

# **Transport Canada**

**2017-18**

## **Departmental Results Report**

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The Honourable Marc Garneau, P.C., M.P.

Minister of Transport

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## Minister's Message

I am pleased to present Transport Canada's Departmental Results Report for 2017-18 that demonstrates the continued momentum on Transportation 2030, the Oceans Protection Plan, and other important initiatives.

Announced in November 2016, [Transportation 2030](#) is a long-term vision for Canada's transportation system. We want a highly integrated transportation system that supports economic growth and job creation for Canada's middle-class, while also protecting our waterways and coasts. Transportation 2030 is our strategic plan for achieving it.

The [Oceans Protection Plan](#), also launched in 2016, is a partnership among six government departments and agencies, including Transport Canada. It is strengthening Canada's position as a world leader in marine safety and the protection of coastal communities and environments



We made significant achievements under both of these plans and more in 2017-18, moving us toward our goals and the fulfillment of our mandate

- We began modernizing key transportation measures that will notably make it easier for Canada's producers and job creators to move goods across the country and to international markets, as well as make air travel in Canada fairer through unprecedented passenger rights.
- We moved forward with the Trade and Transportation Corridors Initiative to support the efficient movement of goods to market and of people to their destinations, stimulate economic growth, create quality middle-class jobs, and ensure that Canadian transportation remains competitive and efficient.
- We accelerated the review of the **Railway Safety Act**, an important legislation to ensure that trains moving through our communities and across the country are doing so safely.
- We partnered with Indigenous and coastal communities to better improve marine safety, and introduced legislation to formalize a moratorium on crude oil tanker traffic on the north coast of British Columbia and legislation to significantly address the issue of abandoned, derelict, and wrecked vessels in Canadian waters.
- We introduced legislation to restore lost protections to the Navigable Waters Protection Act and incorporate modern safeguards.

These and other important steps will help make transportation in Canada safer, greener, and more efficient for Canadians. My department also continues to provide oversight and leadership for the transportation sector, in Canada and around the world.

I am grateful for the dedication and perseverance the hard-working employees at Transport Canada demonstrated this year, and I continue to be proud of our work together.

We will continue to deliver results for Canadians, building on the key commitments set out in my [mandate letter](#) from the Prime Minister and beyond. We will continue our momentum

toward modern, leading-edge transportation that will support Canada's middle-class and economic growth for years to come.

The Honourable Marc Garneau, P.C., M.P.

Minister of Transport

## Results at a glance

### Priority 1: Facilitate movement of goods to market and support supply chain reliability

- ✓ Launched the **Trade and Transportation Corridors Initiative**:
  - \$10.1 billion, 11-year initiative;
  - will help eliminate bottlenecks and build stronger trade corridors; and
  - supports government-wide priorities of increased and diversified international trade and infrastructure development;
- ✓ Introduced legislation for a more **transparent, and balanced freight rail system**:
  - to improve the efficiency of getting products to market; and,
  - support government-wide priorities of increased and diversified international trade and infrastructure development.

### Priority 2: Provide for better choice and services, and new rights for consumers

- ✓ Introduced legislation for a **fair, efficient, cost-effective and transparent air traveller system**, which includes proposals to:
  - liberalize the international ownership limits for Canadian air carriers;
  - establish an air traveller passenger rights regime;
  - create a more predictable and transparent approach to the assessment of joint ventures applications; and,
  - enable the Canadian Air Transport Security Authority (CATSA) to enter into arrangements with small, non-designated airports to provide security screening services on a cost-recovery basis
- ✓ Completed the review of the **Future of Inter-City Passenger Rail** ([VIA Rail<sup>ii</sup>](#)), which supports the government-wide priority of inclusive growth for the middle class;
- ✓ Completed preliminary review and analysis of **VIA's High Frequency Rail proposal** inside the Quebec-Windsor Corridor, which supports the Minister's and government-wide priority to enhance services for travellers;
- ✓ Continued to pursue a long-term approach for the delivery of **reliable Eastern Canada ferry services**, which supports the government-wide priority of inclusive growth for the middle class;
- ✓ Pursued new approaches to build a **more competitive air transportation system that connects to the world**, which supports government-wide priorities of inclusive growth for the middle class and diversified international trade.

### **Priority 3: Strengthen marine safety and responsible shipping and enhance Northern transportation infrastructure**

- ✓ Introduced legislation to formalize a moratorium on Crude Oil Tanker Traffic on British Columbia's North Coast;
- ✓ Put in place guidelines for cruise ships and tour operators using Northern Marine Transportation Corridors;
- ✓ Began to put in place Canada's [Oceans Protection Plan](#)<sup>iii</sup> to:
  - increase marine safety by creating, implementing, and supporting a world-leading and state-of-the-art marine safety system;
  - improve emergency response by furthering our scientific efforts to better understand coastal region environments in order to reduce the impact of spills on the marine and near-marine environments;
  - build a closer partnership with Indigenous and coastal communities by collaborating with groups and identify concerns on the local environment and economy caused by marine shipping;
  - focus on:
    - outreach, prohibition and removal activities related to vessels of concern, specifically vessels that have been abandoned or wrecked, which will reduce the cleanup burden on Canadians living in coastal communities;
    - the review of the [Pilotage Act](#)<sup>iv</sup> which will allow us to modernize and determine the impact of tariffs, changes to service delivery, governance, new technologies and dispute resolution system; and,
  - support:
    - government-wide priorities of greater safety and security for Canadians and action on climate change

### **Priority 4: Strengthen the safety and security of Canada's transportation system**

- ✓ Accelerated the statutory review of the [Railway Safety Act](#)<sup>v</sup> to:
  - further enhance railway safety standards; and,
  - support government-wide priority of greater safety and security for Canadians;
- ✓ Implemented amendments to the [Motor Vehicle Safety Act](#)<sup>vi</sup>, after Bill S-2: [Strengthening Motor Vehicle Safety for Canadians Act](#)<sup>vii</sup>;
- ✓ Put into place an examination of the motor vehicle safety framework with a particular focus on innovative and emerging technologies. This supports government-wide priority of greater safety and security for Canadians;
- ✓ Responded to the [Navigation Protection Act](#)<sup>viii</sup> review to:



- restore navigable waters protections that were previously removed; and,
- incorporate modern safeguards to ensure economic development projects (i.e. bridges, dams) do not impede the public right to navigate;
- ✓ Strengthened the regulatory framework for the safe integration of Remotely Piloted Aircraft Systems into Canadian airspace to support innovation;
- ✓ Worked with other jurisdictions and stakeholders to identify options to better protect [Vulnerable Road Users](#)<sup>ix</sup>, and
- ✓ Accelerated the implementation of recommendations from the [Emergency Response Task Force](#)<sup>x</sup>.

**Priority 5: Reduce air pollution and embrace new technologies to improve greenhouse gas emissions from the transportation sector**

- ✓ Continued to put in place the [Pan-Canadian Framework for Clean Growth and Climate Change](#)<sup>xi</sup> in the transportation sector and work with partners to:
  - develop a Canada-wide strategy for zero-emission vehicles; and,
  - support the government-wide priority of action on climate change by promoting and investing in clean transportation methods like alternative fuel vehicles, and clean public transportation;
- ✓ Implemented strategies to support and deploy innovative technologies in the transportation sector, focussing on new regulations for innovative technologies such as Remotely Piloted Aircraft Systems (this was referred to in the 2017-18 Departmental Plan as Unmanned Aerial Vehicles), connected vehicles and automated vehicles, all in supporting our low-carbon economy. This supports the government-wide priority of economic growth through innovation.

**Priority 6: Modernize Transport Canada's (TC) Legislative, Regulatory and Oversight regimes and develop a new asset stewardship strategy**

- ✓ Began the work to:
  - modernize our legislative, regulatory and oversight regimes; and,
  - support the government priority of greater safety and security for Canadians;
- ✓ continued to update our cost recovery framework;
- ✓ supported the analysis of opportunities to recycle federal assets; and,
- ✓ invested in our employees to ensure they are well equipped to continue delivering modernized transportation programs

- ✓ TC launched a Transformation strategy to modernize the way we deliver our programs and services to better serve Canadians. At the forefront of TC transformation are five signature initiatives that support a safe and secure transportation system:
  - legislative and regulatory modernization,
  - oversight modernization,
  - fee modernization (cost recovery),
  - digital delivery, and
  - services modernization.
- ✓ the plan also includes change management strategies and approaches to ensure the successful implementation of transformation outcomes through support and communication with employees and stakeholders.

For more information on Transport Canada's plans, priorities and planned results, see the ["Planned results"](#) section of this report.

### **Budgetary and Human Resources**

The following table provides a summary of our department's fiscal year-end actual spending (in dollars) and total human resources (full-time equivalents).

2017–18 actual spending (authorities used)	Full-time equivalents
1,205,720,765	5,214

**Raison d'être, mandate and role: who we are and what we do**

At Transport Canada, we are responsible for developing and overseeing the Government of Canada's transportation policies and programs so that Canadians can have access to a transportation system that is:

- Safe and secure;
- Green and innovative; and
- Efficient.

We work towards these objectives by:

- Proposing and updating policies, laws and regulations;
- Conducting inspections, enforcement activities and surveillance of the transportation industry's equipment, operations and facilities; and
- Providing funding to organizations for projects that strengthen the transportation network, including:
  - safety improvement projects;
  - technological innovations; and,
  - green transportation initiatives.

While we are not directly responsible for all aspects or modes of transportation, we play a key leadership role in ensuring that all parts of the transportation system across Canada work together effectively. We do so by collaborating with various groups including Indigenous people, industry, provincial and territorial governments and international partners.

For more general information about the department, see the "[Supplementary Information](#)" section of this report. For more information on the department's organizational mandate letter commitments, see the Minister's [mandate letter](#) on the [Prime Minister of Canada's website](#)<sup>xii</sup>.

**Strategic Outcomes and Program Alignment Architecture (PAA)\***

As illustrated in Figure 1 on the next page, Transport Canada's Program Alignment Architecture includes 15 Programs that contribute to achieving the following three Departmental Strategic Outcomes:

1. An efficient transportation system;
2. A clean transportation system; and
3. A safe and secure transportation system.

The 16<sup>th</sup> Program, Internal Services, supports all three strategic outcomes.

\*Transport Canada fully migrated to the Policy on Results, including a new Departmental Results Framework as well as a new Program Inventory, on April 1, 2018.

**Figure 1: Transport Canada 2017-18 Program Alignment Architecture (PAA)**

SO1: An Efficient Transportation System		SO2: A Clean Transportation System	SO3: A Safe and Secure Transportation System	
1.1 Transportation Marketplace Frameworks	1.3 Transportation Infrastructure	2.1 Clean Air from Transportation	3.1 Aviation Safety	3.5 Transportation of Dangerous Goods
1.1.1 Air Marketplace Framework	1.3.2 Marine Infrastructure	2.1.1 Clean Air Regulatory Framework and Oversight	3.1.1 Aviation Safety Regulatory Framework	3.5.1 Transportation of Dangerous Goods Regulatory Framework
1.1.2 Marine Marketplace Framework	1.3.2.1 Canada Port Authority Stewardship	2.1.2 Clean Air Initiatives	3.1.2 Aviation Safety Oversight	3.5.2 Transportation of Dangerous Goods Oversight
1.1.3 Surface Marketplace Framework	1.3.2.2 Seaway Stewardship and Support	2.2 Clean Water from Transportation	3.1.2.1 Service to the Aviation Industry	3.5.3 Emergency Response for Transportation of Dangerous Goods
1.1.4 International Frameworks and Trade	1.3.2.3 Ferry Services Stewardship and Support	2.2.1 Clean Water Regulatory Framework	3.1.2.2 Surveillance of the Aviation System	3.6 Aviation Security
1.1.5 Transportation Analysis and Innovation	1.3.2.4 Port Operations	2.2.2 Clean Water Regulatory Oversight	3.1.3 Aircraft Services	3.6.1 Aviation Security Regulatory Framework
1.2 Gateways and Corridors	1.3.3 Surface and Multimodal Infrastructure	2.3 Environmental Stewardship of Transportation	3.2 Marine Safety	3.6.2 Aviation Security Oversight
1.2.1 Asia-Pacific Gateway and Corridor Initiative	1.3.3.1 Rail Passenger Stewardship and Support		3.2.1 Marine Safety Regulatory Framework	3.6.3 Aviation Security Technological Infrastructure
1.2.2 Gateways and Border Crossings Fund	1.3.3.2 Bridge Stewardship		3.2.2 Marine Safety Oversight	3.7 Marine Security
1.3 Transportation Infrastructure	1.3.3.3 Highway and Other Transportation Infrastructure Support		3.2.3 Navigation Protection Program	3.7.1 Marine Security Regulatory Framework
1.3.1 Airport Infrastructure			3.3 Rail Safety	3.7.2 Marine Security Oversight
1.3.1.1 Airport Authority Stewardship			3.3.1 Rail Safety Regulatory Framework	3.7.3 Marine Security Operations Centres
1.3.1.2 Airport Operations			3.3.2 Rail Safety Oversight	3.8 Surface and Intermodal Security
1.3.1.3 Small Aerodrome Support			3.3.3 Rail Safety Awareness and Grade Crossing Improvement	3.9 Multimodal Safety and Security
			3.4 Motor Vehicle Safety	3.9.1 Multimodal Strategies and Integrated Services
			3.4.1 Motor Vehicle Safety Regulatory Framework	3.9.2 Emergency Preparedness and Situation Centres
			3.4.2 Motor Vehicle Safety Oversight	3.9.3 Integrated Technical Training
			3.4.3 Motor Carrier Safety	
4.1 Internal Services (Supports all SOs)	4.1.1 Governance and Management Support	4.1.2 Resource Management Services	4.1.3 Asset Management Services	

**LEGEND**

Strategic Outcome (SO)

Program

Sub-Program or Sub-Sub-Program

## Operating Context and Key Risks

### Operating context

To continue to fulfil our mandate, Transport Canada develops and implements federal transportation policies and programs that ensure a safe and secure, efficient and environmentally responsible transportation system.

This subsection describes the context within which our department operated and how we delivered our Programs. It identifies both external and internal influences and factors, and summarizes the conditions that existed for us throughout the 2017 to 2018 fiscal year.

We continue to transform the future of transportation in Canada through our strategic plan, Transportation 2030. Canadians expect a safe and efficient transportation system that allows them get to where they need to go each day. Businesses and customers expect a transportation system they can trust to deliver resources and products to global markets and local store shelves on time.

Over the past year, we made legislative, regulatory and oversight regimes more modern and nimble to:

- better respond to changes and innovation within the transportation sector; and
- support more effectively Government of Canada priorities for:
  - transportation safety and security;
  - trade; and
  - environmental protection.

We continue to bring these aspects together so that we continue to respond effectively and at the same time to:

- address safety and other transportation risks;
- respond to industry needs;
- develop key initiatives with Indigenous communities;
- address public concerns on the environmental impacts of the transportation sector;
- address shifting population demographics; and,
- address increasing volumes of:
  - travellers; and
  - freight containing dangerous goods.

## Key Risks:

We use risk management to help us make decisions and improve business practices. Risk management helps us:

- develop policies
- set priorities
- allocate resources
- deliver programs
- guide how we conduct activities that broadly support our mandate

Through our risk management approach, we:

- identify and monitor risks
- report on our progress and overall performance of risk response strategies twice a year

Transport Canada's 2016-17 Corporate Risk Profile analyzed our operating, environmental and financial situation and identified key risk drivers during the reporting period. Over the course of 2017-18, we undertook a comprehensive review of the Corporate Risk Profile. These updates will be reflected in the 2018-19 Departmental Results Report.

We reviewed the following key elements as part of our risk management strategy included impacts on our ability to deliver:

- Transport Canada's priorities in the [Minister's mandate letter](#);
- The Minister's vision for [Transportation 2030](#);
- The [Pan-Canadian Framework on Clean Growth and Climate Change](#);
- The [Oceans Protection Plan](#); and
- The Fall Economic Statement 2016.

We also considered the government's commitments to:

- protect Canada's ecosystems;
- facilitate access to public transit and link communities; and,
- address international and national security challenges.

