the national borders of any one country. The transportation system is crucial to both the national and international economy, providing the link between businesses, industries and consumers. And while the positive contributions of transportation to the economy and the daily life of people everywhere are important, transportation also has adverse impacts. Transportation uses significant amounts of energy, mostly derived from petroleum, and is also a major cause of death and injury every year.

2.3.1 Economic Opportunities and Innovation

It is the Government of Canada's policy that the transportation system contributes to economic prosperity while also supporting safety, security, social and environmental objectives. To support these objectives, Transport Canada is working to establish an integrated, inter-modal transportation system, the benefits of which are undeniable. Shippers and carriers both benefit when their goods can be quickly and easily exchanged between modes. The public is better served when congestion, pollution and the need to expand or replace our infrastructure can be avoided.

Did you know?

40 per cent of Canada's GDP is directly linked to trade. Over \$1.6 billion per day in goods and services crossed the Canada/U.S. border in 2000.



The vision of an integrated system is more appealing than ever before — but it also raises major challenges. And the events of September 11 have made the challenges even more complex as government seeks to balance security improvements with other issues, such as the efficient flow of traffic at the Canada–U.S. border. It is imperative we pay increased attention to our border crossings – at current rates, commercial vehicle traffic at the border doubles every eight years.

Canada is a highly urbanized country. We are driving more cars, over longer distances, and the supporting transportation infrastructure has had difficulty keeping pace. One of the key challenges facing the transportation sector will be to make public transit more attractive. By containing the growth of private vehicles on our streets, we would alleviate congestion and pollution, improve safety, and avoid or postpone the costs of road infrastructure repairs. We must better manage the existing infrastructure and transportation demand, integrate land use and transportation planning, and coordinate both public and private sector actions. The *2001 Speech from the Throne* highlighted the Government of Canada's commitment to cooperate with provincial and municipal partners to help improve public transit infrastructure.

Some of the specific challenges:

- Transportation users and providers continue to expand beyond Canada's borders; they are increasingly North American or global players.
- Some components of Canada's transportation network are congested while others are not being used to their full potential.
- Canada has become one of the most urbanized countries in the world, and the supporting infrastructure has had trouble keeping pace. Not surprisingly, urban congestion affects the competitiveness of Canada's major economic centres. Access to airports and ports, freight pick-up and delivery, just-in-time delivery schedules, and business activities are all compromised by congestion. This results not only in greater fuel consumption and additional emissions of air pollutants and greenhouse gases (GHG), but also reduces the effectiveness of the transportation system by constraining the movement of goods and passengers within and through major urban centres.
- The limited traffic base in rural and remote areas makes it difficult to sustain the costs of transportation infrastructure and services.
- Canadian transportation innovations need to be marketed domestically and internationally, by showcasing technological capabilities and encouraging pilot projects and the widespread application of lessons learned. We need to ensure that legislation supports the adoption of technologies that have the capacity to improve industry productivity.



Did you know?

Driving at 100 km/h instead of 120 km/h saves 20 per cent in the amount of fuel you use. Lower fuel consumption means a reduction in atmospheric pollutants.

- As the population ages, an increasing and significant proportion of Canadians with disabilities will demand transportation services that meet their needs.

To respond to these challenges, the department develops policies and strategies, and undertakes supporting research, for new initiatives, some of which may lead to new or amended legislation. The department continues to operate remote airport and port sites and those not yet divested. Where the department maintains ownership of land and infrastructure, it carries out landlord responsibilities and establishes appropriate monitoring and system oversight. There are a variety of programs that support the objectives of economic growth and social development.

2.3.2 The Canadian Environment

Canadians expect a safe and efficient transportation system, but they also want a clean environment. Balancing these economic and social demands with the need to protect the environment is at the heart of the concept of sustainable development, which is driving the transportation agenda on the environmental front.

We know transportation is essential to the country's economic and social fabric. But we also know that transportation has significant environmental consequences that impact on the quality of our air, water and land. These include GHG emissions, the increased use of non-renewable resources, air, water and noise pollution, and loss of agricultural land and wildlife habitat.

Transport Canada faces a number of challenges in protecting the physical environment and shaping the transportation agenda for years to come. Priority issues are climate change, clean air and water quality, all of which have an international dimension.

Some of the key challenges are highlighted below.

- Transportation is the largest single source of GHG emissions, contributing about one-quarter of Canada's total emissions. Approximately two-thirds of our transportation-related GHG emissions come from our cities. In the transportation sector, emissions are growing rapidly and, without further action, they could rise 32 per cent above 1990 levels by the year 2010, and 53 per cent above 1990 levels by 2020.
- Air emissions contribute to air pollution and smog, among other things, which can have serious environmental and human health impacts. Transportation accounts for approximately 52 per cent of all nitrogen oxides (NO_x) emissions, 40 per cent of carbon monoxide (CO), 20 per cent of volatile organic compounds (VOCs), five per cent of



sulphur oxides (SO_x), and five per cent of particulate matter — the major constituents of urban smog.

- Transportation trends point toward an increase in the number of cars on the road and a growth in both airline and commercial trucking industries. While fuel efficiency is improving, it is not keeping pace with annual increases in the use of transportation. Managing the impacts of this trend will require both behavioural changes and technological improvements.
- Transportation activities contribute to water pollution through the release of effluents and solid wastes. Spills and leaks of fuels, oils and hazardous waste by-products can contaminate both surface and ground waters.

To address these challenges, and to promote a sustainable transportation system, Transport Canada will continue to develop and implement policies and programs that address sustainable development and foster a safe, secure, efficient and environmentally sound transportation system for Canadians. As sustainable transportation is a shared responsibility, Transport Canada will work with other departments, other levels of government, industry, domestic and international partners, stakeholders and the general public to implement these initiatives.


2.3.3 The Strength and Safety of Canadian Communities / Health of Canadians

Strong and safe communities are an essential part of the fabric of our society. They are critical to providing Canadians with the security to build a better future for themselves and their families. This was made very clear in the aftermath of the terrorist attacks of September 11, 2001. Canadians are understandably concerned about their own security and that of the nation.

The terrorist attacks in the U.S. demonstrated how major security-related events can affect the flow of traffic in the air, on the ground and at sea. They revealed the extent to which transportation security is essential to the personal safety of Canadians and to the prosperity of our nation. These events have fundamentally changed how transportation security must be viewed and delivered for all modes. Safety improvements will require continued collective effort by industry, transportation workers, the general public and government.

Some of the challenges associated with transportation safety and security are highlighted below.

- In the wake of September 11, Transport Canada has adjusted its security standards to meet a new type of threat for all forms of domestic and international transportation and is continually working to further

 For more information on transportation and the environment, visit our Web site at:
www.tc.gc.ca/programs/environment/menu.htm



improve standards should deficiencies be identified. The department is continuing to work with stakeholders to determine the requirements for new and strengthened standards, and is putting in place a framework for implementing the standards and establishing mechanisms for assessing their effectiveness.

- To protect the integrity of its safety programs, the department is finding ways of deploying resources to those activities that have the greatest safety benefits while continuing to meet both established standards and service expectations.
- The attrition rate of the department's safety and security inspectors and engineers due to an aging workforce and private sector competition is presenting the department with a challenge to recruit and retain new personnel to ensure the continued effective delivery of our regulatory program.
- Manufacturers are striving to produce lighter, quieter and more fuel-efficient transportation equipment (aircraft, locomotives, motor vehicles) to address environmental concerns. This calls for the development and use of advanced materials, structures and electronics. The challenge for Transport Canada's safety specialists is to keep pace with the rapidly changing knowledge and skill requirements of new technologies to be able to address the associated concerns.

Transport Canada's principal means of helping to provide Canadians with safe and secure transportation is through the development and implementation of policies, programs and regulations commensurate with the potential risk and threat level identified with each mode. This involves striving to influence the safety and security practices of its stakeholders and keeping them aligned with public expectations. Three principal activities — rulemaking, oversight, and outreach — are carried out in support of the safety and security objective. Through its rulemaking efforts, the department establishes and implements legislation, regulations, standards and policies. Its oversight activities include issuing licenses, certificates, registrations and permits, monitoring compliance through audits, inspections and surveillance, and taking appropriate enforcement action in instances of non-compliance. Outreach activities involve efforts to promote, educate and increase awareness of safety and security issues.

2.4 Transportation and the Events of September 11, 2001

Many sectors of the transportation industry were affected by the events of September 11, 2001 but inarguably it was the air mode that was hit the hardest. Within an hour of the day's events, Transport Canada had worked with NAV CANADA, the Department of National Defence, the U.S. Federal Aviation Administration (FAA), airport authorities, and air carriers across the country to close Canadian airspace to the possibility of

 More information on what the Government of Canada is doing to help improve the safety of Canadians and the security of the Canadian transportation system can be found at: www.tc.gc.ca/majorissues/transportationsecurity/menu.htm. This site also has links to the Federal Budget 2001 Web site and other sites with information on the fight against terrorism.

further terrorist acts. All passenger, mail and cargo flights were affected. In all, two hundred and twenty-four flights, carrying some 33,000 passengers, were diverted to Canada from the U.S. — more than half to eastern Canada.

As we prepared to reopen Canadian airspace, security at airports and other points across the country was heightened. A substantial number of enhanced security features were developed and implemented in Canada, before planes returned to the skies. These were developed in coordination with U.S. authorities (mainly the FAA), other government departments and agencies, and key stakeholders. And to further strengthen aviation security, the International Civil Aviation Organization (ICAO) will be endorsing an action plan sometime in 2002.

But the events of that day also had an impact on other transportation modes, including marine and surface travel. Trans-border trucking operations were severely affected because of delays at major Canada-U.S. borders. In addition, the public's concern over potential additional threats exacerbated the slowdown in international air travel, which was already showing signs of an economic slowdown.



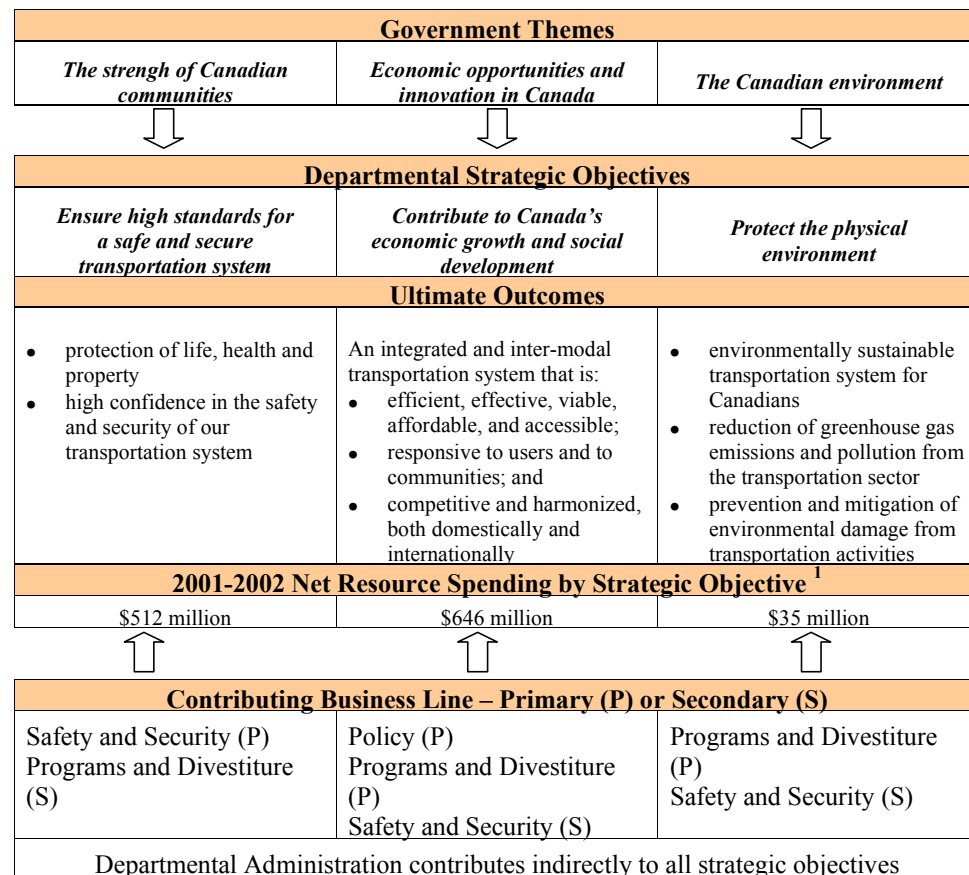
☞ Detailed information on what is being done to enhance transportation security over the long-term is included on page 19 under *Enhancing the Security Regime*.



3.0 Departmental Performance

3.1 Measuring our Contribution to Strategic Objectives

The advancement of Transport Canada's strategic objectives depends on the performance of all four departmental business lines. Whether through the development of policies and legislation, or the delivery of programs and services, the work done within the business lines has an impact on each of our safety, economic and environmental objectives. Associated with each strategic objective are ultimate outcomes (key results) that we intend to measure over time as a means of providing evidence of our achievement of objectives. The ultimate outcomes can be mapped to one or more business lines, thereby providing the link between the business lines and the strategic objectives, and highlighting the business lines' work in terms of *primary* and *secondary* contribution to objectives.



1. The linking of our 2001-2002 net resource spending to the strategic objectives is based on a reasonable approximation, to provide the reader with a sense of the magnitude of spending devoted to the achievement of outcomes. Note that Crown corporations have been included in the economic objective.



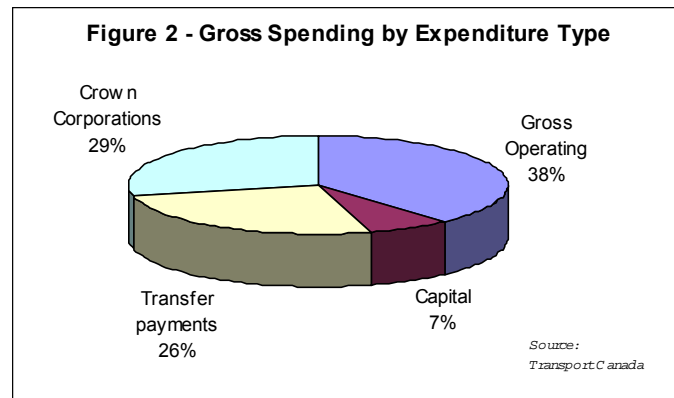
3.2 An Overview of Departmental Spending

Transport Canada's gross spending for fiscal year 2001-2002 totalled \$1.5 billion. Figure 2 provides a breakdown of this spending by expenditure type and business line.

Gross operating costs represented the major portion (38 per cent) of total spending, with expenditures of \$589 million. Of this amount, 58 per cent was spent on employee salaries and statutory benefits, while the balance was spent on other costs such as professional services related to informatics, training and education, and items such as travel, maintenance and utilities. While not reflected Figure 2, more than one-half of Transport Canada's operating costs were funded through the collection of responsible revenues.

Approximately \$440 million, or 29 per cent, of gross spending was directed to three Crown corporations

— VIA Rail, Marine Atlantic, and Jacques Cartier and Champlain Bridges.



More detailed revenue information is provided on page 57.

Crown corporations are described in the 2001-2002 Estimates Part I and II.