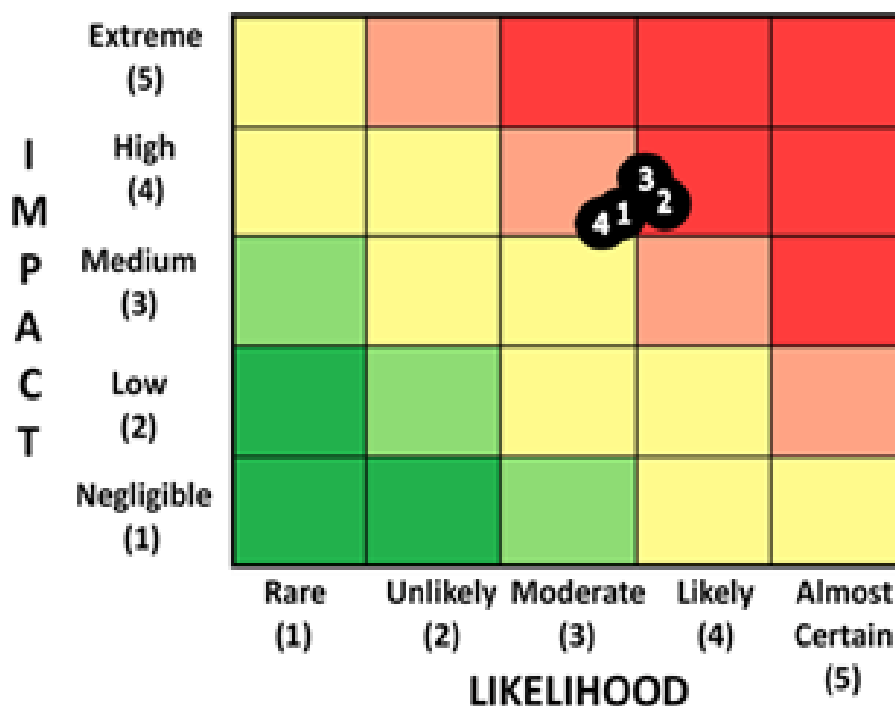
The risk assessment performed as part of the Corporate Risk Profile took into account existing program activities, and identified the key risks to Transport Canada's performance. These risks are:

1. Federal transportation policies, programs and infrastructure investments may not effectively support an efficient, innovative and resilient system for the transportation of goods and people, and the adoption of new technologies
2. Transportation-related security incidents – such as those caused by cyber threats - may not be effectively addressed due to communication gaps at critical points
3. Federal transportation programs and regulations may not effectively contribute to reducing the environmental impacts of transportation-related activities including their adverse effects on Indigenous Peoples, and Coastal and Northern communities
4. Canada's transportation legislative, regulatory and oversight regimes may not effectively address emerging safety and security issues, industry practices and increasing demands

We identified a number of key mitigation activities to address these risks, as the department:

- worked to improve the Canadian transportation system's performance through elements aligned with the Transportation 2030 strategic plan to work with partners through :
- implemented the Pan-Canadian Framework for Clean Growth and Climate Change and the Oceans Protection Plan to support the transformation to a low-carbon transportation system and to build marine corridors that are competitive, safe and environmentally sustainable;
- modernized our legislative, regulatory and oversight regimes, including the Railway Safety Act, the Navigation Protection Act, and the Motor Vehicle Safety Act; and,
- addressed security concerns by reviewing and amending existing procedures to ensure a robust and repeatable process to circulate important information relating to transportation security incidents.

As mitigation measures were identified, an evaluation of the likelihood and impact of the residual level of risk was undertaken. This evaluation, and the specific measures undertaken during the reporting year follow.



Risks	Mitigation strategy	Link to the Department's Programs (or Core Responsibilities)	Link to mandate letter commitments or to government-wide and departmental priorities (as applicable)
Federal transportation policies, programs and infrastructure investments may not sufficiently support the efficient transportation of goods and people, and the adoption of new technologies.	<p>Specific risk responses included:</p> <ul style="list-style-type: none"> <li>Working with industry, academia and other levels of government on the development of technologies and processes addressing the efficient movement of passengers and freight including operational efficiencies in the sector;</li> <li>Working towards automated inspection to increase capacity on the existing rail network;</li> <li>Putting in place a "single window" approach which recognizes that innovation and technology adoption is a multimodal and horizontal issue;</li> </ul>	<p>This risk is linked to the following Programs under Efficient Transportation System:</p> <ul style="list-style-type: none"> <li>Marketplace Programs;</li> <li>Analysis and Innovation Program; and,</li> <li>Gateways, Corridors and Border Crossing Programs.</li> </ul>	<p>Priority 1: Facilitate movement of goods to market and support supply chain reliability</p> <p>Priority 2: Provide for better choice and services, and new rights for consumers</p> <p>Priority 3: Strengthen marine safety and responsible shipping and enhance Northern</p>



Risks	Mitigation strategy	Link to the Department's Programs (or Core Responsibilities)	Link to mandate letter commitments or to government-wide and departmental priorities (as applicable)
	<ul style="list-style-type: none"> <li>Working on greater transparency in the rail transportation supply chain, taking a more balanced approach for stakeholders, and supporting a more competitive and efficient rail sector;</li> <li>Working with industry on clear and fair consumer protection rules for air travellers.</li> <li>Pursuing legislation to change international ownership restrictions from 25 to 49 per cent of voting interests for Canadian air carriers;</li> <li>Looking at the potential for high frequency passenger rail in the Quebec City-Windsor corridor; and,</li> <li>Developing a policy framework for and launching the merit-based, competitive National Trade Corridors fund to target federal investments on projects that support the flow of goods and passengers by reducing bottlenecks and addressing capacity issues.</li> </ul>		<p>transportation infrastructure</p> <p>Priority 6: Modernize Transport Canada's Legislative, Regulatory and Oversight regimes and develop a new asset stewardship strategy</p>
<p>Transportation-related security incidents may not be effectively addressed due to communication gaps at critical points.</p>	<p>Specific risk responses included:</p> <ul style="list-style-type: none"> <li>Leading and participating in periodic exercises and drills to foster a culture of continuous improvement, validation of information sharing procedures, and their understanding and application by employees; and,</li> <li>Providing security awareness and training to industry through inspector outreach with stakeholders.</li> </ul>	<p>This risk is linked to the following Programs under a Safe and Secure Transportation System:</p> <ul style="list-style-type: none"> <li>Multimodal, Emergency and Training Programs</li> <li>Air, Marine and Surface Support Programs</li> </ul>	<p>Priority 4: Strengthen the safety and security of Canada's transportation system</p>

Risks	Mitigation strategy	Link to the Department's Programs (or Core Responsibilities)	Link to mandate letter commitments or to government-wide and departmental priorities (as applicable)
		<ul style="list-style-type: none"> <li>• Aviation Security</li> <li>• Marine Safety &amp; Security</li> <li>• Emergency Management.</li> </ul>	
<p>Federal transportation programs and regulations may not effectively contribute to reducing the environmental impacts of transportation-related activities and their adverse effects on Coastal and Northern communities.</p>	<p>Specific risk responses included:</p> <ul style="list-style-type: none"> <li>• Undertaking efforts to strengthen climate change adaptation knowledge and capacity and further integrating climate risks into decision making, and the climate resilience of transportation infrastructure;</li> <li>• Working with industry and academia on the development of technologies, light weighting and advanced materials and coatings, and alternate fuels for the rail and marine industries to reduce emissions and GHGs;</li> <li>• Continuing to work with other federal departments to ensure that federal priorities are advanced, including those identified through Budget 2017 and in more recent commitments on carbon pricing and other measures in the Pan Canadian Framework;</li> <li>• Putting in place a multi-year plan to demonstrate TC's commitment to reducing GHG emissions from our own operations;</li> <li>• Conducting research and regulatory development to align motor vehicle safety standards with GHG emission regulations for vehicles;</li> <li>• Continuing to advance our understanding of the impacts of marine transportation on ecosystems, and develop mitigation strategies;</li> </ul>	<p>This risk is linked to the following Programs under Clean Transportation System, Safe and Secure Transportation System and Efficient Transportation System:</p> <ul style="list-style-type: none"> <li>• Clean Air Programs</li> <li>• Clean Water Programs</li> <li>• Asset Stewardship Programs</li> <li>• Environmental Stewardship Program</li> </ul>	<p>Priority 3: Strengthen marine safety and responsible shipping and enhance Northern transportation infrastructure</p> <p>Priority 5: Reduce air pollution and embrace new technologies to improve greenhouse gas emissions from the transportation sector</p>

Risks	Mitigation strategy	Link to the Department's Programs (or Core Responsibilities)	Link to mandate letter commitments or to government-wide and departmental priorities (as applicable)
	<ul style="list-style-type: none"> <li>Implementing a comprehensive strategy to address abandoned, derelict and wrecked vessels in Canadian waters;</li> <li>Launching education outreach, and research into recycling and vessel design, and small vessel removal programs;</li> <li>Continuing to engage northern and indigenous communities to promote responsible shipping practices; and,</li> <li>Continuing to work with other stakeholders to advance research, assess mitigation measures and develop proposals for short-term action and a longer-term strategy to improve the recovery of the Southern Resident Killer Whale.</li> </ul>		
Canada's transportation legislative, regulatory and oversight regimes may not effectively address emerging safety and security issues, industry practices and	<p>Specific risk responses included:</p> <ul style="list-style-type: none"> <li>Developing performance indicators by setting accidents/incidents reduction targets and ensuring ongoing engagement with rail safety employees, railway companies and other relevant stakeholders;</li> <li>Reviewing the Motor Vehicle Safety Program and legislation to create flexibility, nimbleness and a coherent suite of authorities to allow for a modernized regulatory infrastructure;</li> <li>Establishing The Civil Aviation National Oversight Advisory Board to allow for</li> </ul>	<p>This risk is linked to the following Programs under a Safe and Secure Transportation System:</p> <ul style="list-style-type: none"> <li>Oversight Programs for each transportation mode<sup>1</sup></li> <li>Legislative and Regulatory</li> </ul>	<p>Priority 4: Strengthen the safety and security of Canada's transportation system</p> <p>Priority 6: Modernize Transport Canada's Legislative, Regulatory and Oversight regimes and develop a new asset stewardship strategy</p>

<sup>1</sup> Transportation modes include: Air, Rail, Marine, Road and all are used either for freight, passenger transport and/or recreational purposes

Risks	Mitigation strategy	Link to the Department's Programs (or Core Responsibilities)	Link to mandate letter commitments or to government-wide and departmental priorities (as applicable)
increasing demands.	<p>timelier and more effective enforcement action;</p> <ul style="list-style-type: none"> <li>Increasing the frequency of inspections for high-risk sites and strengthening the oversight and enforcement of the transportation of dangerous goods;</li> <li>Strengthening the regulatory framework for the safe integration of Remotely Piloted Aircraft Systems (RPAS), formerly known as Unmanned Aerial Vehicles (UAVs), into Canadian airspace;</li> <li>Initiating the Civil Aviation Regulatory Review to modernize its legislative and regulatory regimes;</li> <li>Implementing guidelines for cruise ships and tour operators using Northern Marine Transportation corridors;</li> <li>Implementing the regulatory framework for the <a href="#">Fishing Vessel Safety Regulations</a><sup>xiii</sup>, which came into force on July 13, 2017; and the <a href="#">International Maritime Organization's</a><sup>xiv</sup> mandatory Code for ships operating in polar waters (Polar Code), by introducing the new Arctic Shipping Safety and Pollution Prevention Regulations;</li> <li>Strengthening the legislative and regulatory regime by bringing forward legislative amendments related to Locomotive Video and Voice Recorders (LVVR), and continuing the policy development and regulatory development work on LVVR, fatigue management, and railway employee training and qualification requirements, with the aim of revising relevant rules and regulations;</li> </ul>	<p>Framework for each transportation mode</p> <ul style="list-style-type: none"> <li>Air, Marine and Surface Support Programs</li> <li>Aviation Safety</li> <li>Service to the Aviation Industry</li> <li>Transportation of Dangerous Goods</li> </ul>	

Risks	Mitigation strategy	Link to the Department's Programs (or Core Responsibilities)	Link to mandate letter commitments or to government-wide and departmental priorities (as applicable)
	<ul style="list-style-type: none"> <li>• Working with other jurisdictions and stakeholders to identify options to protect Vulnerable Road Users;</li> <li>• Accelerating the implementation of recommendations from the Emergency Response Task Force;</li> <li>• Reducing insider threat by continuing our efforts to strengthen the security screening of employees working at airports;</li> <li>• Applying a risk-based approach in continuing to enhance screening requirements for air cargo, mail and inflight supplies, as well as updating canine explosives detection standards;</li> <li>• Developing two new regulatory regimes; one for the security of the transportation of dangerous goods by rail, and another for the security of passenger rail;</li> <li>• Contributing to a strong regulatory and oversight regime by delivering training activities that will continuously improve the competencies of: our technical team; and those who play a key role in the design and development of regulatory policies and regulations; and,</li> <li>• Investments in the safety of rail transportation across Canada, including both an infrastructure, technology, and research component, as well as a Public Education and Awareness component, Funding allocations for safety improvements to sites where safety enhancements will most benefit the public.</li> </ul>		



## Results: What We Achieved

At Transport Canada, we have three strategic outcomes. They reflect long-term and enduring benefits to Canadians that stem from our *raison d'être* (our purpose) and vision. As we strive towards these outcomes, we report on our progress in relation to three factors.

### Expected results

An expected result is an outcome towards which Transport Canada is contributing through various activities in its program alignment architecture.

### Performance indicators

A performance indicator is a statistic or parameter that, tracked over time, provides information on trends in the status of a program.

### Targets

A target is a specific performance goal tied to a performance indicator against which actual performance will be compared.

These factors are in line with the Program Alignment Architecture. Each level of a program alignment architecture is distinguished by the scope and reach of the programs at that level. The program level has a broad scope and area of societal intervention. The [sub-program and sub-sub-program levels](#) have a more limited and specific focus on a smaller target group and area of intervention.

In this section, we:

- describe how we met the expected results indicated in the 2017-18 Departmental Plan; and,
- present the financial and non-financial resources that we dedicated to each program.

## **Strategic Outcome 1: An Efficient Transportation System**

An efficient transportation system supports trade, economic prosperity and a better quality of life. It does this through low costs, reliable service, the best use of all modes and innovation in transportation.

We promote an efficient transportation system in Canada by:

- modernizing marketplace frameworks (the legal and regulatory environments in which industries function) so that the transportation sector can adapt, innovate and remain competitive;
- implementing the Trade and Transportation Corridors Initiative;
- ensuring the renewal of federal transportation infrastructure;
- encouraging innovation in the transportation sector; and,
- partnering with provinces, territories, municipal governments, and public and private sector entities in various transportation initiatives.

The following Programs support this Strategic Outcome:



## Program 1.1: Transportation Marketplace Frameworks

### Description

The Transportation Marketplace Frameworks Program encourages transportation efficiency by fostering a competitive and viable transportation sector.

The Program:

- sets regimes governing the economic behaviour of carriers in all modes of transportation;
- sets the rules of governance for all transportation infrastructure providers falling under federal authority;
- monitors, analyzes, researches, and reports on the transportation system;
- promotes innovation in transportation;
- enables access to transportation for Canadians;
- represents the interests of Canada in trade negotiations, international transportation forums and other international bodies;
- promotes access to international trade;
- fosters greater cooperation to support economic activity; and,
- fulfills certain federal responsibilities with regard to the [International Bridges and Tunnels Act<sup>xv</sup>](#).

### Results

To support this program, the Minister's mandate letter and Transport Canada and government-wide priorities, we:

- completed the preliminary review and analysis of VIA's High Frequency Rail proposal;
- engaged with the provinces and territories regarding emerging technologies, policies and regulations;
- endorsed a federal-provincial-territorial (FPT) report on the opportunities and challenges associated with automated vehicles;
  - We agreed to promote a coordinated and aligned approach across FPT jurisdictions to safely test and deploy these new vehicles on public roads in Canada;

- collaborated with Canadian and international partners to host the 2017 World Congress on Intelligent Transportation Systems (ITS) in Montréal, Quebec;
  - We organized a Minister of Transport-led Policy Roundtable with industry and government leaders to discuss digital innovation and mobility;
- supported putting into place the marine component of the [Canada-European Union Comprehensive Economic and Trade Agreement](#)<sup>xvi</sup>;
  - This agreement promotes trade and positions Canadian ports as important gateways to world markets;
- implemented the [Canada-United States \(U.S.\) multimodal preclearance agreement](#)<sup>xvii</sup>;
- developed legislation to:
  - strengthen the freight rail policy framework;
  - liberalize the international ownership of Canadian air carriers;
  - establish a framework for air passenger rights;
  - create a new approach to assess joint venture applications; and,
  - create authorities for the Canadian Air Transport Security Authority to pursue cost-recovery arrangements for security screening at Canadian airports.

#### **Gender-based analysis plus (GBA+) achievements:**

Transport Canada supported Parliament in its study of the Transportation Modernization Act, which ultimately received Royal Assent in May 2018.

The legislative reforms related to freight rail and introduced by this Act support long-term efficiency and investments in that sector. These reforms will help railroads and rail-dependent sectors grow and hire employees.

We continue to monitor these reforms and any impacts they may have on, or opportunities they may represent for, these sectors and their employees.

We will also be developing regulations as part of the Act, and will undertake any required Gender-Based Analysis Plus (GBA+) assessment.