A further \$394 million, or 26 per cent, was spent on grants and contributions (transfer payments). Some of the more significant items included:

- \$99 million to provide relief to Canadian air carriers and specialty air operators to help them deal with the direct losses resulting from the closure of Canada's airspace in the aftermath of September 11;
- \$48 million for the Northumberland Strait Crossing subsidy payment;
- \$43 million for the Airports Capital Assistance Program;
- \$34 million for the Trans-Canada Highway in Newfoundland;
- \$29 million for heightened security policing at airports, pre-boarding screening practices, and installation of explosive detection system equipment at Canadian airports;
- a \$23 million grant to the Province of British Columbia for freight and passenger ferry services; and
- \$22 million for the Port Divestiture Fund.

Transport Canada's capital project spending involved \$111 million, only 7 per cent of total gross spending and involved various maintenance and environmental projects.

More detailed financial tables and information on business line spending are provided in Annex 1.



Total Net Spending

Planned: \$384 M
 Authorities: \$529 M
 Actuals: \$512 M

3.3 Performance Accomplishments by Strategic Objectives

3.3.1 Ensure high standards for a safe and secure transportation system

Ultimate Outcomes

- Protection of life, health, and property.
- High confidence in the safety and security of our transportation system.

Canada achieved a good transportation safety record in 2001. Table 2 presents the most recent statistics on transportation accidents and fatalities by mode, compared to previous five-year averages. Compared to 2000, accidents were down in the aviation, rail and marine sectors. In fact, the number of accidents involving Canadian registered aircraft is the lowest in 25 years. The latest number for road casualty collisions (calendar year 2000) was up slightly from 1999 levels, while accidents involving the transport of dangerous goods have decreased over the past two years. It is encouraging that the number of aviation, marine, rail and transportation of dangerous goods (TDG) accidents in 2001 has declined below the previous five-year average.

Table 2 - Transportation Accidents and fatalities by mode and Transport of dangerous Goods (TDG) for 2001, 2000 and five-year (1996-2000) average

	Aviation	Marine	Rail	Road	TDG
Accidents					
2001	295	517	1,060	158,528	439
2000	321	525	1,064	153,720	475
Five-year average	349	587	1,138	156,698	458
Fatalities					
2001	61	33	99	2,917	0
2000	63	31	87	2,969	2
Five-year average	73	31	104	3,082	2

A fraction of the 2001 accidents data is based on estimates.

Road occurrence statistics relate to 2000 and 1999 years and 1995-1999 average, which are the most recent statistics available.

Road accidents are casualty collisions, which exclude collisions in which only property is damaged.

Marine figures refer to the sum total of shipping accidents and accidents aboard ship.

Source: Transport Canada, based on Transportation Safety Board data; 2000 Canadian Motor Vehicle Traffic Collisions Statistics - TP3322; Transport Canada, Dangerous Goods Accident Information System



The number of fatalities provides another indicator of transportation safety. Compared to 2000 levels, aviation fatalities were down slightly. In marine, there was a six per cent increase in fatalities, and in rail there was a 14 per cent increase, which was mainly due to a 24 per cent increase in crossing-related fatalities. The number of fatalities, however, remained below the five-year average in aviation, rail, road and the transport of dangerous goods.

It is important to note that accident and fatality numbers do not take into account the special circumstances of each mode, nor do they reflect the level of activity or exposure to risk. Modal comparisons of numbers need to be approached with caution. Accident rates attempt to account for the level of activity in each mode.

Table 3 compares current accident rates to the previous five-year average, by mode.

However, due to data limitations, this comparison can be made for aviation only, where a downward trend is evident. A five-year average is not available for the rail or road modes because, for the first time, the rail accident rate includes main-track and yard-switching miles as a measure of activity, and the motor vehicle accident rate has been based on vehicle-kilometres as a measure of activity.

Table 3 - Transportation Accident Rates for 2001, 2000 and five-year (1996-2000) average				
	Aviation ¹	Marine ²	Rail ³	Road ⁴
Accidents				
2001	7.6	2.8	11.8	N/A
2000	7.5	3.1	11.8	5.1
Five-year average	8.8	N/A	N/A	N/A
Note: Preliminary estimates for 2001 1) Per 100,000 hours flown (Canadian registered aircraft only) 2) Per 1,000 commercial vessel trips (based on forecast traffic data for 2001) 3) Per million train-miles and yard switching miles 4) Per 10 million vehicle-kilometres, based on casualty collisions (only 2000 data available) Source: Transportation Safety Board; Statistics Canada; Transport Canada				

These aggregate measures of activity provide a reference point for interpreting the occurrence statistics, but each measure has its own inherent limitations. In rail, for example, accident rates had historically been overstated because the measure of activity captured only activity on main tracks and not activity occurring in yards, on spurs or sidings. More than half of all rail occurrences take place in other than main track locations. The rates in Table 3 reflect both the main track and non-main track components. For marine, measures of vessel movements are limited to commercial vessels of greater than 15 gross registered tonnage, excluding fishing vessels. Accident rates for aviation can also vary significantly when measured in relation to flying hours, aircraft movements or number of licences.



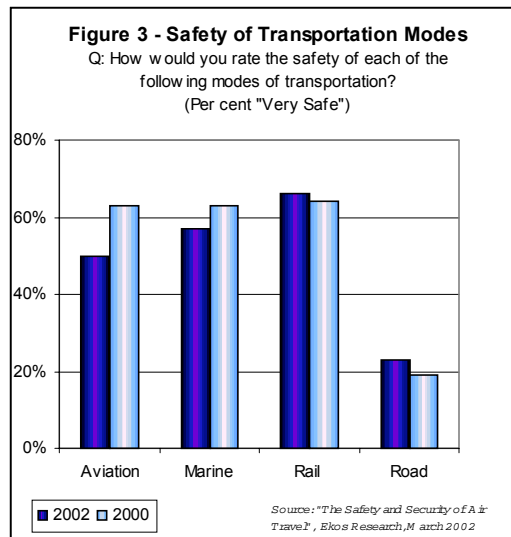
A March 2002 survey conducted for the department by EKOS Research gathered Canadians' perceptions of transportation safety trends using questions that have been asked for the past four years. Figure 3 confirms an established trend for marine, rail and road modes. That is, road transportation is seen as relatively less safe than other modes, with only 23 per cent considering it to be very safe in 2002; rail travel is perceived as very safe by 66 per cent of Canadians and marine by 57 per cent. For air transportation, the proportion of Canadians who perceive it to be very safe has dropped from its level pre-September 11 from 63 per cent to 50 per cent.

But Figure 4 shows that a much larger percentage of Canadians sees the safety of air travel as getting better than was the case prior to September 11, a difference not evident in the other modes. These findings confirm that September 11 created a heightened awareness on the part of Canadians

about the risks associated with air travel. At the same time, the findings suggest public confidence in the actions to improve safety.

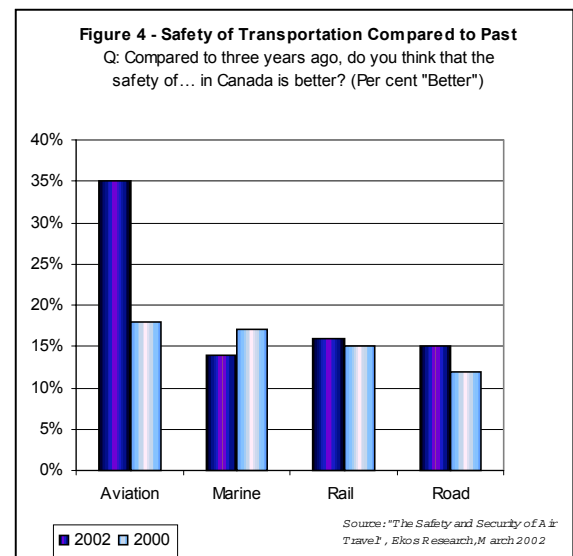
The March 2002 EKOS survey also asked about increased security measures at airports and onboard aircraft. It found that, while roughly three quarters of the Canadian public are concerned with security issues, they are not switching to other transportation modes. In addition, Canadians are well

More information on the EKOS survey can be found in *The Safety and Security of Air Travel*, EKOS Research, March 2002.



informed about the new measures and see them as justified, effective and likely permanent. They accept delays but have some privacy concerns about hand searching of luggage.

One of the key challenges in gauging public confidence in transportation is that safety and security are interrelated issues in the public mind, and previous public opinion surveys usually did not explicitly separate them. To improve the validity and



reliability of public perception monitoring, the department is refining definitions and adjusting questions. It will also conduct more regular public opinion surveys as input to program design, communications and strategic decision-making.

ENHANCING THE SECURITY REGIME

Transport Canada's response to the events of September 11, 2001 was swift and decisive. As already noted, Canadian airspace was closed immediately, and 224 aircraft from around the world, carrying more than 33,000 passengers, were diverted to Canadian airports. Close and effective coordination with industry, its associations, and foreign governments allowed diverted aircraft, as well as scheduled domestic and international flights, to quickly resume flying in a safe and secure manner. Within days, aviation services were restored with upgraded security, such as obligatory photo identification, enhanced carry-on baggage searches and prohibition of certain objects. Cockpit doors on all Canadian airline passenger flights were locked for the full duration of the flight, and aircraft protective officers were placed on flights to Reagan National Airport when Air Canada was allowed to resume service to Washington, D.C. The aircraft protective officers program has now been expanded to selected domestic and international flights.

Following the immediate response, Transport Canada established, in October 2001, the Aviation Security Advisory Committee to continue consulting with stakeholders on aviation security in light of the evolving security environment. In addition, further initiatives totalling \$2.2 billion to enhance aviation security were announced as part of the December 2001 federal budget. Some of the initiatives undertaken are listed below.

LEGISLATIVE INITIATIVES. Transport Canada also laid the groundwork for enhancing the security of Canada's transportation system over the long term. Legislative initiatives include the introduction of the Public Safety Act, to prevent terrorist attacks, respond quickly to significant threats, and clarify and update aviation security authorities. Amendments to the *Aeronautics Act* allow passenger and crew information to be sent directly from an air carrier to a foreign state for security purposes. New regulations mandate internal locking devices for flight compartment doors and new intrusion resistance requirements. The department also contributed to the *Anti-Terrorism Act*, which amends the *Criminal Code* and other acts to combat terrorism.

MONITORING AND ENFORCEMENT. Transport Canada has increased its capacity to monitor compliance and enforce regulations and standards. It has allocated \$3 million for additional security inspectors to increase the inspection, monitoring and testing of the air transport security system and to



Look for information on legislative initiatives at: www.tc.gc.ca/mediaroom/releases/nat/2002/02_gc001e.htm

www.tc.gc.ca/mediaroom/releases/nat/2001/01_h160e.htm

www.tc.gc.ca/mediaroom/releases/nat/2002/02_h040e.htm



oversee new and enhanced security requirements nationally. It has also worked with the U.S. government to develop testing processes and tools for security screening equipment.

CANADIAN AIR TRANSPORT SECURITY AUTHORITY. A key player in the provision of air security services, the Canadian Air Transport Security Authority (CATSA) was established on April 1, 2002. This not-for-profit Crown corporation is accountable to the Minister of Transport for meeting or exceeding the standards set by federal regulations. It is responsible for pre-board screening of passengers and their belongings, certification of screening officers, purchase and operation of security screening equipment including explosives detection systems, funding for airport policing related to civil aviation security and for an expanded program of aircraft protective officers onboard aircraft.

Look for information on CATSA at:
www.tc.gc.ca/mediaroom/releases/nat/2002/02_h035e.htm

ADVANCED SECURITY TECHNOLOGIES. The department is actively pursuing the use of advanced technologies as a key tool in enhancing aviation security. The Government of Canada will be contributing over \$1 billion over the next five years for the purchase, deployment and maintenance of new explosives detection systems (EDS) at Canadian airports and that at least \$220 million will be spent in 2002-2003. It is expected that this equipment will be deployed at airports covering 99 per cent of the total air passenger traffic in Canada. In October 2001, an initial investment of \$55.7 million was approved for the purchase, training, and installation of EDS. The systems have been successfully installed at airports, and are used both for passenger screening and some checked baggage. The department has also accelerated the implementation of the Transport Canada Automated Fingerprint Identification System, which is aimed at streamlining the process for obtaining the security clearances needed to access restricted areas at airports. The department continues to assess the security benefits of other advanced technologies, such as biometrics.

INTELLIGENCE CAPACITY. The timely assessment of intelligence information is critical. Transport Canada has increased its capacity to identify potential threats and the means to address them through a strengthened intelligence network with other departments, additional analysts, and more advanced communications and related technologies.

TRAINING AND AWARENESS. A number of training programs and awareness campaigns have been implemented. For example, the Pre-Board Screening Awareness Program for airline passenger service agents provides an overview of the changes in security measures since September 11, and is expected to reach approximately 7,500 agents working at airports across Canada. Over one million copies of the pamphlet *Do You Really Need to Take it With You?*, developed in cooperation with industry and the Canadian Aviation Security Awareness Advisory Committee, were distributed to

airlines and travel agencies. The *Fly Smart, Fly Secure* campaign reached the public through posters, brochures and radio spots and aviation security announcements were featured on the Weather Network and Meteomedia.

SECURITY IN OTHER MODES. Transport Canada has also undertaken security initiatives in other transportation modes. In addition to the Aviation Security Advisory Committee, other interdepartmental working groups were also formed to address emerging security issues. The Interdepartmental Marine Security Working Group is reviewing all aspects of marine and port security, and the National Road Security Team which includes the Canadian Trucking Alliance and provinces, is addressing road and infrastructure security. These are further described below.

The department conducted over 500 site visits to Canadian shippers of those materials that would be very hazardous if released. This initiative was well received because of the timing and content of the message, and shippers' level of awareness of the issues around the security of transporting dangerous goods was increased. The department continues to share its dangerous goods expertise with other levels of government, fire departments and enforcement agencies, particularly in relation to emergency response and preparedness.

Surface transportation at border crossings was subject to heightened security precautions. Vehicles crossing the Canada-U.S. border were subject to full inspection by U.S. officials immediately after September 11. The National Road Security Team, organized to address security issues related to infrastructure, drivers and vehicles, liaised with bridge and tunnel operators, coordinated federal involvement related to border delays, reviewed with its U.S. counterparts security issues and the development of a strategy for strengthening driver's licence security identification. In December 2001, Canada and the U.S. signed the *Smart Border Declaration*, to serve as a framework for dispositions to secure flow of people, goods and infrastructure and exchange enforcement information.

Port authorities have increased security precautions, instituting security patrols and surveillance, better lighting and fencing, cargo-screening equipment, access cards for port workers and improved cooperation with local police and U.S. authorities. Through the Interdepartmental Marine Security Working Group, Canada and the U.S. have collaborated on updated security screening procedures for ships entering the St. Lawrence Seaway and Great Lakes system. Also, boarding protocols have been refined to improve response to any threats before ships arrive at ports. For instance, arrival notification for vessels entering Canadian waters has been increased from 24 to 96 hours, and security arrangements for the cruise ship industry have been enhanced. This includes increased police presence at some ports during the cruise season, screening of all embarking cruise ship passengers





at Canadian ports and their carry-on baggage and random screening of checked bags.