#### **Marine Atlantic Inc.**

We worked with Marine Atlantic Inc. to ensure that diverse passengers continued to:

- be treated equitably;
- have access to family-friendly options, such as:

- free travel for infants aged four and under; and,
- gender-neutral family washrooms

This was based on data indicating that:

- females are under-represented users of the ferry service, making up about:
  - 36% of adult passengers;
  - 45% of senior passengers; and,
  - 58% of passengers with disabilities.
- male commercial truck drivers make up a large proportion of users

As well, we continued to encourage the Crown Corporation to:

- use employment equity best practices for its workforce; and,
- prioritize and balance gender parity and diversity, based on the recognition that women are under-represented in the workforce.

### **Appointments to board of directors of organizations in our portfolio**

We worked with the following types of organizations in the Transport Canada portfolio to support the diversity of their workforce:

- Crown corporations;
- shared organizations; and,
- agencies and tribunals.

Together, we looked at:

- gender parity objectives;
- merit-based assessments;
- outreach strategies that target demographics and talent pools, such as:
  - women's networks;
  - Indigenous people;
  - professional stakeholder groups; and,
  - provinces, territories and municipalities.

We ensured that appointment processes were open to all Canadians and published on the websites of the Privy Council Office, Transport Canada and the *Canada Gazette*.

In the 2017 to 2018 fiscal year, selection processes within the Transport portfolio resulted in 142 appointments, of which:

- 60 (42%) were women; and,
- 9 (6%) were indigenous.

### Results achieved

Expected results	Performance indicators	Target	Date to achieve target	2017-18 actual results	2016-17 actual results	2015-16 actual results
a) A competitive transportation sector	Rail freight transportation intensity (system usage)	120,917,636 tonne-km per locomotive	March 2018	165,661,080 tonne-km per locomotive	166,397,167 tonne-km per locomotive	149,337,129 tonne-km per locomotive
b) A competitive transportation sector	Truck freight transportation intensity (system usage)	1,662,130 tonne-km per heavy vehicle	March 2018	1,858,705* tonne-km per heavy vehicle  (Estimated on 2015 data as 2016 TCOD has yet to be released)	1,849,307 tonne-km per heavy vehicle	1,853,430 tonne-km per heavy vehicle
c) A competitive transportation sector	Marine freight transportation intensity (system usage)	2,895 tonne-km per port call	March 2018	2,861** tonne-km per port call  (Estimated on 2011 MODS data)	2,866 tonne-km per port call	2,871 tonne-km per port call
d) A competitive transportation sector	Air passenger transportation intensity (system usage)	0.79 passenger-km per seat-km	March 2018	0.81 passenger-km per seat-km	0.82 passenger-km per seat-km	0.83 passenger-km per seat-km
e) A competitive transportation sector	Rail passenger transportation intensity (system usage)	0.59 passengers per available seat	March 2018	0.574 passengers per available seat	0.544 passengers per	0.57 passengers per available seat

Expected results	Performance indicators	Target	Date to achieve target	2017-18 actual results	2016-17 actual results	2015-16 actual results
					available seat	

\* Estimated on 2015 data. 2016 data has yet to be released.

\*\* Estimated on 2011 data

### Budgetary Financial Resources (in dollars<sup>2</sup>)

2017-18 Main Estimates	2017-18 Planned Spending	2017-18 Total Authorities available for use	2017-18 Actual Spending (authorities used)	2017-18 Difference (Actual spending minus Planned Spending)
23,746,340	23,746,340	34,384,163	33,714,172	(9,967,832)

### Human Resources (Full-time Equivalents)

2017-18 Planned full-time equivalents	2017-18 Actual full-time equivalents	2017-18 Difference (Actual full-time equivalents minus Planned full-time)
163	191	(28)

### Explanation of variance

For all sub-programs, we experienced a variance mainly due to the cost of the collective agreements renewal as well as internal reallocations to address departmental priorities.

Specifically for Marine Marketplace Frameworks, we had cost overruns because of the additional costs to collective agreement renewals and internal reallocations for Oceans Protection Plan (OPP) and efforts to address departmental priorities.

For International Frameworks and Trade, we experienced increased funding requirements related to the Trade and Transportation Corridors Initiative (TTCI).

### Response to Evaluations

#### Evaluation #1

#### Evaluation of Transportation Development Centre's rail research and development

This evaluation helps us strategically plan for rail research and development for the next three years (April 2017 to March 2020).

<sup>2</sup> Due to rounding, column totals shown in all tables may not be exact.

The evaluation recommended that we:

- bring a more strategic focus to research and development projects:
  - We should undertake longer-term project planning to better focus on areas that may have the greatest impact;
- improve relationships with international organizations; and,
- strengthen knowledge transfer to senior managers in industry and government of rail research and development projects to support timely, effective and evidence-based decision making:
  - This process includes reporting on their results, including measuring performance and reporting system condition and capacity.

The impact of addressing these recommendations will be integral to:

- future rail research and development activities
- The Railway Research Advisory Board's Strategic Plan for 2017 to 2020, as it is designed to:
  - set out the framework for ensuring that projects and activities are forward looking
  - anticipate trends that will affect the rail sector
  - understand the role science, technology and innovation play
  - establish the framework to better engage with international partners
  - strengthen how knowledge is managed and information is shared

## **Evaluation #2**

### **Evaluation of the Contribution to the Canadian Transportation Research Forum Scholarship Program**

#### **Response**

We ensured the scholarship selection criteria aligned with our mandate and the government's priorities and commitments, such as Transportation 2030.

## **Program 1.2: Gateways and Corridors**

### **Description**

Canada is a trading nation. The efficiency and reliability of the transportation system to support this trade impacts directly on the nation's prosperity and well-being. For this reason, the federal government needs to play a role to develop an integrated transportation network that links importers and exporters to markets and suppliers in the increasingly complex global supply chains.

Guided by the [National Policy Framework for Strategic Gateways and Corridors](#)<sup>xviii</sup>, the Gateways and Corridors Program supports Canada's international commerce by creating a more efficient, reliable and seamless trade-related transport system in Canada.

The Program:

- develops initiatives to improve and integrate transportation networks in key regions;
- fosters partnerships between all levels of government and the private sector;
- supports and oversees projects that lead to more capacity and efficiency of gateway and corridor infrastructure;
- develops and puts in place measures that remove impediments to the effective development of gateways and corridors; and,
- markets the use of gateways and corridors in Canada and around the world.

### **Results**

To support this program, the Minister's [mandate letter](#) as well as departmental and government-wide priorities, we have:

- implemented strategic initiatives through the Gateways and Border Crossings Fund
- launched the \$2 billion National Trade Corridors Fund, under the Trade and Transportation Corridors Initiative, to support investments in transportation infrastructure.
  - This launch included preparing supporting material and processes for an initial call for proposals.

### **Gender-based analysis plus (GBA+) achievements**

The Trade and Transportation Corridors Initiative and its components are not expected to marginalize or negatively affect Canadians based on gender or relative vulnerability.

By making the Canadian transportation system more fluid and resilient, and by improving how we gather evidence to support that system, we can help everyone who depends on it.

## Results achieved

Expected results	Performance indicators	Target	Date to achieve target	2017–18 actual results	2016–17 actual results	2015-16 actual Results
Gateways and corridors are efficient	Total average landside transit time (number of days) of international containerized freight using Canada's strategic gateways and trade corridors	7.0 days $\pm$ 0.4 days	March 2018	9.5 days $\pm$ 0.5 days	6.8 days $\pm$ 0.5 days	8.4 days $\pm$ 1 day

## Budgetary Financial Resources (in dollars)

2017–18 Main Estimates	2017–18 Planned Spending	2017-18 Total authorities available for use	2017-18 Actual spending (authorities used)	2017-18 Difference (actual spending minus planned spending)
114,474,688	114,474,688	115,801,690	61,610,389	52,864,299

## Human Resources (Full-time Equivalents)

2017–18 Planned full-time equivalents	2017–18 Actual full-time equivalents	2017–18 Difference
15	24	(9)

## Explanation of variance

- The average landside transit time of international containerized freight using Canada's strategic gateways and trade corridors **did not meet** the target because of:
  - harsh winter weather;
  - a spike in import container volumes; and,
  - construction projects at the ports in British Columbia.

These conditions caused:

- higher-than-average on-dock dwell times at container terminals in British Columbia; and,
  - a degradation of intermodal rail service.
- At the start of the 2017 to 2018 fiscal year, we were phasing out a number of funding programs under Program 1.2 (Gateways and Corridors), but staffing increased beyond planned levels to meet the operational demands linked to the new National Trade Corridors Fund program.



- Many projects are large-scale and complex, and we needed to deal with many unknowns over the year, including:
  - inclement weather; and,
  - construction delays due to technical and other construction-related complexities.

These delays impact the rate at which recipients incur costs and ultimately submit claims for government reimbursement.

The funding variance will be re-profiled to future years.

### **Response to evaluations:**

#### **Evaluation: Evaluation of the Asia-Pacific Gateway and Corridor Initiative and the Gateways and Borders Crossing Fund**

In evaluating our gateway initiatives, we assessed the relevance, performance, efficiency and economy of both the Gateways and Border Crossings Fund and the Asia-Pacific Gateway and Corridor Initiative.

To do this, we:

- completed document and literature review;
- interviewed key people; and,
- analyzed national transportation and economic data.

Through the evaluation, we found that both gateway initiatives:

- were highly relevant, aligning well with the federal government's roles, responsibilities, and priorities; and,
- addressed our need to adapt and improve trade-related transportation infrastructure.

This evaluation further supported the development of the Trade and Transportation Corridors Initiative. This initiative supports two of the key findings of the evaluation, which show:

- the ongoing need to invest in critical trade-related transportation infrastructure; and,
- the Gateways and Trade Corridors-related Infrastructure programming continues to align with federal and departmental priorities.

### Program 1.3: Transportation Infrastructure

#### Description

The Transportation Infrastructure Program oversees, funds and manages multimodal transportation infrastructure under our mandate to improve efficiency and service delivery for the benefit of Canadian taxpayers.

The program:

- acts as the steward of certain commercial transportation assets operated by third parties on behalf of the federal government
  - These third parties include:
    - airport authorities;
    - port authorities;
    - bridges under federal authority;
    - [VIA Rail](#);
    - [St. Lawrence Seaway Management Corporation](#)<sup>xxix</sup> and,
    - [Marine Atlantic](#)<sup>xx</sup>.
- provides funding for Canada's strategic transportation infrastructure to support federal objectives;
- develops transportation infrastructure policy by consulting with stakeholders;
- manages the ports and airports we own and supports essential services in remote communities; and,
- manages legacy commitments and divests assets where possible

#### Results

To support this program, the Minister's [mandate letter](#) and Transport Canada and government-wide priorities, we have:

- advanced the Asset Management Strategy for Transport Canada-owned and operated ports, with the objective of [transferring these facilities to local interests](#)<sup>xxi</sup> who have better positioned themselves to operate these ports;
- worked with [Parks Canada](#)<sup>xxii</sup> to speed up the transfer of surplus lands in Pickering, Ontario, and continued to manage the [Pickering Lands](#)<sup>xxiii</sup> to ensure environmental and economic demands were met;

- divested several surplus lands along the St-Lawrence Seaway in Niagara-on-the-Lake and continued to pursue a long-term approach for delivering Eastern Canada ferry services to:
  - support high-quality and reliable service;
  - provide long-term certainty to communities and users; and,
  - support regional economies.

### Gender-based analysis plus (GBA+) achievements

With regard to managing our legacy assets (such as airports, ports and ferries), our activities are not expected to negatively impact Canadians based on gender or relative vulnerability.

The operation of these assets plays an important role in terms of local business and tourism as well as responding to social needs and serving local populations. For example, a number of airports we own serve remote communities, where the airport is the critical transportation link.

We are also responsible for making capital investments in these assets to ensure their continued safe operation. These investments also provide local economic benefits to the regions by creating jobs.

Finally, assets we own must comply with regulatory and other requirements, including separate men's and women's washrooms as well as accessible washrooms.

### Results Achieved

Expected results	Performance indicators	Target	Date to achieve target	2017-18 Actual results	2016-17 Actual results	2015-16 Actual Results
Federally funded infrastructure is operational	Percentage of federally funded transportation infrastructure that meets annually established operational targets	100%	March 2018	100%	100%	100%

### Budgetary Financial Resources (in dollars)

2017-18 Main Estimates	2017-18 Planned Spending	2017-18 Total authorities available for use	2017-18 Actual spending (authorities used)	2017-18 Difference (actual spending minus planned spending)
488,050,696	488,050,696	528,824,782	359,993,962	128,056,734

**Human Resources (Full-time Equivalents)**

2017-18 Planned full-time equivalents	2017-18 Actual full-time equivalents	2017-18 Difference
213	211	2

**Explanation of Variance**

Actual 2017-18 spending for Transportation Infrastructure was \$128 million lower than planned. Surpluses occurred in the following areas:

**Operating surplus (\$14 million):** Resulted mainly from delays in major projects such as demolitions and dredging under both the ports and ferries programs.

**Statutory payment surplus (\$19 million):** Predominantly due to strong financial performance by the St. Lawrence Seaway Management Corporation, which generated significantly higher revenue than forecast, while achieving savings in operating and capital costs, which resulted in a lower statutory payment.

**Grants & Contributions surplus (\$67 million):** Occurred because significant funds were re-profiled to future years for the Outaouais Roads Agreement and Ports Asset Transfer Program to align with updated project timelines and/or planned program activities. The resulting surpluses were offset in part by additional funding requirements for Eastern Canada Ferries.

**Departmental capital projects surplus (\$11 million):** Several smaller projects contributed to this surplus due to scope changes, lower tender prices and project slippage.

**Capital surpluses in four Accelerated Infrastructure Program (AIP) projects (\$17 million):** Larger surplus was a result of changes in project timelines.

## **Strategic Outcome 2: A Clean Transportation System**

Transport Canada promotes a clean transportation system in Canada.

This Strategic Outcome:

- advances the federal government's environmental agenda in the transportation sector;
- complements other federal programs designed to reduce air emissions to protect the health of Canadians and the environment;
- protects the marine environment by reducing the pollution of water from transportation sources; and,
- fulfills our responsibilities in working towards a cleaner and healthier environment with regard to its own operations.

The following Programs support this Strategic Outcome:

### **Program 2.1: Clean Air from Transportation**

#### **Description**

Transport Canada's Clean Air from Transportation Program advances the federal government's environmental agenda in the transportation sector. It also complements other federal programs designed to reduce air pollutant and greenhouse gas emissions to improve the health of Canadians and the environment for generations to come.

The program:

- regulates air pollutant and/or greenhouse gas emissions from the air, marine and rail sectors; and,
- implements Transport Canada's Clean Air Program obligations and commitments.

#### **Results**

To support this program, the Minister's [mandate letter](#) and Transport Canada and government-wide priorities, we:

- addressed air pollutant and greenhouse gas emissions from transportation by:
  - leading the government's participation at the [International Civil Aviation Organization](#)<sup>xxiv</sup> and [International Maritime Organization](#) and putting in place in the standards and recommended practices published by both organizations;
  - finalizing Locomotive Emissions Regulations aligned with U.S. standards;

- continued to work closely with Canada's aviation sector to put into place Canada's Action Plan to Reduce Greenhouse Gas Emissions from Aviation and to report on our progress;
  - continued to put into place the [ecoTECHNOLOGY for Vehicles II](#)<sup>xxv</sup>, [Shore Power Technology for Ports](#)<sup>xxvi</sup> and Truck Reservation System Programs; and,
  - undertaking targeted research and development in all modes of transportation;
- started the implementation of the government's commitments under the [Pan-Canadian Framework on Clean Growth and Climate Change](#)<sup>xxvii</sup>, including:
  - working with the provinces, territories, industry and other stakeholders to develop a national zero emissions vehicle strategy by 2018; and,
  - working with provinces, territories, and industry to develop new requirements for heavy-duty trucks to install fuel-saving devices such as aerodynamic add-ons;
- supported [Environment and Climate Change Canada](#)<sup>xxviii</sup> when developing and evaluating greenhouse gas emission regulations for light- and heavy-duty vehicles under the [Canadian Environmental Protection Act, 1999](#)<sup>xxix</sup>;
- launched the Transportation Assets Risk Assessment initiative, which will provide up to \$16.35 million until March 2022, to help assess climate risk to federally-owned transportation infrastructure;
  - This past year, we committed nearly \$1 million in funding for five projects across three federal departments under this initiative;
- continued to work with organizations through the Northern Transportation Adaptation Initiative;
  - Organizations included other federal departments, other levels of government, academics and industry experts;
  - Together, we worked on:
    - strengthening adaptation capacity; and,
    - advancing research and testing innovative adaptation solutions to strengthen the resilience of northern transportation systems;
- released the Climate Risks and Adaptation Practices for the Canadian Transportation Sector 2016 report, which was co-led by Natural Resources Canada;
  - This report, a first of its kind in Canada, presents a synthesis of the current state of knowledge in this area, and includes all modes of transportation and regions of Canada;

- continued to take action to better understand climate and weather-related risks facing Canadians by approving three new Northern Transportation Adaptation Initiative (NTAI) contribution agreements, including a study to examine the impacts of climate change on both the Yukon and Northwest Territories portions of the Dempster Highway between 2017-18 and 2020-21

All of the agreements we signed:

- Support the development and testing of innovative adaptive tools and technologies; and,
- Involve engaging with stakeholders through established networks of expertise to improve knowledge, address key vulnerabilities and share best practices.

## Experimentation

During the 2017 to 2018 fiscal year, the Program launched an innovative Clean Transportation Research Grant to fund the very latest research into emerging technologies. These technologies can reduce environmental impacts from transportation. This unique program will provide \$2.4 million over four years for research in the marine, rail and aviation modes.

## Results Achieved

Expected results	Performance indicators	Target	Date to achieve target	2017-18 Actual results	2016-17 Actual results	2015-16 Actual Results
Measurement of the intensity of greenhouse gas (GHG) emissions in the transportation sector	Percentage of transportation sector emissions covered by annual reporting on the GHG emission intensity of transportation (as measured in grams per unit of activity)	100%	March 2020 <sup>3</sup>	100%	100%	N/A

## Budgetary Financial Resources (in dollars) – For Program

2017-18 Main Estimates	2017-18 Planned Spending	2017-18 Total authorities available for use	2017-18 Actual spending (authorities used)	2017-18 Difference (actual spending minus planned spending)
27,911,832	27,911,832	35,219,188	26,907,363	1,004,469

<sup>3</sup> **Note:** In the 2017-18 Departmental Plan, the “Date to Achieve Target” was erroneously listed as March 2030.

**Planned Human Resources (Full-time Equivalents) – For Program**

2017–18 Planned full-time equivalents	2017–18 Actual full-time equivalents	2017–18 Difference
90	75	15

**Explanation of variance**

We experienced increased costs due to implementation of the Oceans Protection Plan, and increased costs caused by collective agreement renewals and internal reallocations to address departmental priorities.

**Program 2.2: Clean Water from Transportation****Description**

The Clean Water from Transportation Program protects the marine environment by reducing the pollution of water from transportation sources.

This program:

- regulates and monitors the release and impact of discharges from marine vessels into the marine environment;
- regulates ballast water;
- contributes to setting domestic and international rules that govern limits to liability of marine pollution incidents;
- advances the federal government's clean water agenda in the transportation sector;
- complements other federal programs designed to protect the marine environment to improve the health of Canadians and the environment for generations to come;
- represents Canada in discussions to set international standards to prevent pollution from vessels operating in Canada's waters, and
- addresses the threat of aquatic invasive species.

**Results**

To support this program, the Minister's [mandate letter](#) and Transport Canada and government-wide priorities, we have:

- started to put into place the \$1.5 billion Oceans Protection Plan to improve marine safety;
- awarded the first round of funding for the Abandoned Boats Program:



- Our grants provided funding to more than a dozen organizations to assess and remove abandoned boats and to fund education and research projects;
- under the Community Participation Funding Program, we provided grants to Indigenous groups, local communities and not-for-profit organizations to take part in developing and improving Canada's marine transportation system and contributing their knowledge towards tailoring marine transportation systems to local conditions and the environment;
- continued to work with Canadian industry, with the U.S. and other international partners towards:
  - enacting fair, practicable, and environmentally protective ballast water regulations; and,
  - implementing the Ballast Water Management Convention in Canada;
- modernized the marine liability and compensation regime by:
  - fully putting into place the 2010 Hazardous and Noxious Substances Convention<sup>xxx</sup>; and,
  - improving the Ship-Source Oil Pollution Fund<sup>xxxi</sup> to provide adequate and timely compensation;
- advanced legislation to place an oil tanker moratorium on British Columbia's North Coast;
- identified future strategic requirements in the North by:
  - launching the Marine Training Program;
    - In the 2017 to 2018 fiscal year, we awarded funding for the first project, namely a three-year contribution agreement with the Nunavut Fisheries and Marine Training Consortium, aimed at:
      - raising public awareness of, and access to, training and job opportunities for underrepresented groups in the marine sector, including women, Northerners, Inuit and Indigenous peoples;
      - developing marine training programs that reflect traditional knowledge, culturally-appropriate material and the learning needs of isolated and remote coastal communities; and,
      - providing the required infrastructure, equipment and new technologies needed to improve marine training and local access to training;

- supported a safe and environmentally responsible marine transportation system to advance economic development by funding:
  - the Clear Seas Centre for Responsible Shipping for several activities related to best practices on the marine transportation of oil and liquefied natural gas:
    - For example, the centre completed their “Real-time Vessel Monitoring” project to identify potential and observed risks and hazards presented by large commercial vessels operating and transiting in British Columbia’s offshore waters. As such, this project is reducing liquefied natural gas shipping risks in this region;
  - Ocean Networks Canada, who delivered to us their final report highlighting the successful completion of eight projects, including the installation of high-frequency oceanographic radar devices near high traffic ports in British Columbia. These devices transform oceanographic data into navigational safety information and they can:
    - operate under any weather condition, at any time of day or night;
    - detect oil and other hazardous spills, and help with coordinating a timely response to them; and,
    - aid with search and rescue missions, fisheries management and the monitoring of harmful algal blooms for early warning about shellfish toxicity;
  - strengthening the pollution preparedness and response provisions through the Environmental Response Program modernization initiative to:
    - improve compliance inspections; and,
    - increase enforcement action to address non-compliance;
  - continuing to:
    - work with the Canadian Coast Guard<sup>xxxii</sup> and industry to support developing a regional risk-based approach to oil spill response planning; and,
    - expand the capacity of the National Aerial Surveillance Program<sup>xxxiii</sup> to help prevent and support response to ship-source spill pollution;
- introduced an Act respecting wrecks, abandoned, dilapidated or hazardous vessels and salvage operations;
- engaged with provincial and territorial governments and Indigenous Peoples to discuss options for addressing vessels of concern under the national strategy to address abandoned and wrecked vessels;

- launched two five-year contribution programs totalling \$8.18M to support local communities, harbours and organizations to assess and remove smaller abandoned vessels and wrecks posing risks in Canadian waterways, fund education and outreach toward proper vessel end-of-life management and support research into vessel recycling and design for the environment. \$1.3M in approved projects was announced;
- developed a strategy to address underwater noise to help recover and protect the Southern Resident killer whale population, including research and development of various mitigation measures including modelling underwater noise effects, provided support to the Enhancing Cetacean Habitat and Observation (ECHO) program's Haro Strait vessel slowdown trial in summer 2017, and worked with the international community to advance global efforts in understanding and addressing underwater noise;
- hosted, in the fall of 2017, in collaboration with Environment and Climate Change Canada and the Department of Fisheries and Oceans, a Symposium with key stakeholders from industry, governments, Indigenous groups, and researchers to establish a broad understanding of the most recent science on Southern Resident killer whales (SRKW). The purpose was to understand the short, medium and long-term challenges with potential solutions to address the threats to this population; to promote further dialogue and understanding of shared responsibilities; and to develop the relationships, partnerships and governance required to protect SRKW; and
- rapidly deployed, in close collaboration with the Department of Fisheries and Oceans, mitigation measures to address vessel strikes of North Atlantic right whales such as mandatory vessel slowdowns and use of the National Aerial Surveillance Program to monitor for whales.

## Experimentation

Approximately 40% of the planned ballast water work would be considered experimentation, involving research into ballast water management approaches. This accounts for approximately 4% of the Program's total budget.

## Results Achieved

Expected results	Performance indicators	Target	Date to achieve target	2017-18 Actual results	2016-17 Actual results	2015-16 Actual Results
Prevention of pollution in the marine environment from vessels operating in waters under Canadian jurisdiction	Number of releases of harmful pollutants in the marine environment by vessels identified by pollution patrol and other means	17	March 2018	*N/A	26	50

**Budgetary Financial Resources (in dollars)**

2017-18 Main Estimates	2017-18 Planned Spending	2017-18 Total authorities available for use	2017-18 Actual spending (authorities used)	2017-18 Difference (actual spending minus planned spending)
18,410,376	18,410,376	37,528,670	31,289,759	(12,879,383)

\*The Department cannot control the number of ship-source spills the National Aerial Surveillance Program (NASP) identifies. However, once a NASP crew detects spills, we analyze and report them to the appropriate authorities. While the number of spills observed have exceeded the target in the past three years, the estimated volume of spills has decreased. This is because improved technologies in recent years now allow our crews to detect smaller spills.

**Human Resources (Full-time Equivalents)**

2017-18 Planned full-time equivalents	2017-18 Actual full-time equivalents	2017-18 Difference
60	125	(65)

**Explanation of variance**

We experienced increased costs due to the implementation of the Oceans Protection Plan, and increased costs caused by collective agreement renewals and internal reallocations to address departmental priorities.

**Program 2.3: Environmental Stewardship of Transportation****Description**

The Environmental Stewardship of Transportation Program fulfills our responsibilities in working towards an environmentally responsible and resilient national transportation system for Canadians. It ensures that we comply with the department's obligations:

- to environment related acts, regulations, policies and guidelines; and,
- towards Aboriginal peoples.

The Program:

- ensures that the lands and facilities we own are managed in an environmentally responsible manner to comply with federal legislation and policies
- provides functional support for environmental assessments, including for major resource projects
- manages contaminated sites
- advises on Aboriginal consultation, engagement and treaty negotiations and implementation
- seeks to increase the national transportation system's resilience to the current and anticipated future climate and extreme weather events.

**Results**

To support this program, we have:

- shared our departmental expertise to improve the quality, timeliness and efficiency of Government of Canada reviews of major projects by being involved in:
  - 76 of 90 projects under review with the Canadian Environmental Assessment Agency and the Major Projects Management Office
  - 24 of 30 projects with the Northern Projects Management Office that are in the pre-application phase or under environmental or regulatory review
- supported the development of a new environmental assessment process
- put in place the preferred strategy for the Middle Harbour Fill Site remediation / risk management project in Victoria Harbour as part of the Federal Contaminated Sites Action Plan<sup>xxxiv</sup> / Environmental Remediation Strategy

- We completed the remediation of contaminated sediments from the waterlot off Laurel Point at Middle Harbour, in February 2018
- We initiated planning for the upland remediation phase of Laurel Point at Middle Harbour
- Helped develop an integrated process to make legislative and regulatory instruments modern, streamlined and effective
- contributed to the Government of Canada's Indigenous reconciliation objectives through departmental initiatives and by participating in whole-of-government activities by:
  - participating in Crown-Indigenous Relations and Northern Affairs Canada (CIRNAC) -led reconciliation activities, including the Recognition of Indigenous Rights and Self-Determination Tables and supporting the development of Recognition and Implementation of Indigenous Rights Framework
  - creating several opportunities for Indigenous peoples to be involved in the new Canadian Navigable Waters Act regime
- continued to practice good stewardship of our landholdings to protect the environment and contribute to government-wide priorities such as reducing greenhouse gas emissions from federal operations by:
  - creating action plans and guidance material to achieve the objectives set out in the Environmental Management System to ensure we comply with applicable environmental laws and directives
  - conducting energy audits at our facilities to better understand the energy performance of our buildings
  - developing materials to communicate the requirements of the Greening Government Strategy within the department
  - conducting environmental monitoring and oversight activities at sites owned and operated by the department and sites leased to third parties

## Results Achieved

Expected results	Performance indicators	Target	Date to achieve target	2017–18 Actual results	2016–17 Actual results	2015-16 Actual Results
a) Compliance with Transport Canada's obligations in relation to Acts, regulations, policies and guidelines	Percentage of Departmental commitments achieved under the <a href="#">Federal Sustainable Development Strategy</a> <sup>xxxv</sup> (FSDS)	100%	March 2018	100%	100%	100%

Expected results	Performance indicators	Target	Date to achieve target	2017-18 Actual results	2016-17 Actual results	2015-16 Actual Results
b) Compliance with Transport Canada's obligations in relation to Acts, regulations, policies and guidelines	Number of instances where we did not comply with applicable environmental legislation	0 times	March 2018	0 times	0 times	0 times
c) Compliance with Transport Canada's obligations in relation to Acts, regulations, policies and guidelines	Number of instances where we were found to have failed to meet our legal duty to consult Aboriginal groups	0 times	March 2018	0 times	0 times	N/A
d) Strengthen Transport Canada's adaptation knowledge and capacity and improved integration of climate considerations into decision-making	Percentage of actions from the Climate Change Adaptation Plan that have been implemented, for which expected results were achieved	100%	March 2018	The Adaptation Plan ended March 31, 2016.	92%	0%

#### Budgetary Financial Resources (in dollars) – For Program

2017-18 Main Estimates	2017-18 Planned Spending	2017-18 Total authorities available for use	2017-18 Actual spending (authorities used)	2017-18 Difference (actual spending minus planned spending)
56,475,221	56,475,221	71,313,328	55,138,803	1,336,418

#### Planned Human Resources (Full-time Equivalents) – For Program

2017-18 Planned full-time equivalents	2017-18 Actual full-time equivalents	2017-18 Difference
140	125	15





## Strategic Outcome 3: A Safe and Secure Transportation System

A safe and secure transportation system moves people and goods across Canada and to international destinations, without loss of life, injury or damage to property.

We support a safe and secure transportation system by influencing the behaviour of the public and industry through policies, standards, regulations and laws. Harmonized and streamlined regulatory regimes:

- informed by the practices of multiple countries and stakeholders; and,
- promote effective, safe and secure transportation operations and a sound safety and security culture.

We ensure that Canadians and the transportation industry are in compliance with the regulatory framework through its oversight program.

The following Programs support this Strategic Outcome:

### Program 3.1: Aviation Safety

#### Description

The Aviation Safety Program, under the authority of the [Aeronautics Act](#)<sup>xxxvi</sup>, develops, administers and oversees the policies, regulations and standards necessary for the safe conduct of civil aviation within Canada's borders, including establishment of safety standards for the design and manufacture of aeronautical products in a manner harmonized with international standards.

The Program:

- fosters the safety of the aviation system
- provides oversight of the aviation sector
- enforces international conventions signed by Canada
- provides aviation services and related training to support Transport Canada and other government department operations.

#### Results

To support this Program, the Minister's [mandate letter](#) and Transport Canada and government-wide priorities, we have:

- strengthened aviation safety in Canada by working to address priority risks affecting the aviation system by:
  - strengthening the regulatory framework for the safe integration of Remotely Piloted Aircraft Systems, formerly known as Unmanned Aerial Vehicles into Canadian airspace and to support innovation

- advancing opportunities for regulatory changes, education and awareness activities associated with the approach and landing phases of flight, with an emphasis on unstable approaches and runway overruns
- finalizing changes and improvements to regulations, standards, and/or guidance material related to human performance including fatigue, Crew Resource Management<sup>xxxvii</sup> and Pilot Decision Making<sup>xxxviii</sup>
- developing a safety promotion and education program aimed at improving pilot training to reduce the risks of Loss of Control In-Flight
- advancing aviation safety through policy analysis and development of a comprehensive Laser Attacks Strategy to address a critical safety issue of hand-held laser attacks against aircraft
- promoting aviation safety through policy analysis and establishing a focus group of representatives from the aviation industry to explore options to improve the use and implementation of flight data recording devices
- updating regulations to implement more rigorous requirements relating to use of Cockpit Voice Recorders, proposed regulations published in the Canada Gazette, Part I in December 2017 for public consultation

### **Gender-based analysis plus (GBA+) achievements:**

When strengthening the regulatory framework for the safe integration of Remotely Piloted Aircraft Systems (RPAS), formerly known as Unmanned Aircraft Vehicles, into Canadian airspace, we assessed the impact that its proposed regulations could have on Canadians and other factors with which they identify (such as by age, by geographic location, as Indigenous people).

We found that the regulations would result in safe operations, innovation and economic growth in industries that are traditionally male dominated. However, the RPAS industry also intersects with non-aviation industries where there may be future opportunities to increase women's representation, such as:

- information technology
- real estate
- agriculture
- public safety
- natural resources

We have been involved in international discussions with respect to revising the term “Unmanned” Aerial Vehicles to achieve more gender-neutral terminology. The Government of Canada already uses the gender-neutral term “Remotely Piloted Aircraft Systems.”

### **Experimentation**

Our organization's “Transformation” project is making extensive business process improvements, some of which are experimental. The project's expenditures do not meet a reportable threshold.

## Results achieved

Expected results	Performance indicators	Target	Date to achieve target	2017-18 actual results	2016-17 actual results	2015-16 actual results
A safe civil aviation system	Number of accidents per 100,000 hours of flight*	3.0%** decrease	December 2017	5.0***	5.2***	5.4

\* Rolling 10-year average to be compared to the target.

\*\* Target is based on a 10-year current rolling average of 5.3. A decrease in the accident rate each year represents a performance improvement.

\*\*\* Preliminary data.