EMPHASIZING SAFETY PROGRAM DELIVERY

RISK MANAGEMENT. There has been a general increase in the awareness and acceptance of a systematic and integrated approach to risk management throughout the department's safety and security programs. In marine safety, the four pilotage authorities have approved a risk-based methodology for decision-making. In civil aviation safety, data gathered from oversight and enforcement activities has been used to identify risk targets. In rail safety, a policy on risk management and performance measurement tools is enhancing program planning and delivery. Overall, the department continues to invest in the collection, sharing and quality of safety data to improve safety oversight and compliance strategies.

AIR RAGE. The events of September 11 delayed introduction of regulations to respond to air rage incidents. However, an air rage awareness initiative launched among key stakeholders has led to a more positive response by the legal system as societal expectations have been better defined and understood. In addition, a booklet entitled *Unruly Passengers: The Police Response, an information guide for airline staff in Canada* has been distributed to air operators and airline employees, helping them deal with air rage incidents more effectively.

RAILWAYS. In May 2001, the railway industry was ordered to revise the Canadian Rail Operating Rules to improve safety in handling switches in territory where there is no train signal system. Approved in December 2001, a new rule covers speed reductions on approaches to signals, communication procedures for confirming the position of a switch and procedures for handling main track switches — producing an immediate 50 per cent reduction in incidents involving switches. In addition, the department is helping industry to improve safety by identifying low-cost alternatives to switch signalization and proposing test locations. It is also working with the Railway Association of Canada on a jointly funded contract to identify: the human factors that contribute to switches being improperly lined; examine control systems in Canada; and develop a formal protocol for railways to self-diagnose and correct flaws.

PORT STATE CONTROL. Under its Port State Control Program, Transport Canada inspected 1,197 vessels in 2001 — the highest number of inspections ever — covering approximately 30 per cent of the vessels calling at Canadian ports. The program protects Canadian lives, property and the marine environment from substandard shipping by inspecting foreign vessels to ensure compliance with major international maritime

Look for more information on air rage at:

www.tc.gc.ca/mediaroom/releases/nat/2001/01_h060e.htm

Look for more information on measures to enhance rail safety at:

www.tc.gc.ca/mediaroom/releases/nat/2001/01_h150e.htm

conventions. Table 4 shows that 63 per cent of detained vessels (58 of 92) were bulk carriers, a trend that has been fairly constant.

Improved targeting and special inspection programs for bulk carriers and tankers have contributed to an improvement in the safety of foreign ships entering Canadian ports. The percentage of ships with deficiencies has decreased very slightly, from 54 per cent in 2000 to 53 per cent in 2001, although only eight per cent of those vessels were detained in 2001, compared to 10 per cent in 2000.

Table 4 -Ships Detained By Type	
Bulk Carrier	63%
General Dry Cargo Ship	10%
Tankship non-specified	8%
Chemical Tankship	7%
Containership	4%
Oil Tankship	4%
Other	4%
Source: Marine Safety Port State Control 2001 Annual Report	

Of the total defects found during port state control inspections in 2001, the highest proportion (18.3 per cent) was on “fire fighting appliances”. “Safety in general”, which includes structural deficiencies and corrosion of the ship’s structure, accounted for the second highest proportion (15.7 per cent), and “lifescaping appliances” and “navigation equipment” had the third and fourth highest (12.6 per cent and 11.5 per cent, respectively). These four categories of deficiencies represent failure in the maintenance of essential equipment and structures required for the safety of any voyage. Their continued placement at the top of the list of trouble spots remains a challenge to the department.

SMALL PASSENGER VESSELS. In response to the recommendations of the Transportation Safety Board following the sinking of the *True North II* in Tobermory, Ontario in June 2000, Transport Canada has taken several actions to enhance the safety of small passenger vessels in Canada. It has initiated a review of regulations and standards for small passenger vessels to address issues such as watertight integrity, weather tightness and down flooding. Amendments have been made to the Small Vessel Regulations and the Life Saving Equipment Regulations to require that passengers receive safety briefings before departure from any location in Canada. In addition, all vessels under 25 metres in length must arrange for life rafts, if carried, to float free in the event of a vessel sinking.

Transport Canada has implemented a training program for small passenger vessel inspections and seeks to instil a stronger safety culture within Canada’s marine community. It has also improved the quality of inspections so that deficiencies and shortcomings are promptly identified, reported and corrected.



Look for more information on the Port State Control program at: www.tc.gc.ca/MarineSafety/TP/TP13595/Annual-Report-2001.htm

Look for more information on small commercial vessels at: www.tc.gc.ca/MarineSafety/CES/Small-Commercial-Vessels/menu.htm




MODERNIZING REGULATORY FRAMEWORKS

TRANSPORTATION APPEAL TRIBUNAL. The *Transportation Appeal Tribunal of Canada Act*, which received Royal Assent in December 2001, is a significant step in modernizing Canada's transportation regulatory regime. The new tribunal will replace the Civil Aviation Tribunal as a multi-modal recourse mechanism for individuals and organizations in the maritime, rail and civil aviation sectors that wish to dispute Transport Canada's administrative enforcement actions. The act is expected to come into force by June 2003.

HIGHWAY/RAILWAY CROSSINGS. Although rail-related incident rates and crossing fatalities are considerably lower than they were 10 years ago, improving safety at highway/railway crossings and along the railway right-of-way remain top priorities for Transport Canada and Canada's railways. Trespassing and crossings account for 95 per cent of all rail-related fatalities and continue to pose safety risks to both railways and road users. Transport Canada is finalizing new regulations to establish more modern safety standards, providing clear direction and consistency in the construction and maintenance of crossings and rail line access control. They will lead to better identification of locations with safety deficiencies and clarify the practices for upgrading them. Due to the complexity of the issues and the diversity of stakeholders, publication of the regulations in the *Canada Gazette, Part I* has been delayed to December 2002.

RAIL SAFETY MANAGEMENT SYSTEM. Under the Railway Safety Management System (RSMS) Regulations, effective March 31, 2001, all federally regulated railway companies are required to implement and maintain an RSMS with mandatory components. Railways are encouraged to integrate safety into day-to-day operations, address the systemic causes of accidents and losses, and foster greater safety self-compliance and internal responsibility within the community. At the same time, the regulations are consistent with the operating environment and management style of the railway companies. Prior to introducing the regulation, the department worked with stakeholders to develop appropriate guidance material, which was made widely available, supplemented by a variety of other sessions and materials.

During 2001-2002, the first year of the program, all required railway companies submitted initial RSMS information and have responded well to the department's requests for corrective action. All companies are required to undergo an RSMS audit every three years. With a focus on assessing RSMS documentation, six companies have already been audited. While the companies have generally demonstrated compliance, there are some challenges. For example, safety performance reporting is inconsistent as railway corporate offices and front-line functions often do not interpret

 Look for more information on SMS at: www.tc.gc.ca/railway/SMS_Regulations.htm

RSMS requirements in a uniform manner. Transport Canada is committed to education and awareness building, along with the audits, to ensure compliance with requirements.

It should be noted that formal approaches to developing strong safety corporate cultures, such as the safety management system, are increasingly being adopted in the marine and aviation industries. Further information about initiatives for civil aviation is presented in the section, Strengthening Stakeholder Engagement and Relationships, below.

MARINE LEGISLATION. The *Canada Shipping Act, 2001* received Royal Assent on November 1, 2001. This regulatory reform modernizes shipping and navigation for the entire marine community, to promote safer, more efficient and more environmentally sound operations. Transport Canada has commenced consultations with industry, stakeholders and other government departments to increase awareness and understanding of the act. The first round of consultation, focusing on small vessel regulatory reform, took place in six cities across Canada. Amendments were also made to the *Shipping Conferences Exemption Act, 1987* to keep Canadian legislation for ocean shipping lines harmonized with that of its major trading partners.

MOTOR VEHICLES. The department has been examining ways to improve the *Motor Vehicle Safety Act*. Field experience from enforcement activities, test results, audit inspections and court decisions have shown that, although less than a decade old, the act is proving to have challenges in areas such as methods of enforcement and importation by individuals. Jurisprudence over the past decade has also shown a need for clarification in some areas.

TRANSPORTATION OF DANGEROUS GOODS. The Transportation of Dangerous Goods Regulations, made under the *Transportation of Dangerous Goods Act, 1992*, are designed to promote public safety. They set out requirements for testing, classification, labelling, containment, training, emergency response planning and documentation for dangerous goods. The clear language version of the regulations was published in the *Canada Gazette, Part II* on August 15, 2001, and takes effect on August 15, 2002. This version clarifies, simplifies and modernizes regulations originally enacted in 1985, streamlining the process for shipments involving several different modes of transport.

STRENGTHENING STAKEHOLDER ENGAGEMENT AND RELATIONSHIPS

The introduction of safety management systems (SMS) into aviation companies has been a key departmental priority since 1999. This initiative is helping aviation companies develop their own strong safety culture through a formal framework for integrating safety into day-to-day operations. SMS standards for large air operators and their associated



Look for more information on the modernization of the *Canada Shipping Act, 2001* at: www.tc.gc.ca/releases/nat/01_h033e.htm

Look for more information on TDG regulations at: www.tc.gc.ca/tdg/regulations.htm




maintenance organizations have been finalized and will soon become part of the Canadian Aviation Regulations. In an encouraging outcome, several operators and maintenance organizations are voluntarily implementing the intent of the new regulations and standards in anticipation of their publication.

In November 2001, Transport Canada launched a major education initiative on SMS concepts and principles, which has heightened safety awareness and emphasized our shared commitment to safety with the air industry. The department is also working with industry SMS champions, identified by the Air Transport Association of Canada and other members of the aviation community, to further SMS objectives, deliver consistent messages and make good use of available resources. The champions are promoting industry adoption of SMS and assisting at workshops.

SMS has been a central theme over the past two years at the Canadian Aviation Safety Seminar, a national event hosted each year by Transport Canada. This seminar continues to build and enhance partnerships with the aviation community at home and abroad to further aviation safety. Results of a post-seminar survey of participants were very positive and demand for the seminar continues to be high.

RAIL SAFETY — DIRECTION 2006. Direction 2006 is a special effort by all levels of government, railway companies, public safety organizations, police, unions and community groups to reduce by the year 2006 grade crossing collisions and trespassing incidents by 50 per cent from 1996 levels. The initiative has successfully achieved 48 per cent of crossing targets and 76 per cent of trespassing targets. Not only has the number of partnering organizations increased from 20 to almost 40, every dollar contributed by the department generated approximately \$20 of in-kind contributions from all program partners in 2001. This success is reflected in the production and distribution of over 40 new rail safety initiatives since the program's inception. These and other initiatives — such as the department's contributions for grade crossing improvements and Operation Lifesaver, a public education program funded equally by Transport Canada and the Railway Association of Canada — have helped reduce crossing collisions by 60 per cent since 1981. And this statistic does not factor in the increases in vehicle traffic, new drivers or train traffic.

According to Transportation Safety Board of Canada figures, there was an increase in rail occurrences during 2001 although, since the beginning of 2002, the trend has again been downward. There were 279 crossing collisions in 2001, up from 264 in 2000 but below the five-year average of 298. Trespasser incidents totalled 79 in 2001, equal to 2000's figure but lower than the five-year average (1996-2000) of 95. In 2001, rail crossing collisions and trespassing on rail property resulted in 99 fatalities. This

 Look for more information on Direction 2006 at: www.direction2006.com





14 per cent increase compared to 2000 is due mainly to a 24 per cent increase in crossing-related fatalities. Serious injuries as a result of crossing collisions and trespasser incidents increased to 69 in 2001 from 56 in 2000. The majority of such collisions occur at crossings equipped with warning devices and three quarters take place in broad daylight with good visibility. In about a third of collisions, it is the vehicle that strikes the side of the train. Many side-on collisions occur at night when motor vehicles are moving faster than their lights can illuminate the road.

A nation-wide Ipsos-Reid Internet poll conducted in March 2001 among 1,043 young Canadians aged 12-18 measured the effectiveness of a public service announcement created for television. Eighty-four per cent of the respondents found the announcement “effective” in discouraging people from walking on railway tracks, of which 40 per cent found it “very effective”. Survey results are accurate to within three per cent, plus or minus, 19 times out of 20, of what they would have been had the entire population of young Canadians who access the Internet been surveyed. The margin of error would be larger for sub-samples of the survey population. The data was statistically weighted to ensure that the age, gender, and regional composition of the sample population reflected that of the actual Canadian online youth population. Findings also revealed that the level of awareness among young Canadians on safe rail crossing practices was limited and that the survey had helped to improve their perception of risk.

On the enforcement front, many police forces have been lending their active support through special programs that involve officers riding trains and monitoring level crossings. For example, arrangements were made with 15 police departments with jurisdictions between Toronto and London, Ontario. Local enforcement agencies have also supported Direction 2006 by carrying the safety message to more than 1.4 million Canadians each year through visits to schools, service groups and malls as part of Operation Lifesaver.

Members of the Montreal Alouettes football team joined hundreds of volunteers to kick off a national media campaign with Direction 2006, to promote safety along Canada’s railway tracks. Radio and television announcements directed at youth and adult drivers had a strong secondary audience of potential trespassers. In addition, there was a nation-wide campaign of high impact billboards and transit shelter posters co-sponsored by Viacom Outdoors and other campaign partners. The program’s co-operative nature and emphasis on increasing public awareness are key to its success in strengthening partnerships and promoting acceptance of safe practices among target audiences.

FISHING VESSEL SAFETY. In response to the needs and requests of the marine community to address fishing vessel safety, Transport Canada established



Look for more information on CMAC at:
www.tc.gc.ca/CMAC/cmactmain.htm

Look for more information on Road Safety – Vision 2010 at:
www.tc.gc.ca/roadsafety/vision/2010/en/menu.htm



the Standing Committee on Fishing Vessel Safety for the Canadian Marine Advisory Council (CMAC) in spring 2001. The Committee, co-chaired by Transport Canada and a member of the Canadian fishing vessel industry, is strongly supported by the marine industry. It is a forum to consult on issues important to industry safety such as design, construction, operation, compliance, crewing, certification and training. It reviews operational matters and makes recommendations to CMAC on policy issues and regulatory initiatives. Issues discussed by the Committee have included the report and recommendations of the Transportation Safety Board on the sinking of the *Brier Mist*, a certification issues paper and results of a survey of fishing vessels.

ROAD SAFETY — VISION 2010. Vision 2010 improves communication, cooperation and collaboration among road safety agencies, to help make Canada's roads the safest in the world. Transport Canada's interventions to improve road safety, combined with those of other public and private sector stakeholders, have moved the country closer to that goal. Since 1996, the number of road fatalities has decreased by six per cent and the number of seriously injured by 15 per cent, despite steady increases in the road user population. In addition, there has been a 20 per cent decrease from the 1990-1995 baseline in the proportion of fatally injured drivers who have been drinking.

Under Vision 2010, Transport Canada and other government agencies partnered with police forces on a pilot project to help police better target their resources at the high-risk behaviours of road users. Its recent adoption into the business plans of the RCMP and provincial and regional police forces is a significant achievement. By more closely aligning intervention efforts with the major target areas in Vision 2010, police services will use their resources more efficiently and increase the effectiveness of enforcement.

In keeping with the initiative's objective to build public awareness, the department is taking the lead or partnering with key stakeholders on initiatives such as the National Occupant Restraint Program 2010, the Strategy to Reduce Impaired Driving 2010, Operation Impact, and campaigns promoting proper use of child restraints and school bus safety.

The road engineering community has had positive results from manuals setting out national guidelines such as uniform protocols for road safety audits. Truck and bus stakeholders, together with federal and provincial governments, have developed a national safety rating system that will improve safety monitoring and enforcement for commercial carriers. Data from the department's national vehicle use survey has enabled road safety researchers to better quantify problem areas. For example, the identification of young drivers as a high-risk group is confirmed by the finding that those

aged 16 to 19 are considerably more likely to be killed (per kilometre of travel) than the rest of the driving population.

REGULATORY CONSULTATION. According to a recent internal evaluation study, most external stakeholders of the department's Transport Dangerous Goods (TDG) Directorate believe that it consults effectively through the Federal Provincial/Territorial TDG Task Force and the TDG General Policy Advisory Council, supplemented by the Clear Language Internet Discussion site and direct mailings. Key success factors include the directorate's regular and systematic approach to consultation, the depth and breadth of expertise that it brings together, the positive relationships built through face-to-face meetings, and the high-quality decisions that result from the entire process. To keep stakeholders successfully engaged, the directorate could improve the timeliness of consultation and decision-making processes for international meetings, and overall feedback provided to stakeholders.

REGULATORY INSPECTION COMMUNITY. Transport Canada is one of the largest federal regulatory departments. It has been leading an inter-departmental initiative to find solutions to the challenges that affect the entire regulatory community, including recruitment and retention issues, knowledge management, sharing of best practices among regulatory and inspection professionals, and improved coordination of roles and responsibilities among government departments and agencies. Concrete multi-departmental initiatives have included a conference of inspectors and managers, which attracted over 60 people, and regular courses on technical leadership. The community also initiated a groundbreaking knowledge transfer initiative that was adopted by Transport Canada and is shared as a best practice with our partners.



Look for more information on Regulatory consultation in the *Evaluation of Safety and Security Group Consultation Mechanisms: Report on Key Findings and Recommendations*, Program Evaluation, Transport Canada, 2002.

Look for more information on regulatory inspection community at: www.leadership.gc.ca/static/ri_community/secretariat_e.shtml



3.3.2 Contribute to Canada's economic growth and social development

Ultimate Outcomes

A transportation system that is:

- efficient, effective, viable, affordable and accessible;
- responsive to users and communities; and
- competitive and harmonized, both domestically and internationally.

Total Net Spending

Planned: \$528 M
 Authorities: \$724 M
 Actuals: \$647 M

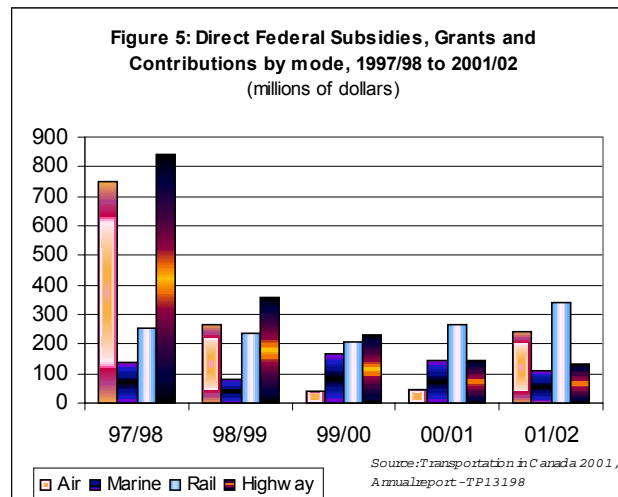
Federal transportation policy seeks to foster viable and efficient transportation services based on competition, commercial discipline and market forces, wherever possible. Economic deregulation is central to this policy and, overall, has resulted in benefits for Canadians. Productivity has improved and costs to users have gone down. During the 1990s, productivity of the transport sector grew at a rate of 2.9 per cent annually, largely outperforming the rest of the Canadian economy. Yet, from 1981 to 1999, transport prices fell by 27 per cent in real terms, and carriers improved their returns by about \$1 billion.

Commercialization of transportation infrastructure is an element of federal transportation policy that has been largely completed. In general, costs to taxpayers have decreased. New commercial entities, such as airports and ports operated by not-for-profit corporations, have demonstrated that they can attract fairly substantial investments. Transport Canada is putting increased emphasis on building relationships with these entities, focussing on issues such as preservation and improvement of the public asset and continued protection of the public interest.

Another trend is the overall reduction in federal subsidies, grants and contributions to transportation since the mid-1990s.

However, as Figure 5

shows, funding to the air mode increased in 2001-2002, largely due to a contribution to cover the extraordinary costs associated with September 11,



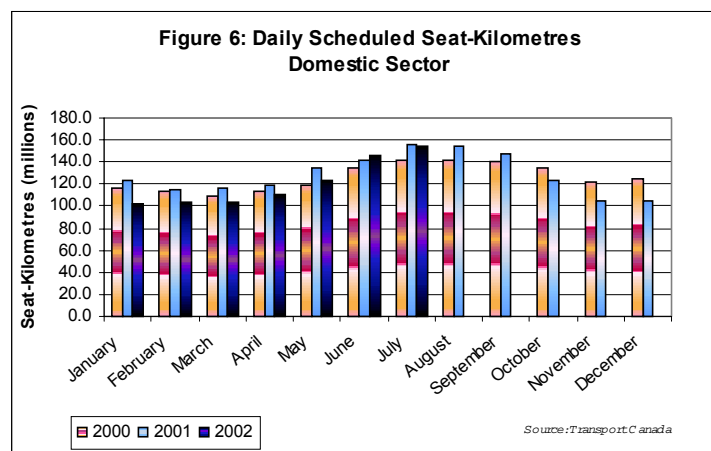


and total rail funding increased over the past two years because of government's significant capital investment in passenger rail.

PROMOTING ECONOMIC GROWTH AND TRADE

AIR INDUSTRY IN THE WAKE OF SEPTEMBER 11. This has been an unprecedented year in air transportation, but industry and markets have adapted well. The events of September 11 compounded the effects of the economic downturn, causing an 18 per cent decrease in domestic demand in September 2001 compared with September 2000. In response to this exceptional situation, the department stepped in to compensate Canadian air carriers and specialty air operators for losses resulting from the closure of Canada's airspace during the period September 11-16. By allocating \$99 million to 361 claimants, it helped to stabilize the air transportation industry and support its continued viability.

Figure 6 sets out the daily scheduled seat-kilometers, by month, for the domestic air sector in 2000, 2001 and 2002. It shows the significant impact of September 11 on domestic traffic. However, the figure also shows that since March 2002 there has been a steady recovery to previous seasonal levels.



Also, in the wake of September 11, international

insurers no longer offered the levels of war risk liability coverage previously available. Without this coverage, many key aviation services would have been unable to continue operations. Initially, government provided indemnification for Canadian air carriers, airports, NAV CANADA and other essential service providers at airports for a period of 90 days. It later extended and expanded indemnification to include new air service operators. The Government of Canada continues to work with international insurers and ICAO to reach a more stable, longer-term solution.

Despite difficult market conditions for air transportation, airline restructuring continues and Canadians can now look forward to better choices. In the eight months following the demise of Canada 3000, lost capacity was taken up by other airlines. Not only are the smaller companies demonstrating their confidence to compete in the domestic arena, but



domestic and international markets are also showing recovery after the events of last fall. Air Canada continues to dominate the domestic market, but smaller companies such as Westjet, Air Transat, Skyservice, Canjet and Jetsgo have expanded their activity. For example, Westjet added Comox, Fort McMurray, Sault Ste. Marie, Sudbury and Thompson to its network during 2001, as well as several new routes from Western Canada to Hamilton and Ottawa. Regional carriers also entered and left markets. As an example of new services, Bearskin Airlines began a seven-times daily scheduled air service between Toronto's Buttonville Airport and Ottawa. It also introduced scheduled air service between Winnipeg and Dryden in October 2001, immediately following Calm Air's termination of service in that market. In Western Canada, Hawkair expanded its service to Prince Rupert and Smithers.

In international air transportation, Canadian operators have struggled, but they have been slowly returning to normal traffic levels. According to Air Canada, the U.S. is its largest growth market and the Canada-U.S. Air Agreement continues to be important in fostering economic growth for Canadian air operators and other enterprises in the business and tourism sectors.

A RENEWED EMPHASIS ON BORDERS AND HIGHWAYS. Transport Canada's role in highway and border infrastructure improvements includes the provision of federal contributions and collaboration with partners in the public and private sector. Projects consist of physical infrastructure such as asphalt and concrete, or "smart infrastructure" such as the deployment of intelligent transportation systems.

A high priority since September 11 has been the collaboration with other federal departments, provinces, U.S. federal and state governments, and the private sector concerning border security and efficiency. The U.S. is Canada's largest trading partner and the Canada-U.S. Smart Border Declaration of December 2001 reinforces the importance of a smooth flow of commercial traffic at land borders.

Improvements at the Fort Francis, Ontario border crossing were completed last year. The recently developed Strategic Highway Infrastructure Program (SHIP) is providing the federal contribution to a cost-shared study being carried out in collaboration with the U.S. Federal Highway Administration, Michigan Department of Transportation, and the Ontario Ministry of Transportation. The study is identifying short and long-term alternatives to increase the capacity for moving people, goods and services between southeast Michigan and southwest Ontario. Work began with the Federal Bridge Corporation Limited, a Crown corporation, on studies to assess the crossings at Cornwall (Seaway International Bridge) and Gananoque (Thousand Islands Bridge). Projects are also being developed in the lower

Highways and borders are vitally important to the Canadian economy

- Canada's road network spans more than 1.4 million kilometres and is used by over 23 million vehicles.
- Trucking predominates in Canada-U.S. trade, carrying over 65 per cent of total trade valued at \$1 billion per day.
- There are over 100 land border crossings, however six crossings accommodate 70 per cent of truck traffic.



mainland of British Columbia and along the trade corridor from Montreal to the Lacolle, Quebec/Champlain, New York border crossing. They are cost-shared with the provinces and include upgrades to the road network to provide additional capacity or improve safety, and the deployment of intelligent transportation systems.

Additional border funding is now available from the five-year, \$600 million border infrastructure program announced in the 2001 Budget. Transport Canada is providing input on projects involving improved highway access to border crossings, processing centres for commercial vehicles to speed up border clearance times, and soft infrastructure such as intelligent transportation systems.

Transport Canada is also partnering with public and private sector stakeholders to improve Canadian highways. Under the SHIP, \$500 million is being allocated over five years for major capital improvements on the east-west and north-south trade routes of Canada's National Highway System to meet safety and efficiency objectives. Agreements worth \$117 million in federal funds were signed with the provinces of British Columbia, Alberta, Saskatchewan, Manitoba and Nova Scotia; negotiations with the remaining provinces and territories are ongoing. Some projects have begun and opportunities to leverage private capital construction investment or public-private partnerships are being discussed. Transport Canada is also funding, through the Federal Bridge Corporation Limited, a \$115 million re-decking of the Jacques-Cartier Bridge in Montreal.

It is too soon to report the outcomes of the department's border and highway-related activities because most projects are still in the planning stage or are only now getting underway. However, the department is well placed to measure outcomes in future years since contribution agreements include the requirement for performance data. Results monitoring provides assurance that federal funding was used for the intended purposes and identifies the extent to which funds were leveraged from other sources. In the longer term, it measures the impact of projects on security, safety, efficiency, sustainability and community satisfaction.

REVITALIZATION OF PASSENGER RAIL. In April 2000, the Government of Canada increased capital funding (\$401.9 million over five years) to VIA Rail, Canada's national passenger rail service, so that the corporation could renew its fleet of locomotives and passenger cars, modernize the rail infrastructure, refurbish stations and install waste management systems on the existing fleet. The funding is also expected to stimulate demand through increased frequencies and faster trains, which will ultimately help VIA reduce its dependence on government funding for its operations. Despite some challenges, VIA is making good use of the increased funding.



As shown in Figure 7, VIA Rail carried more passengers in 2001 than in any previous year, and reduced its requirement for government operating funding by \$7 million. Figure 8 illustrates that, since 1990, VIA Rail has consistently relied less on government funding for its operations.

Track and signalling improvements between Ottawa and Montreal will be completed by mid-September 2002, and will enable VIA to provide a much faster service between Ottawa and Montreal. In addition, VIA has upgraded passenger stations and facilities in Moncton, Kingston, Oshawa, Kitchener, Brantford and Jasper, and built a new station in London.

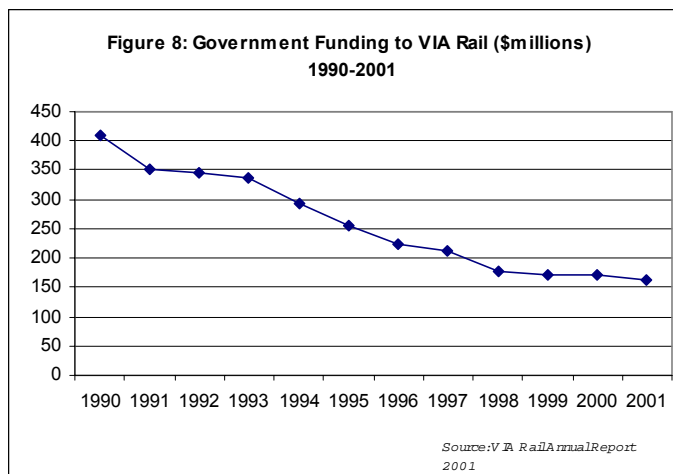
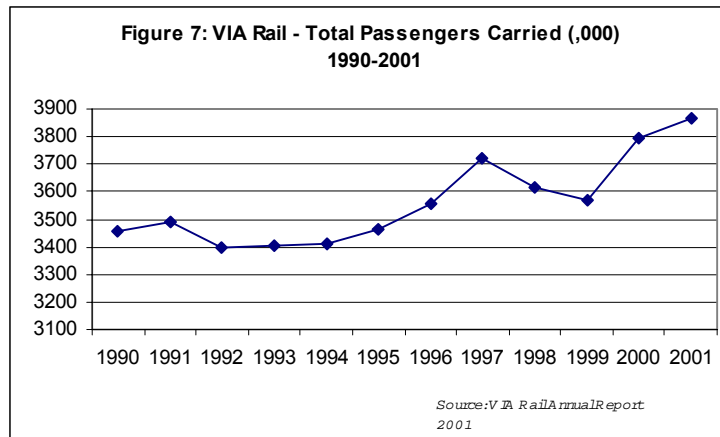
To help relieve urban congestion in central Canada, VIA has added new outer urban

services to Oshawa, Kitchener and Aldershot. In the Greater Toronto area, VIA reached an interline ticketing agreement with GO Transit allowing VIA and GO to now carry each other's passengers between shared stations,

relieving pressure on the Toronto commuter system and providing passengers with more options.

Twenty-one new high-speed locomotives entered service in November and December 2001. VIA has also

acquired 139 new *Renaissance* railcars, which are being modified to improve their accessibility and safety, thereby expanding the fleet by one-third. This equipment is not fully in service. It awaits resolution of an application concerning railcar accessibility filed with the Canadian Transportation Agency by the Council of Canadian with Disabilities.