## Budgetary Financial Resources (in dollars)

2017-18 Main Estimates	2017-18 Planned Spending	2017-18 Total authorities available for use	2017-18 Actual spending (authorities used)	2017-18 Difference (actual spending minus planned spending)
185,527,899	185,527,899	201,178,158	186,945,339	(1,417,440)

## Human Resources (Full-time Equivalents)

2017-18 Planned full-time equivalents	2017-18 Actual full-time equivalents	2017-18 Difference
1,733	1,484	249

## Explanation of variance

For all subprograms, we experienced a variance mainly due to the cost of the collective agreements renewal and internal reallocations to address departmental priorities.

### Program 3.2: Marine Safety

**Description:** The Marine Safety Program develops, implements and administers policies, regulations and standards necessary for the safe conduct of marine activities in a manner harmonized with international standards. It does this under the authority of the [Canada Shipping Act, 2001](#)<sup>xxxix</sup>, the [Navigation Protection Act](#), the [Safe Containers Convention Act](#)<sup>xl</sup>, the [Pilotage Act](#), the [Coasting Trade Act](#)<sup>xli</sup> and the [Arctic Waters Pollution Prevention Act](#)<sup>xlii</sup>,

The Program:

- fosters the safety of the marine transportation system
- provides oversight of the marine industry, including domestic and foreign vessels, for both non-pleasure craft and pleasure craft
- enforces international conventions signed by Canada
- protects the public right to navigate on Canadian waterways
- regulates lights and markers required for safe navigation during and on completion of certain works
- regulates the placement of private buoys as per the [Private Buoy Regulations](#)<sup>xliii</sup> of the *Canada Shipping Act, 2001*
- acts as the Receiver of Wreck as per the *Canada Shipping Act, 2001*, Part 7.

### Results

To support this program, the Minister's mandate letter and Transport Canada and government-wide priorities, we have:

- adopted the new *Regulations Respecting Compulsory Insurance for Ships Carrying Passengers*<sup>xliv</sup> by incorporating the new regulations into regional inspections regime
- strengthened linkages between international engagement, domestic consultations and regulatory development by:
  - ensuring that Canada be re-elected at the International Maritime Organization Council
  - Establishing Canada's permanent mission to the International Maritime Organization in London, England, including the creation of a new diplomatic position for a Transport Canada employee
- expanded the Automatic Identification System (AIS) carriage requirements by advancing work on the regulatory proposal to amend the Navigation Safety Regulations
- continued to promote safety on, and environmental protection of, Canadian waters by:
  - implementing the regulatory framework for:

- *The Fishing Vessel Safety Regulations*, which came into force on July 13, 2017
- The International Maritime Organization's mandatory code for ships operating in polar waters (Polar Code) by introducing the new *Arctic Shipping Safety and Pollution Prevention Regulations*<sup>4</sup> which came into force on December 19, 2017
- supported and enhanced boating safety education by:
  - using our Boating Safety Contribution Program to educate mariners and recreational boaters to provide funding to organizations that promote boating safety or conduct research on the most effective ways to change boating behaviours in Canada. In 2017-18, we signed contribution agreements with three organizations, including Mothers Against Drunk Driving (MADD Canada)
  - engaging national and regional recreational boating organizations, search and rescue authorities, enforcement agencies, and direct outreach to the boating community through the Canadian Marine Advisory Council, the Recreational Boating Advisory Council and regional forums
- verified compliance with regulatory requirements through the mandatory inspection of Canadian vessels, risk based monitoring, delegated inspection program, and voluntary compliance monitoring programs
- worked with owners and operators of small commercial vessels and fishing vessels to help them understand and comply with regulatory requirements through the Small Vessel Compliance Program, existing commercial component and newly implemented fishing vessels component
- took enforcement actions to address identified non-compliance, safety infractions, and environmental incidents in Canadian waters
- Implemented, monitored and enforced compliance of the mandatory speed reduction zone in the Gulf of St. Lawrence to protect the North Atlantic Right Whales
- continued to modernize Marine Safety's regulatory and oversight frameworks by:

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<sup>4</sup> The Arctic Shipping Safety and Pollution Prevention Regulations replace the Arctic Shipping Pollution Prevention Regulations.

- developing and amending regulations to harmonize with international requirements, namely:
  - the Technical Review Process of Marine Terminal Systems and Transshipment Sites (TERMPOL<sup>xlv</sup>), and the Regulatory Reform, Tanker Inspection and Tanker Screening Guidelines
  - being responsive to stakeholder requirements by providing updates as well as organizing and hosting Canadian Marine Advisory Council meetings to share their views on marine safety and security issues
- responded to the review of the *Navigation Protection Act* to restore lost protections and introduce modern safeguards that will:
  - ensure a new standard of transparency
  - create new partnership opportunities for Indigenous peoples, including in the administration of the Act.
- hosted the Meeting of the Third Joint Ministerial Conference of the Paris and Tokyo Memoranda of Understanding (MOUs) on Port State Control in Vancouver for the third time
  - The signing of a Ministerial Declaration that reinforces the efforts of Member States of the two MOUs to ensure Flag States:
    - comply with international standards for marine safety and security
    - protect the marine environment
    - ensure safe conditions for seafarers concluded the conference
  - The conference provided Canada a significant opportunity to demonstrate international leadership in coordinating harmonized worldwide ship inspection activities to effectively ensure:
    - a safe and secure maritime sector
    - the smooth flow of maritime trade between Canada and its Asia-Pacific, European and South American trading partners
- put in place guidelines for cruise ships and tour operators using Northern Marine Transportation corridors.

### **Gender-based analysis plus (GBA+) achievements**

Marine shipping continues to be a male-dominated industry. Through leadership at the International Maritime Organization, we will continue to make a concerted effort to encourage the industry to move from a male-dominated workforce to increasing the representation of women to be more in keeping with 21st century realities.

The Vessel Registry initiative is a step forward to enable the existing regulatory regime for marine safety to be brought up-to-date to:

- improve marine safety
- offer greater protection for clients and stakeholders and the environment

We will undertake a thorough GBA+ review of the regulations amended through this initiative using approved GBA+ guidelines to identify unintended barriers, if any, to women and underrepresented populations affected by the regulations. Though results of this initiative will meet all applicable standards regarding equity and accessibility, the review will look at identifying additional opportunities to improve the regulatory regime for continued promotion of and equal application to and participation within the Canadian population.

The Technical Review Process of Marine Terminal Systems and Transshipment Sites (TERMPOL) is a voluntary technical review process intended to support the existing marine safety regulatory regime.

A mandatory TERMPOL review process is being recommended as part of the government's Coastal Strategy initiative. This would support a more robust review of the marine regulatory framework in Canada, including using the current GBA+ guidelines.

Through the Coastal Strategy, we will identify opportunities, including mandatory marine safety reviews, to improve the existing regulatory regime, marine safety and security systems and infrastructure that affect equal participation by the Canadian population.

## Results achieved

Expected results	Performance indicators	Target	Date to achieve target	2017–18 actual results	2016–17 actual results	2015-16 actual Results
a) A safe marine transportation system	Number of Canadian commercial vessel (non-pleasure craft) occurrences per 1,000 vessels in the Canadian registry*	2%** decrease	December 2017	24.96 (an increase of 6.98% from the average)	24.59 (a reduction of 8.4% from the average)	30.68
b) A safe marine transportation system	Number of pleasure craft fatalities per licensed pleasure craft*	1%*** decrease	December 2017	N/A	N/A	110

\* Five-year rolling average.

\*\* Target is based on a two-year current rolling average of 32.4. A decrease in the rate each year represents a performance improvement.

\*\*\* Target is based on a five-year average. A decrease in the accident rate each year represents a performance improvement.

### Budgetary Financial Resources (in dollars)

2017-18 Main Estimates	2017-18 Planned Spending	2017-18 Total authorities available for use	2017-18 Actual spending (authorities used)	2017-18 Difference (actual spending minus planned spending)
55,107,933	55,107,933	86,913,911	77,942,004	(22,834,071)

### Human Resources (Full-time Equivalents)

2017-18 Planned full-time equivalents	2017-18 Actual full-time equivalents	2017-18 Difference
558	605	(47)

### Explanation of variance

We received increased funding due to costs related to Oceans Protection Plan, the costs related to collective agreement renewals, and internal reallocations to address changing departmental priorities.



### Program 3.3: Rail Safety

#### Description

The Rail Safety Program, under the authority of the [Railway Safety Act](#), develops, administers and oversees the policies and regulatory instruments necessary for the safety of railway operations in a manner consistent with North American and International safety standards and levels.

The program:

- fosters safety within the rail transportation system
- provides oversight of the rail industry
- promotes public safety at crossings
- identifies the risks of trespassing
- provides funds to improve safety at grade crossings

#### Results

To support this program, the Minister's [mandate letter](#) and Transport Canada and government-wide priorities, we have:

- continued to focus on improving the overall safety of the rail system by:
  - accelerating the statutory review of the [Railway Safety Act](#) to further enhance railway safety standards
  - strengthening the legislative and regulatory regime, including:
    - bringing forward legislative amendments related to Locomotive Video and Voice Recorders;
    - addressing fatigue issues, including publishing a Notice of Intent in *Canada Gazette*, Part 1, to outline a proposed approach to incorporate up-to-date fatigue science into current requirements
    - starting work towards updating the railway employee qualification regulations
  - providing grant and contribution funding for 128 projects that received over \$16.2 million in funding under the Rail Safety Improvement Program, including for:
    - 106 infrastructure improvements projects;
    - the closure of four private and one public grade crossing;
    - nine research projects under the themes of technological innovations, risk assessments, preventative train derailment and warning systems;
    - nine rail safety education and awareness projects
- Rail Safety Oversight Program by:
  - revising how we identify and mitigate risk
  - developing:
    - a strategic plan for the program

- compliance manuals for inspectors to ensure they deliver consistent services across regions
- updating railway employee qualification regulations

### Gender-based analysis plus (GBA+) achievements:

Over the course of the 2017 to 2018 fiscal year, we continued to hire a diverse workforce that is reflective of the diversity in the Canadian population.

### Results achieved

Expected results	Performance indicators	Target	Date to achieve target	2017-18 Actual results	2016-17 Actual results	2015-16 Actual Results
a) A safe rail transportation system	Rate of rail accidents* (per million train miles)	5%** decrease	December 2017	4.6% increase	3.7% decrease	15.14, compared with 13.09 in 2010-2014
b) A safe rail transportation system	Rate of rail incidents*** (per million train miles)	5%** decrease in	December 2017	5.1% decrease	12.5% decrease	2.72, compared with 2.61 in 2010-2014

\* Accidents that occur on railways under federal jurisdiction, including main-track collisions, derailments, non-main track derailments and collisions, fires/explosions and others, based on a five-year average.

\*\* Target is based on a five-year current rolling average. A decrease in the rate each year represents a performance improvement.

\*\*\* Incidents that occur on railways under federal jurisdiction, including main-track switch in abnormal position, movement exceeds limits of authority, dangerous goods leak, crew member incapacitated, runaway rolling stock, signal less restrictive than required and unprotected overlap of authorities, based on a five-year average.

### Budgetary Financial Resources (in dollars)

2017-18 Main Estimates	2017-18 Planned Spending	2017-18 Total authorities available for use	2017-18 Actual spending (authorities used)	2017-18 Difference (actual spending minus planned spending)
52,895,273	52,895,273	57,923,096	46,185,095	6,710,178

### Human Resources (Full-time Equivalents (FTEs))

2017-18 Planned full-time equivalents	2017-18 Actual full-time equivalents	2017-18 Difference
270	208	62

### Explanation of variance

We received increased funding due to internal reallocations to address changing departmental priorities. For Rail Safety Awareness, we had a surplus due to enhancing the safety of railways and transportation of dangerous good initiative.

### **Program 3.4: Motor Vehicle Safety**

**Description:** The Motor Vehicle Safety Program develops, administers and oversees the policies, regulations and standards necessary for the safety of motor vehicles and commercial vehicle operations in a manner that is harmonized with international and national standards. , under the authority of the [Motor Vehicle Safety Act](#) and the [Motor Vehicle Transport Act](#)<sup>xlvi</sup>,

The Program contributes to reduced road deaths and injuries and provides safety oversight of the motor vehicle industry.

### **Results**

In supporting this program, the Minister's mandate letter and Transport Canada and government-wide priorities, we have:

- supported the consideration of additional *Motor Vehicle Safety Act* amendments and developed an implementation plan for Bill S-2's approved amendments, once the bill received royal assent
- consulted with stakeholders and Canadians to identify current and emerging legislative, policy and program issues with the goals of:
  - continuously improving motor vehicle safety for Canadians
  - increasing Canada's readiness to adopt new technologies and support economic growth
- carried out a review to identify practical and effective measures to improve bus safety
- worked with other jurisdictions and stakeholders to identify options to better protect vulnerable road users

### **Gender-based analysis plus (GBA+) achievements:**

As the motor vehicle landscape evolves toward greater levels of automation, an important promise of automated and connected vehicles (AV/CVs) is to address and mitigate an overwhelming majority of injury and death as a result of motor vehicle accidents. Whether through technology that corrects for human mistakes, or through technology that takes over the full driving responsibility, automated driving innovations could dramatically decrease the number of crashes tied to human choices and behaviour, thus benefitting many Canadians.

In addition, it is anticipated that AV/CVs will help isolated individuals and communities become more mobile (mobility as a service), and improve community inclusiveness for aging populations and peoples with disabilities. Results from a TC GBA+ analysis show that the adoption of AV/CVs will have limited negative impact on gender. Rather, the integration of AV/CV

technologies is expected to help position Canada to provide its citizens with new opportunities, including for populations who have historically been underrepresented in the motor vehicle industry and engineering fields (e.g. women).

### Results achieved

Expected results	Performance indicators	Target	Date to achieve target	2017-18 actual results	2016-17 actual results	2015-16 actual results
a) Safe motor vehicles based on improved crash avoidance and crash survivability	Collisions per 10,000 motor vehicles registered	2% decrease in the rate for 2015*	March 2018	5.6% decrease in 2016*	3.9% decrease in 2015*	16.1% decrease in 2014*  2014 is the most recent data available
b) Safe motor vehicles based on improved crash avoidance and crash survivability	Fatalities per 10,000 police-reported collisions occurring on public roads	1% decrease in the rate for 2015*	March 2018	3.0% decrease in 2016*	10.1% decrease in 2015*	2.3% decrease in 2014*  2014 is the most recent data available
c) Safe motor vehicles based on improved crash avoidance and crash survivability	Serious injuries per 10,000 police-reported collisions occurring on public roads	1% decrease in the rate for 2015*	March 2018	3.9% decrease in 2016*	8.0% decrease in 2015*	4.4% decrease in 2014*  2014 is the most recent data available

\* As compared to the average of the previous five years

### Budgetary Financial Resources (in dollars)

2017-18 Main Estimates	2017-18 Planned Spending	2017-18 Total authorities available for use	2017-18 Actual spending (authorities used)	2017-18 Difference (actual spending minus planned spending)
30,597,609	30,597,609	35,448,470	26,958,491	3,639,118

### Human Resources (Full-time Equivalents)

2017-18 Planned full-time equivalents	2017-18 Actual full-time equivalents	2017-18 Difference
132	89	43

## Explanation of variance

The results achieved in the 2017 to 2018 fiscal year (where the collision reference year is 2016) vary from those of previous years with respect to casualty data, primarily due to increases in fatality counts. Fatality counts/rates are influenced by driver behaviour, enforcement levels and road and weather conditions, among others.