GRAIN TRANSPORTATION AND HANDLING. In response to commitments made in 2000, the Government of Canada hired Quorum Corporation of Edmonton, Alberta as independent monitor to report on the performance of the grain handling and transportation system. This initiative marks the first time such a comprehensive database has been assembled for analysis. It includes input from railways, grain companies, the Canadian Wheat Board, the Canadian Grain Commission, and the Canadian Ports Clearance Association. While it has proved to be a complex and time-consuming exercise, it is helping stakeholders track the performance of the system and providing vital information for government decision-making.

The first annual report, *Monitoring the Canadian Grain Handling and Transportation System – Annual Report: 2000-2001 Crop Year*, noted that the time the grain spends in the system had been reduced to 67 days compared to 71 days in 1999-2000. There was also an impressive reduction in the time required for a rail car to be filled, moved to its destination, and emptied — from 19.7 to 16.4 days. A nearly 15 per cent decline in the number of elevators confirmed a trend in elevator rationalization. The drop in system storage capacity was a more modest 4.1 per cent. There were only relatively modest changes in the rail infrastructure, and the industry-based Car Allocation Policy Group was disbanded as railways began allocating cars on a bilateral basis with shippers.

The annual report also noted that crop year 2000-2001 saw limited success in the attempt to put the grain handling and transportation system on a more commercial footing by gradually expanding tendering for Canadian Wheat Board grain shipments to western Canadian ports. This situation arose because the board and the major grain companies did not reach agreement on new logistic arrangements until August 2001.

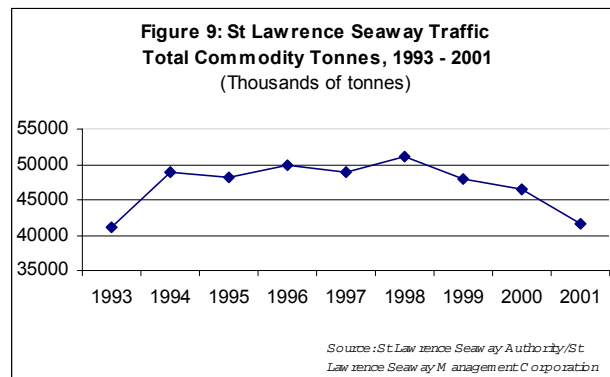
PROGRESS AND CHALLENGES FOR THE ST. LAWRENCE SEAWAY. The St. Lawrence Seaway Management Corporation, established in 1998 to operate and maintain the navigational aspects of the Canadian portion of the Seaway, has been successful in promoting a more commercial orientation. It has not made a call on federal money beyond the Capital Fund, a trust created for the purpose of funding any future operating deficits. In addition, it has met or exceeded cost targets for operations and asset renewal. The Corporation's financial stability has allowed it to offer users a 1.5 per cent toll rebate for the 2001 and 2002 navigation seasons. In addition, a recent evaluation found that users were generally satisfied with Seaway safety, service quality and consultation efforts, but saw room for improvement in value-for-toll-paid and competitiveness.

The Government of Canada continues to own the fixed assets of the St. Lawrence Seaway. In March 2002, Transport Canada signed an agreement with the Canada Lands Company to proceed with the divestiture

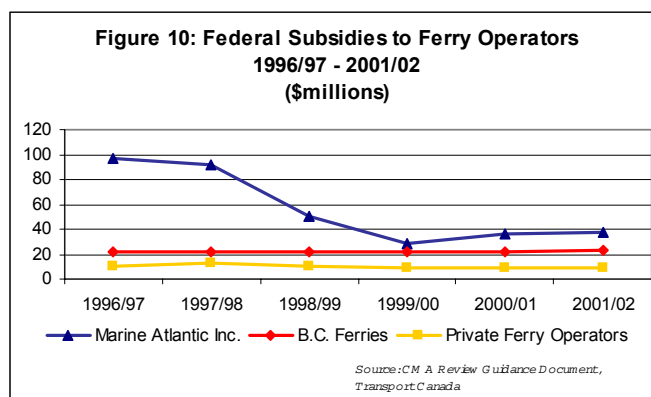


of 177 surplus Seaway properties. The department conducted a due diligence review of the proposed asset renewal plan and concluded that the plan would maintain the Seaway's asset inventory as a viable, efficient, safe and reliable component of Canada's transportation infrastructure. While the government is committed to safeguarding the national interest in the Seaway, it faces the challenge of an aging infrastructure and higher costs to maintain the status quo. In partnership with various key stakeholders, such as the St. Lawrence Seaway Corporation, Transport Canada is currently assessing strategies to support Seaway infrastructure.

The Seaway is also facing challenges with regard to traffic levels. As Figure 9 shows, by the late 1990s, Seaway traffic had rebounded from historical lows earlier in the decade, however, traffic has been declining since 1998. There was a sharp drop of over 10 per cent from 2000 to 2001, largely due to the economic slowdown. The capital fund currently has a positive balance, but it could be depleted in another two or three years if traffic does not rebound.



SUPPORT TO FERRIES ON THE EAST AND WEST COASTS. The National Marine Policy (1995) has resulted in streamlined ferry programs as the Government of Canada is providing fewer services and promoting a more commercial orientation for private operators by reducing subsidies. Figure 10 shows



that subsidies to Marine Atlantic Inc., the federal Crown corporation providing constitutionally mandated ferry services between Newfoundland and Nova Scotia, have decreased to about \$36 million in 2001-

2002, from almost \$100 million in 1996-1997. These reductions were possible because some routes were commercialized, transferred to Newfoundland and Labrador, or terminated as a result of the opening of the Confederation Bridge.



Figure 10 also shows that federal subsidies to private ferry operations in Atlantic Canada have decreased somewhat over this same period. This reduction is largely due to an agreement with the firm that provides services in the Bay of Fundy to phase out operating subsidies by 2000-2001 and capital subsidies by 2002-2003. The BC Ferry Corporation continues to receive an indexed annual grant.

EVOLVING RELATIONSHIPS WITH NEW GOVERNANCE ARRANGEMENTS

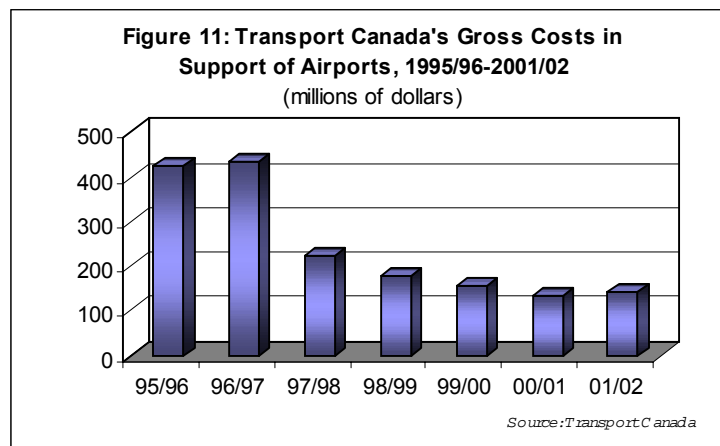
Local authorities or territorial governments now operate all but one of the airports that make up Canada's National Airport System, although the federal or territorial governments retain ownership of the land. For smaller airports, where the department is divesting both management and ownership to other authorities, only 13 are remaining, compared to 16 one year ago. The benefits of this program for local communities, described in last year's report, continue to be evident. Negotiations to bring the program to a successful completion are continuing.

In the meantime, the cost to taxpayers for supporting airports continues to decline in real terms, as shown in Figure 11. Following September 11, \$16 million in grants were provided to increase security and policing at airports. When this amount is deducted from the department's gross costs in support of airports for 2001-2002, the result is actually about \$11 million less than the previous year.

Major airports have taken advantage of their commercial status to raise funds — raising \$5.5 billion in bonds and equities and spending

\$5 billion on infrastructure improvements since the introduction of the National Airports Policy in 1994. Canadians have benefited from this increase in capacity. Surveys reported in the annual reports of the Vancouver, Montreal, Quebec City and Edmonton Airports Authorities found customers to be very satisfied with airport operations and services.

The department has adopted a lease-monitoring framework to facilitate its role as landlord of the airports that make up the National Airport System.



Look for more information on the status of airport transfers at: www.tc.gc.ca/programs/airports/status/menu.htm

Further information on airport improvement fees, airport authority revenues and expenses, and the Airport Capital Assistance Program can be found in *Transportation in Canada 2001, Annual Report*, pages 88-92.



Of interest is overall compliance, including safety and security, public accountability, asset protection, environmental diligence and financial arrangements. To date, departmental monitoring has found that airport authorities are demonstrating a high order of compliance to the obligations in their ground leases.

As of March 31, 2002, 433 Transport Canada port facilities across Canada had been transferred, demolished or had their public harbour status terminated. This represents a 79 per cent reduction in facilities that were once a funding responsibility of the department.

The department continues to operate 82 regional/local and 34 remote port sites. Figure 12 shows the financial results for department-operated ports. In

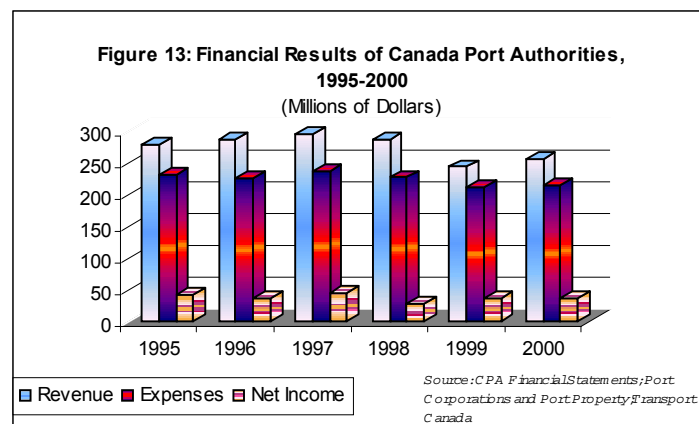
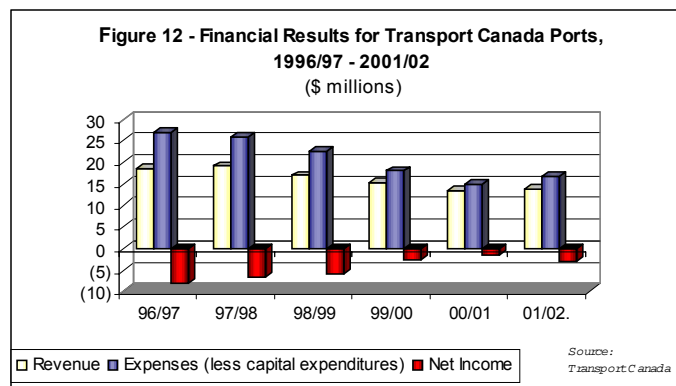
2001-2002, gross revenues were \$13.8 million, while expenses were \$16.8 million. The department met the operating revenue shortfall of \$3 million and invested \$6.8 million in

capital improvements. It should be noted that prior to 2000-2001, revenues were net of commissions paid, however, commissions are now reported as expenditures. Since 1995, the department has reduced port maintenance expenditures to a minimum, but delays in divestiture have necessitated expenditures to maintain safety standards.

Canada Port Authorities (CPAs) independently manage the 19 major ports most vital to Canada's economy. Overall, they are a success story, investing appropriately

and operating according to sound business principles. While the department is sensitive to the commercial imperatives and proper autonomy under which port

authorities operate, it has developed a framework to verify that they are



conducting their affairs in accordance with the *Canada Marine Act* and regulations and their individual letters patent. Results of the application of this framework will be available next year.

Figure 13 shows that the CPAs continue to have a positive net income despite downturns in Asian markets and a sluggish U.S. economy. They have benefited from legislation under which capital plans no longer require federal approval. Between 2001 and 2005, there are plans for approximately \$760 million in capital investments, 94 per cent to occur at ports in Vancouver, Montreal, Quebec City and Halifax. Smaller ports such as Belledune, New Brunswick are making infrastructure investments commensurate with their size to maintain government assets at a suitable standard.

FOSTERING INNOVATION AND SKILLS


With its partners in the transportation sector, Transport Canada is expanding the knowledge base and accelerating its commercialization to meet the challenges of moving goods and services in an efficient, safe, secure and environmentally sustainable manner. It is contributing to intelligent transportation systems in partnership with other federal departments, other levels of government, associations, the private sector and the U.S. government. This support encompasses advanced systems for traffic management, traveller information and vehicle control, commercial vehicle and fleet management, public transit, and rural transportation. It includes transportation-related information processing, communications, and sensing and control. Results are not yet available. In March 2002, the department committed approximately \$3.7 million to 17 cost-shared projects, funded as part of the Strategic Highway Infrastructure Program. In the long-term, these projects will contribute to a seamless exchange of information among users, vehicles and infrastructure leading to increased system performance without major investment in new infrastructure.

The department's Transportation Development Centre (TDC) is carrying out a highway-railway grade crossing research program to assess how crossing safety could be improved. It is investigating innovative technologies to increase the cost-effectiveness of warning systems and address the human factors that contribute to crossing collisions. The department is contributing \$1.3 million, and major railway companies, provincial authorities and other stakeholders are providing cash and in-kind contributions.

Research and development (R&D), and the resulting technological advances, are key to enhancing transportation security. During 2001-2002, the department provided up to \$1.1 million to the TDC for R&D in the area of aviation security, including equipment for the detection of trace amounts of explosives and devices for the containment of explosives blasts.



 Look for information on ITS at: www.tc.gc.ca/mediaroom/releases/nat/2002/02_h018e.htm

 Look for more information on highway-railway grade crossing research at : www.direction2006.com



Look for more information on research at: www.tc.gc.ca/tdc/index.htm

Look for more information on cell phones at: www.tc.gc.ca/roadsafety/tp/tp13889/en/menu.htm

Look for more information on accessibility at: www.accesstotravel.gc.ca

Transport Canada has also worked with the U.S. and other governments on corporate R&D efforts, such as new testing processes and devices for monitoring the performance of security screening equipment.

To enhance security and operating efficiency at Canadian ports, Transport Canada has developed and put into service an operational prototype of a system that provides real-time identification and cataloguing of rail cars and containers at the Port of Montreal.

Transport Canada supports innovative research investigating the effects and countermeasures of fatigue. This research has led to improvements in the way fatigue management is handled by vehicle drivers, marine and airline pilots, air traffic controllers and ships' crews. Other research has also shown that even when using hands-free cell phones, drivers are distracted and vehicle control is affected. In addition, the department has received a recognition award from the European Organization for Civil Aviation Equipment for its research on systems that provide ground and flight crews with accurate information on frozen contamination on aircraft surfaces just prior to takeoff.

CONTRIBUTING TO SOCIAL DEVELOPMENT

Federal transportation policy seeks to foster transportation services that meet the needs of shippers and travellers, including persons with disabilities. In keeping with this policy, Transport Canada recently launched an Access to Travel Web site in collaboration with partners in federal and provincial departments and agencies, as well as a not-for-profit organization. Persons with disabilities use the Web site to find useful facts and links to information sources on accessible transportation across Canada. It is too soon to assess its impact, but it is expected that facilitating travel planning for persons with disabilities will contribute to a more inclusive society.