## Program 3.5: Transportation of Dangerous Goods

### Description

The Transportation of Dangerous Goods Program, under the authority of the [Transportation of Dangerous Goods Act, 1992](#)<sup>xlvii</sup>

- develops, administers and oversees the policies, regulations and standards necessary for the safe transportation of dangerous goods by all modes of transport in Canada in a manner that is harmonized with international standards
- provides expertise in emergency response in the event of release of dangerous goods
- works to prepare for and coordinate the response to safety and security threats and incidents that may impact the national transportation system or the department with regard to chemical, radiological, biological, nuclear or explosive substances

The Program also:

- fosters safety in the transport of dangerous goods
- provides oversight of the transportation industry
- enforces international conventions signed by Canada
- responds to emergency situations that affect the safety of Canadians

### Results

In supporting this Program, the Minister's [mandate letter](#) and Transport Canada and government-wide priorities, we have:

- Implemented a regulatory plan to anticipate and respond to evolving issues faced during the transportation of dangerous goods. This approach has:
  - Supported better systems for testing, classifying, and mapping dangerous goods and their movements;
  - Allowed for public consultations regarding more stringent requirements for training those who handle, offer for transport, transport and import dangerous goods;
  - Accelerated the implementation of recommendations from the Emergency Response Task Force, by completing 34 out of the 40 recommendations, with 6 remaining on track;
  - Updated requirements related to marine transportation with the Canada Shipping Act, 2001 and addressed the transport of propane and gasoline by ferries to isolated communities to improve the quality of life; and
  - Published a new edition of the technical standard for the transport of dangerous goods by rail (TP14877).
  - Made progress on the regulatory review and amendments to several parts of the Transportation of Dangerous Goods Regulations to enhance current regulations for increased compliance, and improvement in the public safety of Canadians.
- Conducted collaborative research with partners, including other government departments and other levels of government to:
  - Test the hazard, flammability, and behaviour properties of crude oil;
  - Assess lithium battery packaging;
  - Improve models used for responses to large-scale chlorine releases;
  - Improve our ability to predict how crude oil tank cars will behave in fire conditions;
  - Assess the behaviour of liquefied natural gas means of containment in fire conditions; and
  - Monitor the emergence of liquefied natural gas as an alternate fuel.
- Increased consistency in the enforcement of non-compliance by:
  - Providing guidance and ongoing training to our front-line inspectors to maintain their qualifications and increase their capabilities while performing their oversight activities; and
  - Continuing to build the Safety Awareness program.
- Developed a response code of practice based on previous field simulation exercises;
- Worked with first responders, municipalities, Indigenous groups, industry and training schools to advance the development of a Canadian flammable liquid curriculum,

which will help first responders protect the public's safety following an incident involving flammable liquids transported by train;

- Increased resources and capabilities in the inspection regime by:
  - Having close to 90 inspectors, which resulted in approximately 5,200 inspections and 269 enforcement actions during the year;
  - Increasing training to inspectors and their supporting employees;
  - Implementing a risk based National Oversight Plan;
  - Implementing targeted inspection strategies;
  - Increased awareness and strengthened partnerships with the Emergency Response Community by developing awareness material such as the “You are not Alone” document, and participating in over 70 outreach events;
  - Proactively delivering awareness material to communities, first responders, industry and the general public; and
  - Coordinating oversight efforts with Provinces and Territories.
- Continued to strengthen the Emergency Response Assistance Plan (ERAP) program by:
  - Developing an approach to optimize expertise and collaboration in the response to incidents involving flammable liquids by rail; and
  - Implementing measures to evaluate and promote the timeliness, adequacy, safety and coordination of response.

## Experimentation

We conducted research to better understand the risks associated with the transportation of dangerous goods in Canada through analysis and scientific studies.

We also:

- were involved in a research program designed to:
  - improve the understanding of large-scale releases of toxic inhalation hazard gases from a railcar or a tanker truck
  - improve the accuracy of dispersion models
- examined the behaviour of tank cars carrying crude oil and other flammable liquids exposed to fire conditions;
- worked closely with the [U.S. Department of Transportation](#)<sup>xlvi</sup> to analyze the fire performance of pressure tanks transporting liquefied natural gas
- tested lithium battery packaging performance standards for use on passenger aircraft in partnership with global experts from foreign governments, manufacturers, air carriers and regulators with regards

We devoted 15% of program funds to experimentation.

## Results Achieved

Expected results	Performance indicators	Target	Date to achieve target	2017-18 Actual results	2016-17 Actual results	2015-16 Actual Results
a) Public safety during the transportation of dangerous goods	Number of reportable releases of dangerous goods per trillion dollars of Canadian gross domestic product (five-year average)  (Improvement = decrease)	183.8*	March 2018	202.8	193.5	217.3
b) Public safety during the transportation of dangerous goods	Number of reportable releases of dangerous goods, which caused injuries or deaths per trillion dollars of Canadian gross domestic product (five-year average)  (Improvement = decrease)	3.1*	March 2018	2.8	4.1	4.1

\*\* Target is based on a five-year average. A decrease in the rate each year represents a performance improvement.

## Budgetary Financial Resources (in dollars)

2017-18 Main Estimates	2017-18 Planned Spending	2017-18 Total authorities available for use	2017-18 Actual spending (authorities used)	2017-18 Difference (actual spending minus planned spending)
38,374,885	38,374,885	39,693,142	36,557,118	1,817,767

## Human Resources (Full-time Equivalents)

2017-18 Planned full-time equivalents	2017-18 Actual full-time equivalents	2017-18 Difference
286	275	11

## Explanation of variance

The difference between planned spending and actual spending is attributable to revised costs for research contracts. Fewer planned trips were taken and, in some cases, fewer employees attended than originally planned. This difference is also attributable to vacancies in full-time equivalent positions.



### Program 3.6: Aviation Security

The Aviation Security Program develops, administers and oversees the policies, regulations and standards to support the secure conduct of aviation activities in a manner harmonized with international standards.

The program:

- is risk-based
- fosters security within the aviation transportation system
- provides security oversight of the aviation industry
- ensures that Canada complies with international standards

### Results

In [Transport Canada's 2017-18 Departmental Plan](#), the Aviation Security Program identified a number of key initiatives to support the program and department priorities. During the 2017 to 2018 fiscal year, our Program had the following key results:

#### Strengthened oversight

We have:

- put in place a strengthened approach to risk-based oversight planning by broadening and formalizing the risk methodology used
  - The new methodology includes a multi-phased approach that incorporates a robust analysis of threats and risks to the aviation system
  - It ensures activities and resources are allocated to areas of highest risk and allows for a measured response to the evolving security landscape (to be put in place during the 2018 to 2019 fiscal year)
- added new components to Aviation Security's central data system, to streamline planning and reporting.
- developed new procedures to support oversight, specifically related to the [Secure Air Travel Act](#) as well as new targeted inspections procedures for Pre-Board Screening checkpoints (to be put in place during the 2018 to 2019 fiscal year).
- work to maintain a pro-active approach to mitigating threats and risks by regularly reviewing and amending its procedures
  - Over the past year, we supported the strengthening of security activities by continuing to:
    - put in place an enhanced, layered and random approach to the screening and vetting of airport employees to mitigate the risk of insider threat
    - monitor compliance, following the amendments that came in effect in October 2016, for the air cargo secure supply chain

- This introduced additional options for the screening and securing of air cargo, enhancing the security of the overall supply chain, and aligning the Canadian regime with international standards

### **Continued refinement of regulatory requirements**

We have:

- strengthened passenger screening procedures, including a ban on inorganic powder and granular material (with a volume over 350 millilitres);
  - These measures, imposed in 2017 for carry-on baggage on flights within and from Canada, demonstrate how we are enhancing the safety and security of the transportation system
- developed and put in place enhanced requirements for locations from which Canadians fly, to address evolving threats and protect travellers;
- continued consultations with aviation security industry partners and other government departments to develop a future Aviation Security strategy;
  - This strategy will inform policy and program decisions
- continued specific consultations on advancements to the air cargo and rail requirements, canine explosives detection and non-passenger screening.

### **Enhancing the experience of the traveler**

To enhance aviation security and improve the traveller experience, we have begun work with other government departments, the World Economic Forum and the Netherlands on the Known Traveller Digital Identity project.

The project is part of the World Economic Forum's larger Mobility Systems Initiative, stewarded by our Minister. It was announced at the 48th World Economic Forum meeting in Davos, Switzerland, in January 2018.

Canada, along with its partners in the project, will design a proof of concept pilot to explore opportunities for demonstrating the potential of digital identity systems to enhance traveller facilitation. This will allow passengers to have the option to share their information with authorities in advance of travel for expedited processing while maintaining or improving individual passenger and national security.

### **Lessons learned**

Assessing and managing risk is at the core of Aviation Security and is a complex process that requires many pieces. This past year, it became apparent that both internal and external stakeholders need to be more involved in the risk assessment process, to ensure that all perspectives are being considered to enhance the overall result.

## Results Achieved

Expected results	Performance indicators	Target	Date to achieve target	2017-18 Actual results	2016-17 Actual results	2015-16 Actual Results
Canada is aligned with international aviation security standards	Percentage of aviation security regulations aligned with <a href="#">International Civil Aviation Organization</a> standards	100%	March 2018	100%	100%	100%

## Budgetary Financial Resources (in dollars)

2017-18 Main Estimates	2017-18 Planned Spending	2017-18 Total authorities available for use	2017-18 Actual spending (authorities used)	2017-18 Difference (actual spending minus planned spending)
29,541,304	29,541,304	30,438,203	26,938,291	2,603,013

## Human Resources (Full-time Equivalents (FTEs))

2017-18 Planned full-time equivalents	2017-18 Actual full-time equivalents	2017-18 Difference
287	231	56

## Explanation of variance

Mainly due to internal reallocations to address departmental priorities.

### Program 3.7: Marine Security

#### Description

The Marine Security Program, under the authority of the [Marine Transportation Security Act](#)<sup>xlix</sup>, develops, administers and oversees the policies, regulations and standards necessary for the secure conduct of marine activities in a manner consistent with international standards.

The program:

- promotes security within the marine transportation system
- provides oversight of the regulated marine transportation industry
- enforces international conventions signed by Canada
- coordinates marine security policy and regulatory development across the Government of Canada through its leadership of the interdepartmental Marine Security Working Group and associated activities.

#### Results

In supporting this program, the Minister's [mandate letter](#) and Transport Canada and government-wide priorities, we have:

- carried out security assessment, compliance and enforcement activities including:
  - conducting education and awareness outreach activities
  - conducting special security assessments of the St. Lawrence Seaway and the container operations at the port of Montréal
  - working with stakeholders to help them comply with [Marine Transportation Security Act](#) requirements, its regulations and security measures, by:
    - conducting outreach with marine facilities to encourage greater reporting of marine security incidents and to better consider cyber security
  - developed marine security incident mapping tool to better conduct trend analyses on types and locations of marine security incidents
- optimized the overall performance of the regulatory inspection program by aligning resources with higher risk areas by:
  - working closely with Public Safety to develop the elements of Bill C-23, the *Preclearance Act*, which received royal assent on December 12, 2017, and enabled Canada to implement the Canada-U.S. Land, Rail, Marine and Air Preclearance Agreement
  - updating security assessment methodology modules and obtaining approvals
- continued to develop and put in place strategic maritime response information sharing arrangements with the United Kingdom, Australia, New Zealand, and the U.S., as well as with states with territory in the Arctic
  - These arrangements are designed to facilitate the rapid sharing of information to address emerging maritime safety and security threats and events.
- established an interdepartmental working group with the Canadian Coast Guard and the Global Maritime Operational Threat Response Coordination Centre to negotiate and draft Arctic Collaborative Principles and the text of the protocol

- We engaged Global Affairs Canada on contacting other Arctic Nations, such as Norway and Denmark, that could be potential signatories to the Protocol

### Gender-based analysis plus (GBA+) achievements

Marine shipping continues to be a male-dominated industry. Through its leadership at the International Maritime Organization, Canada will continue to make a concerted effort to encourage the industry to move from a male-dominated workforce to increasing the representation of women to be more in keeping with 21st century realities.

### Results Achieved

Expected results	Performance indicators	Target	Date to achieve target	2017-18 Actual results	2016-17 Actual results	2015-16 Actual Results
Industry has confidence in Canadian marine transportation security	Percentage of industry indicating confidence in the Canadian marine security transportation system	80%	March 2018	N/A*	80%	80%

\* The Marine Security Program did not collect data on this performance indicator in the 2017 to 2018 fiscal year. The program has established a new and more meaningful performance indicator and will be reporting against the new indicator as of 2018/2019.

### Budgetary Financial Resources (in dollars)

2017-18 Main Estimates	2017-18 Planned Spending	2017-18 Total authorities available for use	2017-18 Actual spending (authorities used)	2017-18 Difference (actual spending minus planned spending)
13,123,176	13,123,176	14,200,134	12,628,531	494,645

### Human Resources (Full-time Equivalents)

2017-18 Planned full-time equivalents	2017-18 Actual full-time equivalents	2017-18 Difference
116	107	9

### **Program 3.8: Surface and Intermodal Security**

#### **Description**

The Surface and Intermodal Security Program develops, administers and oversees the policies, regulations/voluntary frameworks, standards and guidance material necessary for the secure conduct of surface and intermodal activities. We are guided by the [Railway Safety Act](#), the [International Bridges and Tunnels Act](#), and the [Transportation of Dangerous Goods Act, 1992](#),

The program fosters the security of the surface and intermodal transportation system across Canada.

#### **Results**

In supporting this program, the Minister's [mandate letter](#) and Transport Canada and government-wide priorities, we have:

- continued to advance the development of proposed security regulations reflecting stakeholder input by:
  - pre-publishing the *Transportation of Dangerous Goods by Rail Security Regulations* in *Canada Gazette*, Part I in June 2017. Work continues towards publication in *Canada Gazette*, Part II
  - developing the drafting instructions for the proposed *Passenger Rail Transportation Security Regulations*
- enhanced passenger security by fostering security partnerships among the stakeholders at busy passenger stations by promoting Precinct Security Committees
- conducted oversight and outreach activities based on risk analysis and threat assessment
- worked closely with rail and international bridge and tunnel owners and operators to improve the security of the surface transportation system

#### **Experimentation**

We are introducing a Transport Precinct Security model at two central railway stations: Montréal's Gare Centrale and Toronto's Union Station. This initiative will improve communication and emergency response amongst stakeholders.

To help measure its impact, we will establish a Precinct Security Committee and members at each station will adopt a communication protocol.

Less than 1% of program funds were devoted to experimentation.

#### **Lessons learned**

It is important to continue to engage stakeholders early in the process when initiating new initiatives.

**Results achieved**

Expected results	Performance indicators*	Target	Date to achieve target	2017-18 actual results	2016-17 actual results	2015-16 actual results
Signatories meet the terms and conditions of the voluntary frameworks	Percentage of rail signatories that have conducted exercises during the three-year cycle	90% over three years  30% of operators meet on an annual basis	March 2018	85% over the past three years,  73% in 2017 only  38% of operators attended meetings	N/A	N/A as this is a new indicator

\*The performance indicator was changed to focus on exercises as a more relevant indicator of industry stakeholders meeting Memorandum of Understanding (MOU) requirements. The exercises are required over a three-year cycle. This is the first time we are assessing the indicator.

**Budgetary Financial Resources (in dollars)**

2017-18 Main Estimates	2017-18 Planned Spending	2017-18 Total authorities available for use	2017-18 Actual spending (authorities used)	2017-18 Difference (actual spending minus planned spending)
6,510,672	6,510,672	6,631,291	6,415,019	95,653

**Human Resources (Full-time Equivalents)**

2017-18 Planned full-time equivalents	2017-18 Actual full-time equivalents	2017-18 Difference
57	46	11

### **Program 3.9: Multimodal Safety and Security**

#### **Description**

The Multimodal Safety and Security Program contributes to policies and standards that enhance safety and/or security in more than one transportation mode, such as through:

- departmental enforcement services
- integrated management systems
- intelligence assessments

The program:

- provides a technical training regime for inspectors and technical experts, ensuring the required competencies are acquired and maintained to meet or surpass nationally consistent standards
- works to prepare for and coordinate the response to emerging safety and security threats and situations that may impact the national transportation system or the department

#### **Results**

In supporting this program, the Minister's mandate letter and Transport Canada and government-wide priorities, we have:

- revised our existing planning and reporting tools to improve risk-based business planning processes by:
  - identifying risks to the safety and security of Canadians through the transportation system
  - explaining the choice of actions taken to mitigate these risks
  - developing a Risk Register and Safety and Security Risk Profile to capture the common risk reduction strategies across our modal programs for the 2018 to 2019 fiscal year
  - developed an overarching Oversight Framework and Continuum to leverage groundwork studies that have been conducted so far
- continued to enhance the timeliness and national consistency of our investigative and enforcement processes to reinforce our commitment to robust and rigorous enforcement actions by:
  - refining departmental enforcement standards to support investigation and enforcement activities



- working with modal programs to align policy and procedures to the departmental enforcement standards
- developing an enforcement reporting database
- developing a model for the creation of regional multimodal investigation capacity
- assisting and/or leading major and complex investigations
- developed and supported the implementation of multimodal regulatory policies and processes to strengthen the:
  - development of regulations
  - ability of the department to develop cross-cutting regulations and omnibus approaches
  - quality management and efficiency of ongoing regulatory development across all regulatory programs
- contributed to a strong regulatory and oversight regime by delivering training activities that will continuously improve the competencies of:
  - our technical team
  - those that play a key role in the design and development of regulatory policies and regulations
- started a multi-year project to analyze safety and security legislation to have a comprehensive and flexible set of authorities and compliance and enforcement tools to respond to existing and emerging risks to safety and security

### Results Achieved

Expected results	Performance indicators	Target	Date to achieve target	2017–18 Actual results	2016–17 Actual results	2015-16 Actual Results
Transportation safety and security issues are managed in a consistent manner across all modes	Percentage of successful completion of multimodal activities in support of departmental priorities	80%	March 2018	80%	90%	N/A

**Budgetary Financial Resources (in dollars)**

2017-18 Main Estimates	2017-18 Planned Spending	2017-18 Total authorities available for use	2017-18 Actual spending (authorities used)	2017-18 Difference (actual spending minus planned spending)
12,017,844	12,017,844	16,590,515	23,671,417	(11,653,573)

**Human Resources (Full-time Equivalents)**

2017-18 Planned full-time equivalents	2017-18 Actual full-time equivalents	2017-18 Difference
125	197	(72)

**Explanation of variance**

Mainly due to increased funding related to OPP, funding related to Transport Security Clearance Program and the cost of the collective agreements renewal.

## Internal Services

### Description

Internal Services are those groups of related activities and resources that the federal government considers to be services in support of programs and/or required to meet corporate obligations of an organization.

Internal Services refers to the activities and resources of the 10 distinct service categories that support Program delivery in the organization, regardless of the Internal Services delivery model in a department.

The 10 service categories are:

- Management and Oversight Services
- Communications Services
- Legal Services
- Human Resources Management Services
- Financial Management Services
- Information Management Services
- Information Technology Services
- Real Property Services
- Materiel Services
- Acquisition Services

### Results

To support this program, the Minister's mandate letter and Transport Canada and government-wide priorities, we have:

- updated Transport Canada's fees so that those who benefit from TC services pay a greater portion of the costs, rather than all Canadians. In 2017-2018, four acts were amended and an Order-in-Council was approved, together enabling new cost recovery mechanisms for TC such as commercial contracts for TERMPOL review as well as Service Level Agreements (SLAs) for regulated services.
- put into place a dedicated Cost Recovery Team with a 5-year mandate which, in 2017-18, launched extensive policy work and costing exercises in support of modernized fees, oversaw the implementation of new requirements stemming from the Service Fees Act, and started to engage with external stakeholders.
- invested in Transport Canada's (TC) employees to ensure they are well equipped to continue delivering on modernized transportation programs. We:
  - maintained focus on the Leadership Development Initiative
  - continued to use "My TC Talent Network" for internal assignments as a key development tool

- introduced a fully revamped Orientation to TC course, comprised of an online component and an in-class workshop
- maintained progress on updating our cost recovery framework to support the long-term financial sustainability of our department
- supported the Oceans Protection Plan by:
  - collaborating with other government departments in launching a stakeholder engagement tool
    - This tool will help us strategize and collaborate with Government of Canada partners as well as indigenous and Northern coastal communities
  - leveraging digital collaboration to support real-time geospatial data analytics, information sharing and analytics to support coastal and maritime operations such as:
    - incident response
    - places of refuge
    - situational awareness with other government departments.
- created a Data Governance Framework, where we developed a plan for classifying, organizing and communicating enterprise information, and have:
  - begun integrating data governance into our corporate governance structure
  - established reporting and analytics support to help manage and use the information for evidence-based policy development and decision-making
- Shared Services Canada's Email Transformation Initiative was replaced by their Digital Communications Program. The initiative aims to provide innovative, cost-effective, and secure digital communication capabilities. As a result, we are now awaiting direction from the program regarding the target email platform. We remain well-positioned for migration to a new email system due to preparations made for the initiative.
  - In support of our Cloud First approach, we procured Cloud services credits from multiple vendors to be used as a platform for development of new technology solutions. An RFP to solicit assistance for leveraging Cloud services for migrating existing technology solutions to the new data centres was published
  - TC created a Back Office Strategy which outlines our approach to transitioning Finance, Human Resources and Information Management technology solutions to the new Government of Canada enterprise technology solutions
  - Transport Canada also implemented a program to augment employee Cloud skills to ensure Cloud services can be leveraged and well-supported.

- 
- supported the Government of Canada's Destination 2020 by deploying tablets to all inspectors, allowing inspectors to work more efficiently with real-time data in the field
    - This allows inspectors in the field to:
      - access to electronic versions of regulations, legislation and inspection reference materials, reducing the need to carry paper references while working in the field
      - accomplish all inspection-related duties through mobile means
  - supported the Open Government initiative to make information available to the public on the Open Government portal, by:
    - publishing information, including proactive disclosure information related to:
      - travel and hospitality expenses
      - contracting
      - grants and contributions
      - position reclassifications
      - founded wrongdoings
    - putting Canadians and Parliament in a better position to hold Transport Canada officials accountable for expenditures
    - added over 140 new datasets to the departmental data inventory to further openness and transparency
  - enabled digital services by:
    - completing an artificial intelligence proof-of-concept by partnering with local Canadian technology companies
      - This work will allow for the possibility of an increase in efficiency and effectiveness in risk-based oversight of aviation security
    - putting in place a process to support moving to digital solutions
      - We adopted a design thinking framework that puts user needs first through user experience research and user-centric service design, and leverages digital research and experimentation/innovation to ensure solutions solve real problems in a smart and strategic way
  - offered, as at March 31, 2018, a total of 62 online payment services between its various modes and an Online Invoice Payment website that allows customers to pay any outstanding invoices via debit or credit card.

The rollout of services expands our growing external online offerings to support Destination 2020 and ongoing transformation across the department that grew out of the 2015-16 Comprehensive Review

Budgetary financial resources (dollars)

2017-18 Main Estimates	2017-18 Planned spending	2017-18 Total authorities available for use	2017-18 Actual spending (authorities used)	2017-18 Difference (Actual spending minus Planned spending)
150,066,801	150,066,801	172,612,379	192,825,012	(42,758,211)

Human resources (full-time equivalents)

2017-18 Planned full-time equivalents	2017-18 Actual full-time equivalents	2017-18 Difference (Actual full-time equivalents minus Planned full-time equivalents)
1,189	1,221	(32)

### Explanation of variance

Our funding variance occurred because of the increased funding related to Oceans Protection Plan, the cost of the collective agreement renewals, and internal reallocations to address changing departmental priorities.

We experienced fluctuations in staffing because of increased staff needs in OPP and changing priorities throughout the department.

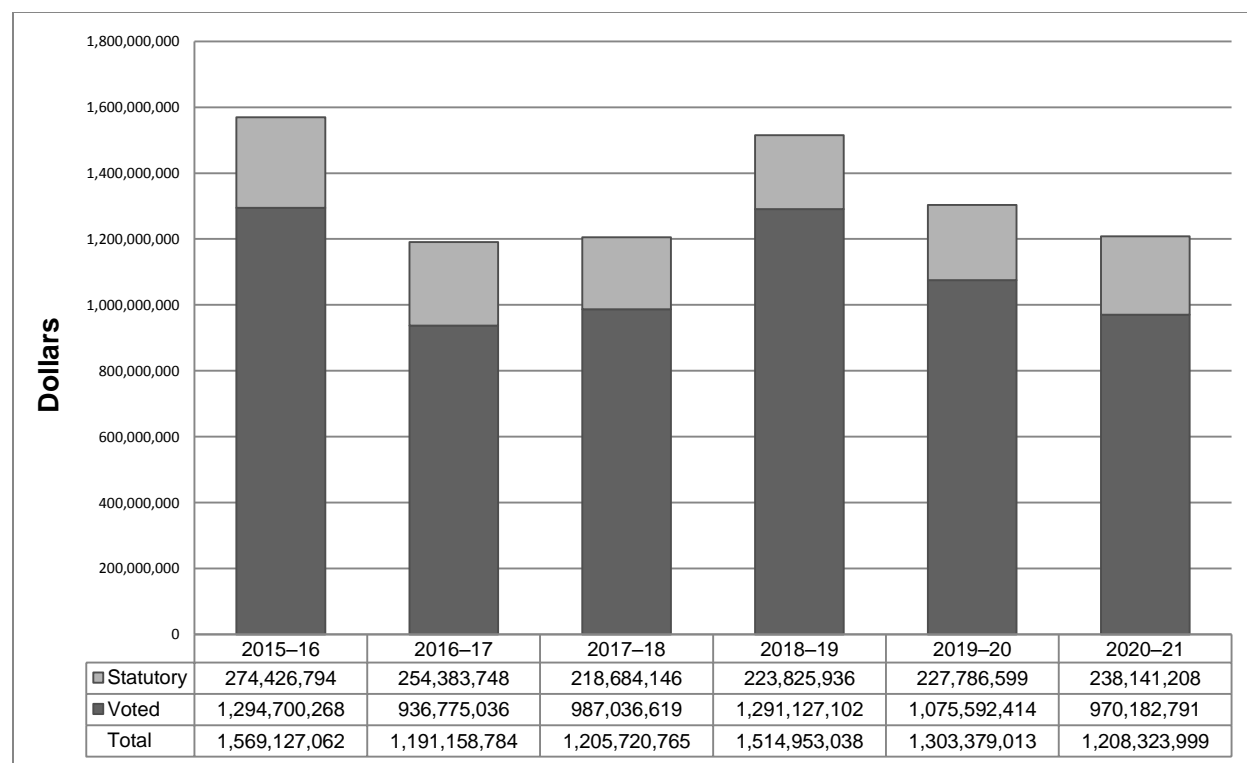


## Analysis of trends in spending and human resources

### Actual expenditures

#### Departmental spending trend graph

The following graph presents (in dollars) actual expenditures (from 2015-16 to 2017-18) and planned expenditures (from 2018-19 to 2020-21):



As illustrated in the departmental spending graph, actual expenditures declined between 2015-16 and 2016-17, mainly due to decreased spending in initiatives such as the Gateways and Border Crossings Fund (GBCF), Asia Pacific



Gateway and Corridor Transportation Infrastructure Fund (APGCTIF) as they approach their maturity date and a significant one time out-of-court settlement that occurred in 2015-16.

Spending for the Gateways and Border Crossings Fund (GBCF) continued to decrease in 2017-18; but was offset by new collective agreements plus new funding for initiatives such as the Trade and Transportation Corridor Initiative (TTCI) and Oceans Protection Plan (OPP).

Compared to the 2017-18 actual expenditures there is a significant increase in the 2018-19 planned spending, largely attributable to increases in OPP, GBCF, TTCI and Port Asset Transfer Program (PATP) initiatives.

Looking ahead, 2019-20 planned spending is declining mainly due to initiatives that have reached their maturity dates such as PATP, GBCF, APGCTIF and Federal Infrastructure Initiatives (FII). These initiatives also contribute to the reduction in planned spending the following year. The Enhancing the Safety of Railways and the Transportation of Dangerous Goods initiatives also contribute to the 2019-20 decrease and the Ferry Services Contribution Program contributes to the decrease for 2020-21. Renewal of funding for these initiatives will be sought but at this point has not been secured.

TTCI funding has increased which partially offsets the reduction of planned spending from the above noted items. The Ocean Protection Plan (OPP) also has a funding increase in 2019-20.

## Actual expenditures

Budgetary performance summary for Programs and Internal Services (dollars)

Programs and Internal Services	2017-18 Main Estimates	2017-18 Planned spending	2018-19 Planned spending	2019-20 Planned spending	2017-18 Total authorities available for use	2017-18 Actual spending (authorities used)	2016-17 Actual spending (authorities used)	2015-16 Actual spending (authorities used)
<b>Strategic Outcome 1 (SO1): An Efficient Transportation System</b>								
1.1 Transportation Marketplace Frameworks	23,746,340	23,746,340			34,384,163	33,714,172	22,863,304	26,968,970

1.2 Gateways and Corridors	114,474,688	114,474,688			115,801,690	61,610,389	158,636,456	405,981,642
1.3 Transportation Infrastructure	488,050,696	488,050,696			528,824,782	359,993,962	407,475,290	412,254,667
<b>SO1 Total:</b>	<b>626,271,724</b>	<b>626,271,724</b>			<b>679,010,635</b>	<b>455,318,523</b>	<b>588,975,050</b>	<b>845,205,279</b>
<b>Strategic Outcome 2 (SO2): A Clean Transportation System</b>								
2.1 Clean Air from Transportation	27,911,832	27,911,832			35,219,188	26,907,363	21,245,675	16,606,208
2.2 Clean Water from Transportation	18,410,376	18,410,376			37,528,670	31,289,759	24,307,579	26,686,601
2.3 Environmental Stewardship of Transportation	56,475,221	56,475,221			71,313,328	55,138,803	35,517,316	42,227,322
<b>SO2 Total:</b>	<b>102,797,429</b>	<b>102,797,429</b>			<b>144,061,186</b>	<b>113,335,925</b>	<b>81,070,570</b>	<b>85,520,131</b>
<b>Strategic Outcome 3 (SO3): A Safe and Secure Transportation System</b>								
3.1 Aviation Safety	185,527,899	185,527,899			201,178,158	186,945,339	160,176,146	181,487,089
3.2 Marine Safety	55,107,933	55,107,933			86,913,911	77,942,004	60,034,090	66,315,354
3.3 Rail Safety	52,895,273	52,895,273			57,923,096	46,185,095	32,879,827	110,551,604
3.4 Motor Vehicle Safety	30,597,609	30,597,609			35,448,470	26,958,491	24,739,225	23,671,194
3.5 Transportation of Dangerous Goods	38,374,885	38,374,885			39,693,142	36,557,118	27,864,018	26,620,570
3.6 Aviation Security	29,541,304	29,541,304			30,438,203	26,938,291	25,610,408	29,041,124
3.7 Marine Security	13,123,176	13,123,176			14,200,134	12,628,531	11,490,828	12,260,662
3.8 Surface and Intermodal Security	6,510,672	6,510,672			6,631,291	6,415,019	5,105,315	5,049,956

3.9 Multimodal Safety and Security	12,017,844	12,017,844			16,590,515	23,671,417	17,742,722	19,771,236
<b>SO3 Total:</b>	<b>423,696,595</b>	<b>423,696,595</b>			<b>489,016,920</b>	<b>444,241,305</b>	<b>365,642,579</b>	<b>474,768,789</b>
<b>Program 4 (IS): Internal Services</b>								
IS Total:	150,066,801	150,066,801			172,612,379	192,825,012	155,470,585	163,632,863
<b>Grand Total</b>	<b>1,302,832,549</b>	<b>1,302,832,549</b>	<b>1,514,953,038</b>	<b>1,303,379,013</b>	<b>1,484,701,120</b>	<b>1,205,720,765</b>	<b>1,191,158,784</b>	<b>1,569,127,062</b>

## Actual human resources

Human resources summary for Programs and Internal Services (full-time equivalents)

Programs and Internal Services	2015–16 Actual full-time equivalents	2016–17 Actual full-time equivalents	2017–18 Planned full-time equivalents	2017–18 Actual full-time equivalents	2018–19 Planned full-time equivalents	2019–20 Planned full-time equivalents
<b>Strategic Outcome 1 (SO1): An Efficient Transportation System</b>						
1.1 Transportation Marketplace Frameworks	173	158	163	191		
1.2 Gateways and Corridors	33	14	15	24		
1.3 Transportation Infrastructure	251	222	213	211		
<b>SO1 Total:</b>	<b>457</b>	<b>394</b>	<b>391</b>	<b>426</b>		
<b>Strategic Outcome 2 (SO2): A Clean Transportation System</b>						
2.1 Clean Air from Transportation	64	62	90	75		
2.2 Clean Water from Transportation	96	78	60	125		
2.3 Environmental Stewardship of Transportation	123	108	140	125		
<b>SO2 Total:</b>	<b>283</b>	<b>248</b>	<b>290</b>	<b>325</b>		
<b>Strategic Outcome 3 (SO3): A Safe and Secure Transportation System</b>						
3.1 Aviation Safety	1,568	1,470	1,733	1,484		
3.2 Marine Safety	608	554	558	605		
3.3 Rail Safety	212	190	270	208		
3.4 Motor Vehicle Safety	81	79	132	89		
3.5 Transportation of Dangerous Goods	228	246	286	275		
3.6 Aviation Security	269	249	287	231		
3.7 Marine Security	111	100	116	107		
3.8 Surface and Intermodal Security	43	41	57	46		

3.9 Multimodal Safety and Security	177	159	125	197		
<b>SO3 Total:</b>	3,297	3,088	3,564	3,242		
<b>Program 4 (IS): Internal Services</b>						
IS Total:	1,226	1,085	1,189	1,221		
<b>Grand Total</b>	5,263	4,815	5,434	5,214	5,473	5,180

Transport Canada's (TC) actual FTE count peaked in 2015-16 at 5,263. At that time, the Department had initiatives reaching their maturity date with the accompanying decrease in funding the Department has accordingly decreased its FTE levels.

The planned FTE information within our Departmental Results Report (5,434 FTEs in 2017-18) is established based on historical information and adjusted for government decisions that either increase (e.g., new programs) or decrease (change in mandate or priorities) the number of FTEs within TC. The decrease between 2018-19 and 2019-20 planned FTEs is mainly due to sunseting funding for the Safety of Railways and the Transportation of Dangerous Goods program.

### Expenditures by vote

For information on Transport Canada's organizational voted and statutory expenditures, consult the [Public Accounts of Canada 2017–2018](#).<sup>1</sup>

### Government of Canada spending and activities

Information on the alignment of Transport Canada's spending with the Government of Canada's spending and activities is available in the [GC InfoBase](#).