The department has found that the inter-city bus industry is making progress in implementing a code for the voluntary provision of accessible services, but that awareness among persons with disabilities is low, with only one in five reporting knowledge of the code. Some caution is required in interpreting these results since they are based solely on stakeholder perceptions derived from surveys. However, they do indicate the need for awareness building among the target population whose lives could be improved through use of inter-city buses and, to achieve this, the department is working with stakeholders.

The integration of economic and social development objectives can be seen in the department's continued support to airports, airstrips, port facilities and railways that serve smaller communities, including those in remote areas. For example, the Airports Capital Assistance Program, in place since 1995,

has helped smaller airports to continue serving their communities by improving safety, protecting assets and reducing operating costs. The success of this program was confirmed in a recent departmental evaluation. In Newfoundland and Labrador, the department has been collaborating with the province to fund the restoration of airstrips serving 14 isolated coastal communities so that they can continue to have safe, accessible and efficient year-round air service. An evaluation of this program is underway, and results will be reported next year.

The department also supports railway services to remote areas. A recent evaluation of one such service in northeastern Quebec and western Newfoundland and Labrador concluded that the department's support was consistent with government policy, both in terms of remote access and contribution to the regional economy, and continues to respond to an actual need. An onboard survey found that a large majority of riders were using the service to travel to or from a remote region.





3.3.3 Protect the physical environment

Ultimate Outcomes

- Environmentally sustainable transportation system for Canadians.
- Reduction of greenhouse gas emissions (GHG) and pollution from the transportation sector.
- Prevention and mitigation of environmental damage from transportation activities.

Total net Spending

Planned: \$29 M
Authorities: \$33 M
Actuals: \$35 M

For more information on transportation and the environment, visit our Web site at: www.tc.gc.ca/envaffairs/english/UNCSD9_April23_01.htm for *Sustainable Transportation: the Canadian Context*.

See Chapter 5 in our Annual Report, *Transportation in Canada 2001* or visit our Web site at: www.tc.gc.ca/pol/en/anre/Transportation_Annual_Report.htm.

While transportation is vital to the lives of Canadians and the Canadian economy, it also has significant environmental consequences. The Government of Canada is committed to addressing a number of environmental priorities including clean air, climate change, clean water, and conservation of Canada's natural spaces. To this end, Transport Canada has remained committed to doing its part to protect the physical environment with the goal of providing the best transportation system for Canadians — one that is safe and secure, efficient, and environmentally responsible.

In moving towards achieving its long-term environmental objectives the department faces many challenges. Transportation is a shared responsibility between Transport Canada and its numerous stakeholders and, therefore, necessitates building strong cooperative relationships with other federal departments such as Natural Resources Canada and Environment Canada, other levels of government, industry associations, and stakeholders. This includes corporations such as airports and ports where the government has a new relationship. As well, there are many factors outside Transport Canada's direct influence that impact both the sustainability of the transportation system and GHG emission levels from the transportation sector. For example, the number of cars and commercial vehicles on the road is increasing. Also, transportation continues to be the largest source of GHG emissions. Without further action, the transport sector GHG emission levels are expected to rise 32 per cent above 1990 levels by 2010 and 53 per cent by 2020.

Despite these challenges, progress has been made towards realizing the department's intended long-term environmental goals. Some of these are shown in the following table:




Table 5 - Indicators of our progress

- Energy use for the transportation sector, which rose from 1990 to 1999, declined slightly in 2000, due primarily to pipelines and maritime transportation consumption related to a somewhat reduced level of activity.
- Preliminary data suggests that transportation energy consumption declined further in 2001.
- In 2000, purchases of best-in-class fuel-efficient vehicles¹ accounted for 5.3 per cent of total vehicle purchases, as compared to 4.8 per cent in 1999 and 1.8 per cent in 1998.
- Transport Canada's contribution to government-wide initiatives has resulted in improvements in per capita GHG emissions and reductions in annual growth rates.²
- About 25 per cent of Transport Canada's contaminated sites have undergone remediation, risk management or have been assessed and determined to have no action required. The remainder of the sites are under assessment, remediation or risk management.

1 – Natural Resources Canada, Most Fuel-Efficient Vehicles:

 www.oee.nrcan.gc.ca/autosmart/mostfuel/index.cfm

2- Natural Resources Canada, Canada's Third National Report on Climate Change

 See the report at: www.climatechange.gc.ca/english/3nr


Transport Canada's *2001-2003 Sustainable Development Strategy* (SDS) is the main document guiding the department's sustainable development and environmental initiatives over the next two years. The SDS identifies seven challenges, including commitments, targets and performance measures, aimed at promoting sustainable transportation and addressing the department's strategic objective of protecting the physical environment. The department has been making good progress in implementing its strategy.

An overview of the department's key environmental outcomes, organized by the challenges outlined in the 2001-2003 SDS, is presented below.

IMPROVE EDUCATION AND AWARENESS OF SUSTAINABLE TRANSPORTATION

Transport Canada's 2001-2003 SDS includes the Moving on Sustainable Transportation Program (MOST) as a key departmental initiative for enhancing the awareness of sustainable transportation. Over the course of the original phase of the program, approximately \$900,000 was contributed to 26 projects, several of which were successful in increasing the level of awareness of sustainable transportation issues. For example:

- Green & Gold Inc.'s Clean Air Champions project reached over 3,000 youth and 1,400 adults through activities such as International Walk to School Day.

 Transport Canada's 2001-2003 SDS is available at: www.tc.gc.ca/programs/Environment/SD/menu.htm




- The Canadian Automobile Association's project to increase Canadian motorists' awareness of climate change issues reached over 4 million readers, through a series of four articles published in *Leisureways* magazine and on their national Web site.

A June 2001 evaluation of the MOST program concluded that the program has been successful in achieving the majority of the desired program results. A number of adjustments were implemented as a result of the evaluation, including more consultations and feedback from stakeholders to improve program delivery, better feedback mechanisms so Transport Canada can make program improvements that meet stakeholder expectations, further dissemination of MOST project success stories, and the promotion of results-based management practices.


In January 2002, the Minister of Transport announced that the MOST program would be extended for another five years with a total budget of \$2.5 million.


Transport Canada has also raised awareness and understanding of sustainable transportation among Transport Canada employees. Sustainable development principles have been integrated into the presentation material of in-house courses attended by approximately 295 employees in 2001-2002.

A joint workshop between Transport Canada and Airports Council International was held in 2001 on the topic of Environmental Management Systems in the air transport sector, and best practices were shared among participants.

 *Evaluation of the Sustainable Transportation Fund, Program Evaluation Branch, Transport Canada, June 2001.*

 Look for more information on the MOST program at: www.tc.gc.ca/programs/environment/most/menu.html

 More information on sustainable transportation indicators is available on the Centre for Sustainable Transportation's Web site at: www.cstctd.org

 Look for more information on SEA at: www.tc.gc.ca/envaffairs/english/envass/SEA_E.htm

DEVELOP TOOLS FOR BETTER DECISIONS

In partnership with the Centre for Sustainable Transportation, other federal departments and transportation stakeholders, Transport Canada continued to work towards the development of sustainable transportation indicators to enhance management capacity to make sound sustainable transportation decisions. The work conducted to date has built solid relationships with other stakeholders in the sustainable transportation community and enhanced the department's knowledge of indicators.

In March 2001, Transport Canada approved its Strategic Environmental Assessment (SEA) policy. SEA is a systematic process whereby the environmental effects of programs, policies, and plans are evaluated and taken into consideration. The SEA enables the department to make better decisions that reflect the goals of environmental and transportation sustainability. Transport Canada has trained 85 officers in SEA and the majority of those trained have identified an increased level of awareness and ability to conduct SEAs. It has also developed a tool to assist in predicting the environmental impacts of Transport Canada's surface transportation

policies, plans and programs. The tool is unique in Canada as it enables environmental impacts to be assessed across all modes simultaneously. Pilot testing suggests that it will play a useful role in the SEA process.

In March 2002, the department released three studies on urban transit commissioned as part of the Government's commitment to improve public transit infrastructure, as highlighted in last year's Speech From the Throne.

These studies will assist the government to better understand the transit industry. They were also submitted to the Prime Minister's Caucus Task Force on Urban Issues, whose mandate is to explore how the Government of Canada can work more collaboratively within its mandate to strengthen the quality of life in Canada's larger urban centres.

The Transit Studies released by Transport Canada:

- *National Vision for Transit in Canada to 2020*, which analyzes long-term trends, international case studies and existing municipal vision statements, and proposes targets for urban transit ridership.
- *Urban Transit in Canada – Taking Stock*, which describes the current state of the Canadian transit industry, historic trends in provincial and municipal funding of urban transit, and assess its future needs.
- *Economic Study to Establish a Cost-Benefit Framework for the Evaluation of Various Types of Transit Investments*, which provides an analytical framework to assess transit investments.

PROMOTE THE ADOPTION OF SUSTAINABLE TRANSPORTATION TECHNOLOGY

In the long term, technology holds the promise of providing Canadians with transportation options that are safe, efficient, and environmentally friendly.

Transport Canada has worked with its partners and stakeholders to adapt and promote new and existing sustainable transportation technologies into Canada's transportation system. For example, the department has promoted the adoption of sustainable transportation technology through an Advanced Technology Vehicles (ATV) program, which is working to increase public understanding of ATVs through inspections, vehicle testing, and awareness-raising events. During 2001-2002, Transport Canada tested 91 ATV vehicles, conducted 261 vehicle evaluations, and held 14 public awareness events.

Over the past fiscal year, the department's Transportation Development Centre continued to undertake research and development (R&D) relevant to the goal of promoting a sustainable transportation system that is accessible, cost-effective and environmentally friendly.




Further information on the transit studies is available at:
www.tc.gc.ca/programs/Environment/UrbanTransportation/transitstudies


Detailed information about our R&D projects can be found at:
www.tc.gc.ca/tdc/projects/menu.htm



IMPROVE ENVIRONMENTAL MANAGEMENT FOR TRANSPORT CANADA OPERATIONS AND LANDS

Transport Canada has a direct responsibility to improve the department's own environmental practices and to take action to mitigate the environmental impacts of its operations. It has responsibility for a wide range of operations and 986 properties as both landlord and, to a lesser extent, operator. The departmental Environmental Management System (EMS) manages the environmental activities on Transport Canada owned and operated sites.

 For more information on EMS, see our annual report at: www.tc.gc.ca/programs/Environment/EMS/EPR2001.htm

 For more information on environmental protection visit: www.tc.gc.ca/Programs/Environment/EnvironmentalProtection/menu.htm

In the past year, Transport Canada completed 134 environmental assessments for new departmental projects, as required by the *Canadian Environmental Assessment Act* and northern land claim agreements. These assessments evaluate potential environmental impacts and identify design or construction measures necessary to mitigate potential negative effects before a decision is made to proceed with the project.

Churchill Airport Natural Resources Inventory

Due to the environmental sensitivity of the Churchill region, the completion of a Natural Resources Inventory was an important step towards protecting the natural resources of the site. The inventory report determined the potential impacts of Transport Canada operations and developed effective management plans that assist in balancing operational activities with the principles of environmental protection and stewardship. It improved the department's understanding of the airport's terrestrial and aquatic environment: assessing its sensitivity and identifying a number of species at risk. This information has already been used to assist Transport Canada in developing management and operational plans that take into account the sensitivity the local ecosystem.

The department has identified 495 contaminated sites, of which 93 per cent (459) have been assessed (36 sites are suspected of being contaminated). Of these sites, 345 have been classified under the Canadian Council of Ministers of the Environment National Classification Systems. Over the past year, \$424,000 was spent on site remediation related to navigation sites occupied by NAV CANADA, and 19 sites were cleaned up. These sites are being leased to NAV CANADA as part of the privatization of the air navigation system and, in accordance with the transfer agreement, Transport Canada is responsible for the contamination that occurred prior to the transfer. This project will extend into 2003-2004, with a further 35 sites requiring remediation at an estimated cost of \$4.5 million.

Transport Canada's target for its vehicle fleet is to ensure that 50 per cent of vehicles purchased between 2001 and 2003 are low-emission vehicles. In 2001, 23 out of 60 new vehicles were low-emission, including hybrid vehicles, natural gas conversions, and those running on ethanol blend fuel.

REDUCE AIR EMISSIONS

A significant challenge of sustainable transportation is to control or prevent air pollution and other air emissions from transportation such as GHGs, nitrogen oxides, volatile organic compounds, particulate matter and other air contaminants.

The transportation sector is the largest single contributor of GHG emissions. To address this challenge, the Government of Canada introduced its

Action Plan 2000 on Climate Change, which identifies five transportation-related measures to reduce air emissions: new vehicle fuel efficiency; new fuels; fuel-cell vehicles; freight transportation; and urban transportation — the last two for which Transport Canada is the lead.

The MOST program is helping to reduce GHG emissions through initiatives such as the:

- Bike-share project, conducted by the Toronto Christian Resource Centre — which resulted in the reduction of 43.51 tonnes of CO₂ and 45.12 Kg of No_x.
- Forest Engineering Research Institute of Canada's project to optimize performance and reduce the emissions of GHG in forestry haul operations, which was successful in piloting innovations to forestry haul vehicles — resulting in a saving of between 16.1 tonnes and 22.7 tonnes in CO₂ emissions per year compared with the standard forestry truck.

The Urban Transportation Showcase program was launched in June 2001 and the Freight Efficiency and Technology Initiative was launched in November of the same year. Both programs are still in the process of receiving and evaluating applications and project proposals. The Urban Transportation Showcase program has received and is evaluating 48 submissions from across the country, indicating a high level of program awareness. For its part, the Freight Efficiency and Technology Initiative has received 17 proposals at its first round, touching mainly the railway and road sectors.

National Commuter Challenge

Forty-six per cent of Transport Canada employees in the National Capital Region participated in the Environment Week National Commuter Challenge on June 6, 2001. By not taking their cars, employees reduced vehicle emissions by 25.7 tonnes (25,708.34 kg).

The department is also working jointly with Natural Resources Canada on the vehicle fuel efficiency initiative. The goal is to negotiate with industry a voluntary improvement in fuel efficiency by 2010, as well as a comprehensive public awareness campaign to promote “green choices.” Transport Canada is delivering an Advanced Technology Vehicle program to evaluate and showcase new technologies. The vehicle fuel efficiency



Further information on *Action Plan 2000 on Climate Change* is available at: www.climatechange.gc.ca/english/whats_new/action_plan.shtml

and Transport Canada's Climate Change initiatives at: www.tc.gc.ca/programs/environment/climatechange/menu.htm



A Success Story

During Environment Week, Transport Canada's Quebec Region set up *Take it Back!* to give employees an opportunity to dispose of household hazardous waste. About 1,400 litres of paint, oil, solvents and chemical products were diverted from drainage and water treatment facilities.

initiative has brought 30 vehicles into the program and held 35 showcase events.

Transport Canada's role in addressing clean air is focused on building partnerships and awareness with the transportation sector and other levels of government. For example, the second annual Smog Summit, held in Toronto in June 2001, brought together community, industry and government leaders from around the world. At that time, Transport Canada signed a declaration committing to the establishment of a Greater Toronto Area Clean Air Council to address smog and climate change emissions.