## Financial statements highlights

Condensed Statement of Operations (unaudited) for the year ended March 31, 2018

Financial information (in dollars)	2017–18 Planned results	2017–18 Actual results	2016–17 Actual results	Difference (2017–18 Actual results minus 2017–18 Planned results)	Difference (2017–18 Actual results minus 2016–17 Actual results)
Total expenses	1,397,922,402	1,237,058,750	1,288,706,283	(160,863,652)	(51,647,533)
Total revenues	70,274,168	73,169,556	73,263,777	2,895,388	(94,221)
Net cost of operations before government funding and transfers	1,327,648,234	1,163,889,194	1,215,442,506	(163,759,040)	(51,553,312)

Condensed Statement of Financial Position (unaudited) as of March 31, 2018 (dollars)

Financial information	2017–18	2016–17	Difference (2017–18 minus 2016–17)
Total net liabilities	1,292,883,718	1,435,800,076	(142,916,358)
Total net financial assets	514,185,030	577,460,354	(63,275,324)
Departmental net debt	778,698,688	858,339,722	(79,641,034)
Total non-financial assets	2,805,978,735	2,788,936,079	17,042,656
Departmental net financial position	2,027,280,047	1,930,596,357	96,683,690

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## Supplementary Information

### Corporate information

#### Organizational profile

**Appropriate Minister:** The Honourable Marc Garneau, Minister of Transport

**Institutional head:** Michael Keenan, Deputy Minister

**Ministerial portfolio:** Transport Canada

The [Transport Portfolio](#) includes:

- Transport Canada;
- Shared governance organizations (such as the [St. Lawrence Seaway Management Corporation](#));
- Crown corporations (such as the [Great Lakes Pilotage Authority](#)<sup>li</sup>)

Grouping these organizations into one portfolio allows for integrated decision making on transportation issues.

**Enabling instrument:** [Department of Transport Act](#)<sup>lii</sup> (R.S., 1985, c. T-18)

Transport Canada administers over 50 [laws related to transportation](#)<sup>liii</sup> and shares the administration of many others. Justice Canada is the federal department responsible for maintaining the [Consolidated Statutes of Canada](#)<sup>liv</sup> and provides access to the full text of federal acts and regulations.

**Year of incorporation / commencement:** 1936

## Supporting information on lower-level Programs

Supporting information on lower-level programs is available on [Transport Canada's website](#)<sup>lv</sup> and in the [TBS InfoBase](#)<sup>lvi</sup>.

## Supplementary information tables

The supplementary information tables listed in the 2017-18 Departmental Results Report can be found on [Transport Canada's website](#)<sup>lvii</sup>. These include:

- Details on transfer payment programs of \$5 million or more;
- Upcoming internal audits for the coming fiscal year;
- Upcoming evaluations over the next fiscal year; and
- Disclosure of transfer payment programs under \$5 million.

## Federal tax expenditures

The tax system can be used to achieve public policy objectives through the application of special measures such as low tax rates, exemptions, deductions, deferrals and credits. The Department of Finance Canada publishes cost estimates and projections for these measures each year in the [Report of Federal Tax Expenditures](#)<sup>lviii</sup>. This report also provides detailed background information on tax expenditures, including descriptions, objectives, historical information and references to related federal spending programs. The tax measures presented in this report are the responsibility of the Minister of Finance.

## Organizational contact information

Transport Canada welcomes your comments on this report.

**Email:** [Questions@tc.gc.ca](mailto:Questions@tc.gc.ca)

**Phone:** 613-990-2309

**Toll Free:** 1-866-995-9737

**Teletypewriter (TTY):** 1-888-675-6863

**Fax:** 613-954-4731

### Mailing Address:

Transport Canada (ADI)  
330 Sparks Street  
Ottawa, ON  
K1A 0N5



## **Appendix [A]: definitions**

### **appropriation (crédit)**

Any authority of Parliament to pay money out of the Consolidated Revenue Fund.

### **budgetary expenditures (dépenses budgétaires)**

Operating and capital expenditures; transfer payments to other levels of government, organizations or individuals; and payments to Crown corporations.

### **Core Responsibility (responsabilité essentielle)**

An enduring function or role performed by a department. The intentions of the department with respect to a Core Responsibility are reflected in one or more related Departmental Results that the department seeks to contribute to or influence.

### **Departmental Plan (Plan ministériel)**

Provides information on the plans and expected performance of appropriated departments over a three-year period. Departmental Plans are tabled in Parliament each spring.

### **Departmental Result (résultat ministériel)**

A Departmental Result represents the change or changes that the department seeks to influence. A Departmental Result is often outside departments' immediate control, but it should be influenced by program-level outcomes.

### **Departmental Result Indicator (indicateur de résultat ministériel)**

A factor or variable that provides a valid and reliable means to measure or describe progress on a Departmental Result.

### **Departmental Results Framework (cadre ministériel des résultats)**

Consists of the department's Core Responsibilities, Departmental Results and Departmental Result Indicators.

### **Departmental Results Report (Rapport sur les résultats ministériels)**

Provides information on the actual accomplishments against the plans, priorities and expected results set out in the corresponding Departmental Plan.

### **full-time equivalent (équivalent temps plein)**

A measure of the extent to which an employee represents a full person-year charge against a departmental budget. Full-time equivalents are calculated as a ratio of assigned hours of work to scheduled hours of work. Scheduled hours of work are set out in collective agreements.

### **government-wide priorities (priorités pangouvernementales)**

For the purpose of the 2017–18 Departmental Plan, government-wide priorities refers to those high-level themes outlining the government's agenda in the 2015 Speech from the Throne, namely: Growth for the Middle Class; Open and Transparent Government; Clean Environment and a Strong Economy; Diversity is Canada's Strength; and Security and Opportunity.

**horizontal initiatives (initiative horizontale)**

A horizontal initiative is one in which two or more federal organizations, through an approved funding agreement, work toward achieving clearly defined shared outcomes, and which has been designated (e.g. by Cabinet, a central agency, etc.) as a horizontal initiative for managing and reporting purposes.

**Management, Resources and Results Structure (Structure de la gestion, des ressources et des résultats)**

A comprehensive framework that consists of an organization's inventory of programs, resources, results, performance indicators and governance information. Programs and results are depicted in their hierarchical relationship to each other and to the Strategic Outcome(s) to which they contribute. The Management, Resources and Results Structure is developed from the Program Alignment Architecture.

**non-budgetary expenditures (dépenses non budgétaires)**

Net outlays and receipts related to loans, investments and advances, which change the composition of the financial assets of the Government of Canada.

**performance (rendement)**

What an organization did with its resources to achieve its results, how well those results compare to what the organization intended to achieve, and how well lessons learned have been identified.

**Performance indicator (indicateur de rendement)**

A qualitative or quantitative means of measuring an output or outcome, with the intention of gauging the performance of an organization, program, policy or initiative respecting expected results.

**Performance reporting (production de rapports sur le rendement)**

The process of communicating evidence-based performance information. Performance reporting supports decision making, accountability and transparency.

**planned spending (dépenses prévues)**

For Departmental Plans and Departmental Results Reports, planned spending refers to those amounts that receive Treasury Board approval by February 1. Therefore, planned spending may include amounts incremental to planned expenditures presented in the Main Estimates.

A department is expected to be aware of the authorities that it has sought and received. The determination of planned spending is a departmental responsibility, and departments must be able to defend the expenditure and accrual numbers presented in their Departmental Plans and Departmental Results Reports.

**plans (plan)**

The articulation of strategic choices, which provides information on how an organization intends to achieve its priorities and associated results. Generally a plan will explain the logic behind the strategies chosen and tend to focus on actions that lead up to the expected result.

**Priorities (priorité)**

Plans or projects that an organization has chosen to focus and report on during the planning period. Priorities represent the things that are most important or what must be done first to support the achievement of the desired Strategic Outcome(s).

**program (programme)**

A group of related resource inputs and activities that are managed to meet specific needs and to achieve intended results and that are treated as a budgetary unit.

**Program Alignment Architecture (architecture d'alignement des programmes)**

A structured inventory of an organization's programs depicting the hierarchical relationship between programs and the Strategic Outcome(s) to which they contribute.

**results (résultat)**

An external consequence attributed, in part, to an organization, policy, program or initiative. Results are not within the control of a single organization, policy, program or initiative; instead they are within the area of the organization's influence.

**statutory expenditures (dépenses législatives)**

Expenditures that Parliament has approved through legislation other than appropriation acts. The legislation sets out the purpose of the expenditures and the terms and conditions under which they may be made.

**Strategic Outcome (résultat stratégique)**

A long-term and enduring benefit to Canadians that is linked to the organization's mandate, vision and core functions.

**sunset program (programme temporisé)**

A time-limited program that does not have an ongoing funding and policy authority. When the program is set to expire, a decision must be made whether to continue the program. In the case of a renewal, the decision specifies the scope, funding level and duration.

**target (cible)**

A measurable performance or success level that an organization, program or initiative plans to achieve within a specified time period. Targets can be either quantitative or qualitative.

**voted expenditures (dépenses votées)**

Expenditures that Parliament approves annually through an Appropriation Act. The Vote wording becomes the governing conditions under which these expenditures may be made.



## Endnotes

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- <sup>i</sup> Transport Canada's Departmental Plan: <http://www.tc.gc.ca/eng/corporate-services/planning-625.htm>
- <sup>ii</sup> VIA Rail Canada website: <http://www.viarail.ca/>
- <sup>iii</sup> Oceans Protection Plan: <http://www.tc.gc.ca/eng/oceans-protection-plan.html>
- <sup>iv</sup> Pilotage Act: <http://laws.justice.gc.ca/eng/acts/P-14/index.html>
- <sup>v</sup> Railway Safety Act: <http://laws-lois.justice.gc.ca/eng/acts/r-4.2/>
- <sup>vi</sup> Motor Vehicle Safety Act: <http://laws-lois.justice.gc.ca/eng/acts/M-10.01/index.html>
- <sup>vii</sup> Bill S-2, Strengthening Motor Vehicle Safety for Canadians: <https://openparliament.ca/bills/42-1/S-2/>
- <sup>viii</sup> Navigation Protection Act: <http://laws-lois.justice.gc.ca/eng/acts/N-22/>
- <sup>ix</sup> Transport Canada information regarding Vulnerable Road Users: <http://www.tc.gc.ca/eng/motorvehiclesafety/tp-tp15145-1201.htm> - s38
- <sup>x</sup> Emergency Response Task Force Summary: <http://www.tc.gc.ca/eng/tdg/safety-menu-1186.html>
- <sup>xi</sup> Pan-Canadian Framework for Clean Growth and Climate Change: <http://www.canada.ca/en/services/environment/weather/climatechange/pan-canadian-framework.html>
- <sup>xii</sup> The Prime Minister's website – Mandate letters: <http://pm.gc.ca/eng/mandate-letters>
- <sup>xiii</sup> Fishing Vessel Safety Regulation: <http://canadagazette.gc.ca/rp-pr/p2/2016/2016-07-13/html/sor-dors163-eng.html>
- <sup>xiv</sup> International Maritime Organization: <http://www.imo.org/en/Pages/Default.aspx>
- <sup>xv</sup> International Bridges and Tunnels Act: <http://lois-laws.justice.gc.ca/eng/acts/I-17.05/>
- <sup>xvi</sup> Canada-European Union Comprehensive Economic and Trade Agreement: <http://www.international.gc.ca/gac-amc/campaign-campagne/ceta-aecg/index.aspx?lang=eng>
- <sup>xvii</sup> Canada-U.S. multimodal preclearance agreement: <http://news.gc.ca/web/article-en.do?mthd=index&crtr.page=1&nid=1086459>
- <sup>xviii</sup> National Policy Framework for Strategic Gateways and Corridors: <http://publications.gc.ca/site/eng/347485/publication.html>
- <sup>xix</sup> St. Lawrence Seaway Management Corporation website: <http://www.greatlakes-seaway.com/>
- <sup>xx</sup> Marine Atlantic website: <http://www.marineatlantic.ca/en/>
- <sup>xxi</sup> Ports Asset Transfer Program: <http://www.tc.gc.ca/eng/programs/ports-asset-transfer-program-2979.html>
- <sup>xxii</sup> Parks Canada website: <http://www.pc.gc.ca/>
- <sup>xxiii</sup> Pickering Lands: <http://www.tc.gc.ca/eng/ontario/pickering-menu-1362.htm>  
<http://www.tc.gc.ca/eng/ontario/pickering-menu-1362.htm>
- <sup>xxiv</sup> International Civil Aviation Organization's website: <http://www.icao.int/Pages/default.aspx>
- <sup>xxv</sup> ecoTECHNOLOGY for Vehicles Program: <http://www.tc.gc.ca/eng/programs/environment-etv-menu-eng-118.htm>
- <sup>xxvi</sup> Shore Power Technology for Ports: <http://www.tc.gc.ca/eng/programs/environment-sptp-2681.htm>
- <sup>xxvii</sup> Pan-Canadian Framework on Clean Growth and Climate Change: <http://www.canada.ca/en/services/environment/weather/climatechange/pan-canadian-framework.html>
- <sup>xxviii</sup> Environment and Climate Change Canada website: <http://ec.gc.ca/>
- <sup>xxix</sup> Canadian Environmental Protection Act, 1999: <http://laws-lois.justice.gc.ca/eng/acts/c-15.31/>
- <sup>xxx</sup> 2010 Hazardous and Noxious Substances Convention: <http://www.tc.gc.ca/eng/policy/acf-acfi-hns-overview-2609.htm>

- xxxvi Ship-Source Oil Pollution Fund: <http://www.tc.gc.ca/eng/marinesafety/oep-ers-regime-funds-1119.htm>  
- SSOP
- xxxvii Canadian Coast Guard website: <http://www.ccg-gcc.gc.ca/>
- xxxviii National Aerial Surveillance Program: <http://www.tc.gc.ca/eng/marinesafety/oep-ers-nasp-2195.htm>
- xxxix Federal Contaminated Sites Action Plan:  
<http://www.federalcontaminatedsites.gc.ca/default.asp?lang=en>
- xl Federal Sustainable Development Strategy: <http://www.ec.gc.ca/dd-sd/default.asp?lang=En&n=CD30F295-1>
- xli Aeronautics Act: <http://www.tc.gc.ca/eng/acts-regulations/acts-1985ca-2.htm>
- xlii Crew Resource Management: <http://www.tc.gc.ca/eng/civilaviation/standards/commerce-aqp-chapter7-menu-196.htm>
- xliiii Pilot Decision Making: <http://www.tc.gc.ca/eng/civilaviation/publications/tp13897-menu-1889.htm>
- xliv Canada Shipping Act, 2001: <http://laws-lois.justice.gc.ca/eng/acts/C-10.15/index.html>
- l Safe Containers Convention Act: <http://laws-lois.justice.gc.ca/eng/acts/S-1/index.html>
- li Coasting Trade Act: <http://laws-lois.justice.gc.ca/eng/acts/C-33.3/index.html>
- lii Arctic Waters Pollution Prevention Act: <http://laws-lois.justice.gc.ca/eng/acts/A-12/index.html>
- liiii Private Buoy Regulations: <http://laws-lois.justice.gc.ca/eng/regulations/sor-99-335/>
- liiv Regulations Respecting Compulsory Insurance for Ships Carrying Passengers:  
<http://www.gazette.gc.ca/rp-pr/p1/2016/2016-12-24/html/reg2-eng.php>
- lv TERMPOL (Technical Review Process of Marine Terminal Systems and Transshipment Sites),  
<http://www.tc.gc.ca/eng/marinesafety/preventing-spills-vessels-4518.html#termpol>
- lvi Motor Vehicle Transport Act: <http://laws-lois.justice.gc.ca/eng/acts/m-12.01/>
- lvii Transportation of Dangerous Goods Act, 1992: <http://laws-lois.justice.gc.ca/eng/acts/T-19.01/>
- lxix Marine Transportation Security Act: <http://laws-lois.justice.gc.ca/eng/acts/M-0.8/>
- i. Public Accounts of Canada 2017–2018, <http://www.tpsgc-pwgsc.gc.ca/recgen/cpc-pac/index-eng.html>
- ii Great Lakes Pilotage Authority website: <http://www.glpa-apgl.com/>
- iii Department of Transport Act: <http://laws-lois.justice.gc.ca/eng/acts/T-18/>
- liii Laws related to transportation: <http://www.tc.gc.ca/eng/acts-regulations/acts.htm>
- liiv Department of Justice Canada website: <http://laws-lois.justice.gc.ca/eng/acts/>
- lv 2017–18 Departmental Plan – Supporting Information on Lower-Level Programs:  
<http://www.tc.gc.ca/eng/corporate-services/planning-1375.html>
- lvi Treasury Board Secretariat's TBS InfoBase: <http://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- lvii 2017-18 Departmental Plan – Links to the Supplementary Information Tables:  
<http://www.tc.gc.ca/eng/corporate-services/planning-625.htm>
- lviii Government of Canada Report of Federal Tax Expenditures: <http://www.fin.gc.ca/purl/taxexp-eng.asp>