REDUCE POLLUTION OF WATER

Preventing or controlling the discharge of effluents and wastes that contaminate rivers, lakes, oceans, harbours and beaches, and preventing the introduction of non-native aquatic species through the discharge of ships' ballast water poses a significant challenge for the department.

Canada's largest ports are now directly responsible for environmental remediation and Transport Canada has no direct role. This has proven to be a significant challenge in meeting the department's 2001-2003 SDS commitment to reduce water pollution. With respect to public ports, Transport Canada has compiled an inventory of outfalls and other potential sources of contamination. This initiative has resulted in the identification of 1,612 potential sources of contamination, which will now be further investigated at public ports.

The department has met with some success in its initiatives related to reducing water pollution. For example, amendments to the Dangerous Goods Shipping Regulations have resulted in a greater consistency between Canadian dangerous goods regulations and international marine pollution agreements. They require clear identification of marine pollutants to minimize accidental pollution and ensure proper marking and labelling of packages.

Transport Canada continues to cooperate with the Department of Fisheries and Oceans and Environment Canada to effectively monitor ocean discharge through aerial surveillance. In 2000-2001 there were two pollution sightings off Newfoundland and Labrador, eight in the Maritimes, five in Quebec, none in the Central and Arctic Region and 49 in the Pacific Region.

PROMOTE EFFICIENT TRANSPORTATION

Transport Canada has undertaken initiatives to address the challenge of improving transportation efficiency for all modes, to reduce congestion, energy use and costs. The department has completed the first part of a two-

phase study to provide a critical assessment of the limitations and shortcomings that impede modal integration and competitiveness of Canadian transportation systems in a North American context. The Phase I report included a detailed set of recommendations and has been circulated to stakeholders. Phase II implementation will be considered following the review of the Phase I report by stakeholders.

The department is also working on incorporating sustainable development criteria into infrastructure funding agreements and programs, including the Airports Capital Assistance Program (ACAP), federally co-funded highway agreements and projects, and support for passenger rail.





3.4 Transport Canada's Management Agenda

Ultimate Outcomes

- Provide managers and employees with knowledge-based functional advice and sound management systems and services.
- Contribute to the ultimate outcomes and associated strategic objectives of the three core business lines.

The challenge of Transport Canada's management agenda is to create and maintain the capacity to achieve the department's objectives and respond to the needs and priorities of Parliament, the public and central agencies. The agenda addresses the key issues that affect the business lines' ability to deliver their core services. It reflects the need to change the way we manage people, funds, information and technology to reflect modern workplace values and practices.

WORKFORCE RENEWAL

With 39 per cent of its employees eligible for retirement by December 2010, Transport Canada has had to rethink how it attracts, hires, retains and develops its employees. A major challenge is the lengthy and burdensome staffing process. Managers and employees consistently identify the time to complete a staffing action as the main frustration in filling positions. Opportunities to hire qualified individuals are sometimes lost because capable candidates lose patience and accept other job offers.

Working with the Public Service Commission, the department has developed pools of potential candidates for the high-turnover occupational groups. This approach has reduced the average time to staff administrative support positions to 45 days, and overall has decreased the average time to competitively staff positions from within the public service from 154 to 134 days. The department's goal is to further reduce this staffing time to an average of 100 days by March 2003.

In addition, the department has been successful in recruiting staff in key occupational areas such as technical inspection, human resources, finance, policy, and aircraft operations; resulting in recruitment levels that have met or exceeded separations for the past two years. It has also initiated 23 knowledge transfer projects that capture the acquired knowledge of employees in highly specialized positions so that it can be shared with new or less experienced employees.

ELECTRONIC RECRUITMENT

In December 1999, Transport Canada launched an innovative, electronic recruitment Web site to hire pilots, engineers and technical inspectors. When the department sought to double the number of security inspectors following the events of September 11, 2001, the system faced its biggest challenge. But the system was quickly adapted for recruitment in this very specialized group and, for the first time, only web-based applications were accepted. The department successfully met the recruitment challenge. In all, 11,000 applications were received from a nation-wide campaign. The system electronically narrowed the pool of candidates to 2,500 and, in five days, a national, seven-person team selected 565 of those applicants for further assessment. Taken together, the screening process was completed within ten days of the competition closing date, an achievement that would not have been possible if all the screening had been done manually.

The department learned a number of valuable lessons from this exercise. First, electronic screening is efficient and effective. Second, this kind of recruitment attracts an extraordinary number of applications and therefore adequate system performance and storage capacity has to be provided. Third, people submit their applications at times that might not be expected, so this must be factored into the initial planning stages.

Transport Canada's electronic recruitment system is a pioneer in government and a model for future electronic activities. The Public Service Commission is promoting it and other departments and agencies, such as Corrections Canada, Justice Canada, the Department of National Defence and the Space Agency, have shown interest.

INFORMATION FOR CANADIANS

Transport Canada has been monitoring its performance in making information accessible to Canadians and taking steps to streamline the process. Although the Information Commissioner has lauded the department's progress, it still falls short of the 95 per cent on-time compliance standard.

While new equipment was purchased and installed to improve processing, the events of September 11 raised the security bar beyond the capacity of present software. More interdepartmental consultations are required as a security conscious government seeks to responsibly release information. Despite these shortcomings, Transport Canada has improved its ability to respond to access to information (ATI) requests within 30 days. It will continue to seek ways to address challenges in a more systemic manner.




 Look for more information on the electronic recruitment system at:
www.tc.gc.ca/era_are/can_post/welcome.asp



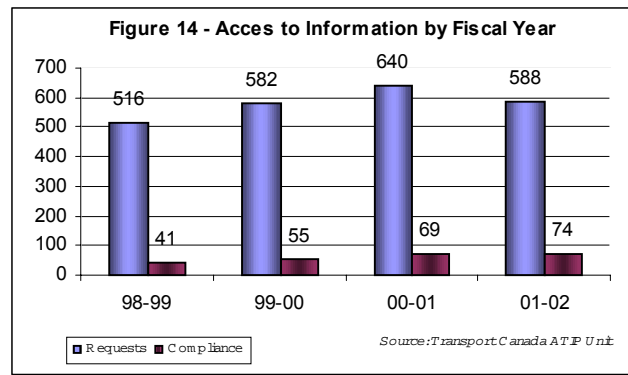
Figure 14 shows the ATI requests received by Transport Canada over the past four years. The number of requests increased by almost 20 per cent per year until 2001-2002, and indications are that the trend will resume its upward track in future years. It also shows the department's increasing capacity to respond to requests despite the challenges.

Transport Canada has also had positive results in other areas of communications.

Through its partnership with the Weather Network, the department provides Canadians with safety and environmental transportation tips.

The department has also produced a series of vignettes for

television to provide safety and security and other benefits for the community. Topics include advice on the proper seating for infants while travelling.



INFORMATION MANAGEMENT AT THE SERVICE OF SAFETY

Transport Canada is renewing its information management and information technology infrastructure to improve services for employees and the general public. The new Canadian Port State Control System demonstrates one of the ways the department has developed technological capabilities to serve operational requirements. This gold medal winning system supports the work of 240 marine safety inspectors in their efforts to remove substandard shipping from Canadian waters. It helps them focus on vessels that pose a high risk to people, property and the environment. At the same time, it promotes industry efficiency by reducing inspections of low risk operators, thereby reducing their costs in lost time. The system is also cost-effective for Transport Canada, a factor that has led several countries to investigate the possibility of using it for their own port state control inspection programs.

GOVERNMENT ONLINE IN THE SERVICE OF CANADIANS

The Government Online (GOL) initiative at Transport Canada provides on-line services and information to improve the effectiveness of the work it carries out for Canadians. For instance, safety inspectors have benefited from a compact disk of regulations on both the transportation of dangerous goods and marine safety. While they still have the necessary regulations at


their fingertips, they are relieved from having to carry large and numerous volumes from location to location.

Through the GOL initiative, the department has undertaken other projects that have positive impacts on safety and environmental protection. A geographical information system was developed to identify the location of dangerous goods in transit. In addition, an electronic search capability was provided for ships' captains to identify nearby Canadian facilities where they can discharge waste materials such as bilge water.

Transport Canada took the lead with Environment Canada and the Department of Fisheries and Oceans to develop Marine Services Online. This service links users quickly and easily to Web sites with information on recreational boating, commercial operations and marine infrastructure. Users can find links to the latest weather and marine conditions, educational and safety news, notices, regulations, navigational aids and more.

Thanks to the GOL initiative, candidates can now take Flight Training and Aviation Examinations remotely. Plans are to employ improved bandwidth technologies so that regions have an on-line capacity as fast and as efficient as those in headquarters, facilitating better nation-wide service for Canadians.



 Look for more information on Marine Services OnLine at: www.marineservices.gc.ca

Annex 1 – Financial Tables

Table A – Summary of Appropriations

Vote	(\$000s)	2001-2002		
		Planned Spending	Total Authorities	Actual Spending
1	Operating expenditures (net of revenues)	137,305	213,057	190,134
5	Capital expenditures	97,449	117,929	110,611
10	Grants and Contributions	203,528	404,807	343,013
15	Payments to the Jacques Cartier and Champlain Bridges Inc.	116,237	92,860	92,860
20	Payments to Marine Atlantic Inc.	36,347	36,784	36,784
25	Payments to VIA Rail Canada Inc.	247,739	310,201	310,201
(S)	Minister of Transport — Salary and motor car allowance	52	68	68
(S)	Payments to Canadian National for the Victoria Bridge in Montreal	4,000	3,072	3,072
(S)	Contributions to employee benefit plans	48,471	50,511	50,511
(S)	Payments in respect of St. Lawrence Seaway agreements	1,577	1,496	1,496
(S)	Northumberland Strait Crossing subsidy payment	48,400	48,325	48,325
(S)	Collection agency fees	-	0	0
(S)	Spending of proceeds from the disposal of surplus Crown assets	-	7,378	6,342
Total budgetary		941,105	1,286,488	1,193,417

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

Change in authorities. Transport Canada ended the year-end with additional authorities of \$345 million. More than three-quarters of the increase, or \$260 million, was related to the events of September 11, 2001, for compensation to airlines and specialty operators, and public security and anti-terrorism initiatives. The remainder includes major items such as an additional \$62 million for VIA Rail's expanded capital investment program, \$24 million for collective bargaining agreements, \$7 million for spending of proceeds from the disposal of surplus Crown assets, and other miscellaneous increases and decreases for various issues.

Surplus monies. Actual spending in 2001-2002 totalled \$1.2 billion, leaving a surplus of \$93 million, or approximately seven per cent of total available authorities. Most of the surplus, \$67 million, was due to the fact that funding requirements for issues arising from events on September 11th were less than originally anticipated. The remainder of the surplus resulted primarily from delays in staffing actions, environmental projects and various capital projects.

Table B – Comparison of Total Planned Spending to Actual Spending

2001-2002 Business Line (\$000s)	FTEs	Gross Operating¹	Capital	Transfer Payments²	Crown Corporations	Total Gross Spending	Less: Responsible Revenues	Total Net Spending
Policy	189	30,336	450	58,782	284,086	373,654	50	373,604
	201	38,261	450	217,257	346,985	602,953	50	602,902
	225	34,721	341	157,995	346,985	540,042	581	539,459
Programs and Divestiture	421	82,597	71,321	184,622	116,237	454,777	257,746	197,031
	416	105,374	40,224	214,052	92,860	452,510	282,747	169,763
	427	91,021	36,203	213,968	92,860	434,052	278,406	155,647
Safety and Security	2846	303,814	12,465	12,523	-	328,802	51,378	277,424
	2913	361,236	63,323	24,895	-	449,454	56,328	393,126
	2886	356,662	60,876	22,447	-	439,985	59,838	380,146
Departmental Administration	698	80,876	13,213	-	-	94,089	1,044	93,045
	871	107,809	13,932	-	-	121,741	1,044	120,697
	887	106,317	13,191	-	-	119,508	1,344	118,164
Total	4154	497,623	97,449	255,928	400,323	1,251,323	310,218	941,105
	4401	612,680	117,929	456,204	439,845	1,626,658	340,170	1,286,488
	4425	588,721	110,611	394,410	439,845	1,533,587	340,170	1,193,417
Other Revenues and Expenditures:								
– Non-responsible revenues (see Table D)								15,000
								15,000
								43,473
– Cost of services provided by other departments (authorities = actuals)								53,366
								49,285
Net Cost of the Program								979,471
								1,324,854
								1,199,229

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

1. Includes statutory payments for employee benefit plans, Minister's allowances, previous years' refunds, payments in respect of St. Lawrence Seaway agreement, and proceeds from the disposal of surplus Crown assets, and proceeds from the disposal of surplus Crown assets. 2. Includes statutory payments for Victoria Bridge (Montreal) and the Northumberland Strait Crossing subsidy.

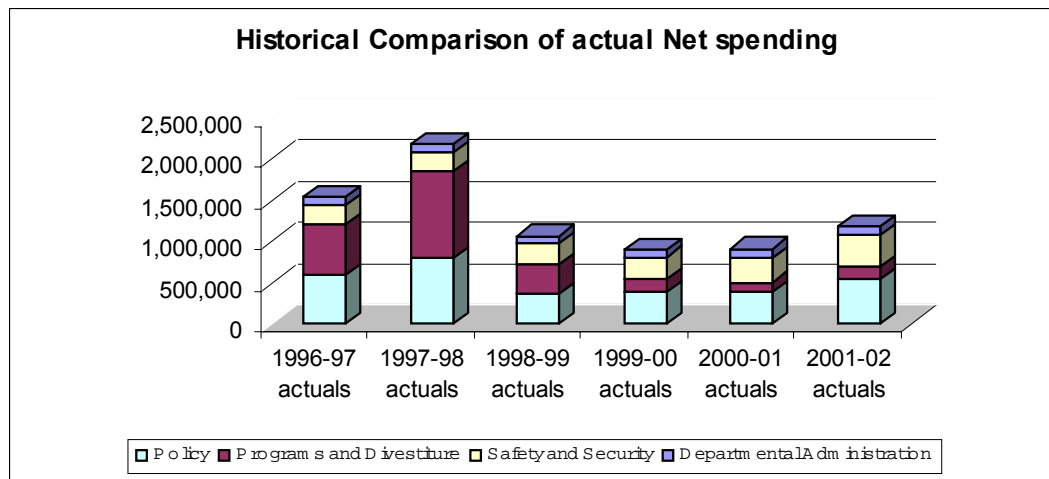
Normal font denotes planned spending. *Italicized* font denotes total authorities. **Bold font** denotes actual expenditures/revenues.

Table C – Historical Comparison of Net Spending

Business Line (\$000s)	Actual 1999-2000	Actual 2000-2001	Planned Spending	2001-2002	
				Total Authorities	Actual Spending
Policy	378,319	381,290	373,604	602,902	539,459
Programs and Divestiture	166,333	123,123	197,031	169,763	155,647
Safety and Security	264,962	302,578	277,424	393,126	380,146
Departmental Administration	94,311	108,729	93,045	120,697	118,164
Total budgetary	903,924	915,720	941,105	1,286,488	1,193,417

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

As reflected in the following graph, Transport Canada's spending levels have been decreasing since the department moved from owner-operator to regulator and policy-maker. Increased expenditures in 1997-98 were due to a one-time payment of \$348 million to the Province of Newfoundland related to the operation of marine freight and ferry passenger services. Increased spending in 2001-02 can be attributed primarily to costs related to the September 11th terrorist attacks in the U.S.



Note: Does not include spending related to the Air Navigation System, which was transferred to NAV CANADA in November 1996.

Table D – Revenues

Business Line (\$000s)	2001-2002				
	Actual 1999-2000	Actual 2000-2001	Planned Revenues	Total Authorities	Actual Revenues
Responsible Revenues					
<i>Policy</i>					
• Air Service Forecasts	205	322	-	-	262
• Internal revenues from Agriculture Canada for grain monitoring	98	60	-	-	202
• Rental revenue	260	119	-	-	117
• Miscellaneous internal and external revenues	94	117	50	50	-
	658	618	50	50	581
<i>Programs and Divestiture</i>					
• Harbours and ports revenues	17,575	11,178	9,707	14,265	14,265
• Airports — Rentals	7,245	9,328	6,628	6,628	5,839
• Airports — Concessions	13,695	4,313	2,471	2,471	1,693
• Airports — Landing fees	18,771	9,451	5,704	5,704	4,439
• Airports — General terminal fees	13,530	5,625	4,302	4,302	2,896
• Airports — Lease and chattel payments	214,480	219,273	227,827	248,271	248,271
• Miscellaneous internal and external revenues	3,474	1,608	1,107	1,107	1,004
	288,770	260,776	257,746	282,747	278,406
<i>Safety and Security</i>					
• Internal and external aviation safety revenues	12,333	12,922	10,959	10,959	11,851
• Internal and external revenues for aircraft services	27,106	27,519	30,576	32,676	33,723
• Road safety fees	330	353	350	350	-
• Internal and external marine safety revenues	8,791	9,188	7,374	7,374	7,591
• Short line rail inspections and other rail safety revenues	88	131	63	63	135
• Internal and external revenues from research and development activities	4,962	2,444	1,925	4,775	5,204
• Miscellaneous internal and external revenues	3,244	1,442	131	131	1,333
	56,854	53,999	51,378	56,328	59,838
<i>Departmental Administration</i>					
• Internal revenue for training and systems support	642	779	464	464	234
• Internal and external lease and concession revenues	906	913	580	580	927
• Miscellaneous internal and external revenues	240	249	-	-	182
	1,788	1,941	1,044	1,044	1,344
Total Responsible Revenues	348,070	317,334	310,218	340,170	340,170

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

Table D — Revenues (cont'd)

	2001-2002				
Business Line (\$000s)	Actual 1999-2000	Actual 2000-2001	Planned Revenues	Total Authorities	Actual Revenues
Non-respendable revenues					
Tax revenues:					
• Goods and services tax	25,633	21,678	-	-	-
• Air transportation tax	2,859	-	-	-	-
Non-tax revenues:					
• St. Lawrence Seaway Management Corporation	4,625	4,098	5,000	5,000	4,802
• Hopper car leases	13,021	13,577	10,000	10,000	13,936
• Return on investments	22,527	42,364	-	-	10,434
• Refunds of previous years' expenditures	3,370	657	-	-	1,143
• Adjustments to previous years' payables	6,224	15,193	-	-	4,433
• Privileges, licences and permits	44	196	-	-	49
• Fines	754	626	-	-	1,169
• Proceeds from sales	4,169	49	-	-	1,826
• Proceeds from the disposal of surplus Crown assets	2,642	9,438	-	-	5,284
• Miscellaneous	2,382	609	-	-	396
Total Non-respendable Revenues	88,250	108,486	15,000	15,000	43,473

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

Transport Canada's respendable revenues totalled \$340 million in 2001-2002, ultimately financing approximately 58 per cent of the gross operating expenditures. The realization of an additional \$30 million over planned revenues can be attributed primarily to airport lease and chattel payments as a result of a combination of changes in the transfer schedule at NAS airports and better revenue performance than originally forecast at airports, higher port revenues due to port transfer delays, and increased aircraft services provided to the Canadian Coast Guard.

Table E – Statutory Payments

Business Line (\$000s)	2001-2002				
	Actual 1999-2000	Actual 2000-2001	Planned Spending	Total Authorities	Actual Spending
Policy					
• Employee benefit plans	2,542	2,776	2,427	2,738	2,738
• Proceeds from the sale of surplus Crown assets	-	9,453	-	-	-
	2,542	12,229	2,427	2,738	2,738
Programs and Divestiture					
• Employee benefit plans	7,863	5,982	4,606	4,552	4,552
• Payments to Canadian National — Victoria Bridge	13,445	11,709	4,000	3,072	3,072
• Northumberland Strait Crossing subsidy	45,881	46,934	48,400	48,325	48,325
• Payments in respect of St. Lawrence Seaway agreements	2,331	2,474	1,577	1,496	1,496
• Proceeds from the sale of surplus Crown assets	-	-	-	167	25
• Refunds of previous years' expenditures	1,013	-	-	-	-
	70,533	67,099	58,583	57,612	57,470
Safety and Security					
• Employee benefit plans	33,064	35,701	33,829	34,230	34,230
• Refunds of previous years' expenditures	-	-	-	0	0
• Proceeds from the sale of surplus Crown assets	2,495	-	-	4,923	4,223
	35,559	35,701	33,829	39,153	38,453
Departmental Administration					
• Employee benefit plans	8,473	9,858	7,609	8,992	8,992
• Minister's allowances	51	52	52	68	68
• Collection agency fees	8	4	-	-	-
• Proceeds from the sale of surplus Crown assets	-	-	-	2,288	2,094
• Refunds of previous years' expenditures	44	-	-	-	-
	8,576	9,914	7,661	11,348	11,154
Total Statutory Payments	117,211	124,942	102,500	110,850	109,814

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

Statutory payments in 2001-2002 were \$7 million higher than originally anticipated, primarily due to the spending of proceeds from the sale of surplus Crown assets, and higher employee benefit costs. Actual spending was approximately \$15 million less than in 2000-2001 primarily due to an \$9 million reduction in payments to Canadian National for the Victoria Bridge in Montreal, a \$4 million reduction for employee benefit costs, and a \$3 million reduction in spending of proceeds from sales of surplus Crown assets.

Table F – Transfer Payments

	2001-2002				
Business Line (\$000s)	Actual 1999-2000	Actual 2000-2001	Planned Spending	Total Authorities	Actual Spending
Grants					
Policy	22,040	22,548	22,887	181,465	122,272
Programs and Divestiture	-	36,300	-	19,800	19,800
Safety and Security	100	115	-	11,150	9,069
Departmental Administration	-	-	-	-	-
Total Grants	22,140	58,963	22,887	212,415	151,141
Contributions					
Policy	41,359	35,961	35,895	35,792	35,722
Programs and Divestiture ¹	258,018	181,273	184,622	194,252	194,168
Safety and Security	11,729	14,911	12,523	13,745	13,378
Departmental Administration	-	-	-	-	-
Total Contributions	311,106	232,145	233,040	243,789	243,269
Total Transfer Payments	333,246	291,108	255,928	456,204	394,410

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

1. Includes statutory payments for the Victoria Bridge in Montreal and the Northumberland Strait Crossing subsidy.

Transfer payments have been decreasing over the past years but because of the events of September 11th, 2001, actual spending in 2001-02 was higher than planned. However, actual spending was lower than the authorities made available primarily because of lower demands from the industry for the assistance provided by the Air Carrier Assistance program.

Table G – Capital Spending

Business Line (\$000s)	Actual 1999-2000¹	Actual 2000-2001	Planned Spending	2001-2002	
				Total Authorities	Actual Spending
Policy	566	368	450	450	341
Programs and Divestiture	59,257	37,941	71,321	40,224	36,203
Safety and Security	7,178	24,393	12,465	63,323	60,876
Departmental Administration	5,986	10,157	13,213	13,932	13,191
Total Capital Spending	72,987	72,859	97,449	117,929	110,611

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

1. Includes proceeds from the disposal of surplus Crown assets.

The \$13 million increase in actual spending over planned spending in 2001-2002 was the result of \$51 million in required for advanced explosive detection systems and associated technologies after the September 11th attacks. The total increase was offset by delays in different environmental remediation projects and other capital projects, and transfers to the operating vote to cover environmental operating costs.

Table H – Capital Projects

				2001-2002		
Business Line (\$000s)	TEC	Actual 1999-2000	Actual 2000-2001	Planned Spending	Total Authorities	Actual Spending
Policy						
All Policy projects		566	368	450	450	341
Programs and Divestiture (P&D)						
Stephenville, NFLD						
• Environmental Remediation	2,714	293	680	291	66	51
Halifax, NB						
• Infrastructure redevelopment	6,000	-	-	6,000	6,000	6,000
Fredericton, NB						
• Infrastructure redevelopment	2,000	-	-	-	100	100
Blanc-Sablon, QC						
• Rehabilitate movement areas	4,320	-	122	2,967	3,525	3,380
• Reconstruction of wharf	9,753	-	-	372	602	442
Cap-aux Meules, QC						
• Repairs to breakwater	2,701	-	83	-	2,455	2,495
Kuujuuaq, QC						
• Rehabilitate Runway 07/25	11,999	2,915	3,276	4,4346	4,181	3,995
• Enlargement of building	2,451	-	-	-	245	83
Schefferville, QC						
• Restoration of manoeuvring area	4,950	2,188	2,349	6	6	6
Wedmindji, QC						
• Restoration of manoeuvring area	2,218	110	991	-	75	57
Îles-de la Madeleine, QC						
• Restoration of tarmac	6,527	-	-	-	267	123
Chevery, QC						
• Repair Runway	4,228	-	-	-	250	15
Port Stanley, ON						
• Dredging	2,990	-	1,116	1,087	1,160	1,143
Pickering, ON						
• Mould Remediation	3,754	203	663	2,740	700	466
Churchill, MAN						
• Restore Runway 15/23	5,271	-	954	4,242	3,325	3,242

(continued on next page)

Table H – Capital Projects (cont'd)

				2001-2002		
Business Line (\$000s)	TEC	Actual 1999-2000	Actual 2000-2001	Planned Spending	Total Authorities	Actual Spending
Fort Nelson, BC						
• Landfill Remediation	9,097	59	4,497	259	259	168
• Environmental Remediation	3,509	1,096	1,182	1,697	1,497	1,159
All other P&D projects		52,393	22,028	47,314	15,511	13,278
		59,257	37,941	71,321	40,224	36,203
Safety and Security (S&S)						
Headquarters						
• Aircraft Maintenance Dispatch System	2,816	880	606	1,260	258	258
• JT15D-4 Engine Overhauls	6,983	1,505	998	945	-	-
• Automated Fingerprint Identification System	3,553	-	-	3,400	2,486	2,912
Moncton, NB						
• Construct Aircraft Hangar	7,655	-	-	313	214	41
All other S&S projects		4,793	22,789	6,547	60,365	57,665
		7,178	24,393	12,465	63,323	60,876
Departmental Administration (DA)						
Headquarters						
• Transport Integrated Personnel System	11,328	309	216	30	30	30
• Record Management System (RDIMS)	10,039	-	3,372	6,339	4,760	4,720
• Windows 2000 software upgrade	3,500	-	999	900	800	758
• Oracle Release 11i upgrade	14,684	-	-	1,596	882	868
• Life Cycle Infrastructure Phase II	14,684	-	-	-	2189	2060
All other DA projects		5,677	5,570	4,348	5,271	4,755
		5,986	10,157	13,213	13,932	13,191
Total Capital Spending		72,987	72,859	97,449	117,929	110,661

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

Table I – Loans, Investments and Advances

(<i>\$000s</i>)	Actual 1999-2000	Actual 2000-2001	Actual 2001-2002
Investment in Ridley Terminals Inc.	90,000	90,000	90,000
Loan to Saint John Harbour Bridge Authority	26,975	26,013	25,024
Loans assumed from the former St. Lawrence Seaway Authority	1,152	724	716
Total Outstanding Balances	118,127	116,737	115,740

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

Table J – Contingent Liabilities

	As at	
Type of Contingent Liabilities (<i>\$000s</i>)	March 31, 2001	March 31, 2002
Bond and loan guarantees	64,710	64,147
Injury or loss of life	8,230	7,865
Breach of contract	-	475
Total Contingent Liabilities	72,940	72,487

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

Annex 2 – Business line Details

	Objective	Activities	Resources
Policy	To develop and implement transportation policies and legislative changes which contribute to a competitive, efficient and effective Canadian transportation system.	Establishes the policy and legislative framework for all federally regulated modes of transportation. The business line also monitors and analyses the transportation system, reports on the state of transportation in Canada, carries out economic studies and program evaluations, supports the Minister and Deputy Minister in their relations with other federal departments, other levels of government, and foreign governments, represents the department in international trade issues, and evaluates policy and programs for the entire department.	\$539 million 225 Full-time equivalents
Programs and Divestiture	To develop and manage programs and strategies, including divestiture and post-divestiture stewardship, which best contribute to a safe, effective, and efficient transportation system based on sustainable development principles.	Plays a substantial stewardship role in addition to negotiating the divestiture of ports and airports. It operates sites until they are transferred, administers highway and bridge programs, carries out landlord and monitoring functions in respect to airports, ports, bridges and air navigation system sites, and manages the department's real property portfolio. On the environmental front, this business line also provides leadership within the federal government and the transportation sector on sustainable transportation.	\$156 million 427 Full-time equivalents
Safety and Security	To promote the safety and security of the national transportation system.	Develops national legislation, regulations and standards, and carries out monitoring, testing, inspection, enforcement, education and research and development activities to promote safety and security in all transportation modes. It also develops emergency preparedness plans, ensures security of persons working in restricted areas of airports, and delivers aircraft services to government and other transportation bodies.	\$380 million 2886 Full-time equivalents
Departmental Administration	To provide efficient and effective support services that respond to departmental needs	Establishes the department's administrative accountability framework, and supports the department's other business lines by providing essential services that include financial, administrative, human resources, information management/information technology, internal and external communications, legal and executive.	\$118 million 887 Full-time equivalents

Annex 3 - Our Office Locations

TRANSPORT CANADA HEADQUARTERS

Web site:

www.tc.gc.ca

Mailing Address:

Transport Canada
Place de Ville, Tower C
330 Sparks Street
Ottawa, Ontario
K1A 0N5

General Enquiries:

Telephone: (613) 990-2309

Fax: (613) 954-4731

Library and Research Services Centre:

Telephone: (613) 998-5128

TRANSPORT CANADA REGIONAL OFFICES

Atlantic Region

95 Foundry Street
Moncton, New Brunswick
E1C 8K6
Telephone: (506) 851-7316

Quebec Region

700 Leigh Capreol
Dorval, Quebec
H4Y 1G7
Telephone: (514) 633-2714

Ontario Region

4900 Yonge Street
Toronto, Ontario
M2N 6A5
Telephone: (416) 952-2170

Prairies and Northern Region

344 Edmonton Street
Winnipeg, Manitoba
R3C 0P6
Telephone: (204) 984-8105

Pacific Region

620-800 Burrard Street
Vancouver, British Columbia
V6Z 2J8
Telephone: (604) 666-3518

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