



Canadian
Transportation
Agency

Office
des transports
du Canada

2021–22 Departmental Results Report

Canadian Transportation Agency

The Honourable Omar Alghabra, P.C., M.P.
Minister of Transport

Canada 

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Message from the Chair and Chief Executive Officer

In many respects, 2021–2022 has been a year of transition for the Canadian Transportation Agency (Agency). The last few years have seen the Agency strengthening the regulatory framework for which it is responsible, particularly concerning air passenger protection and accessibility of the transportation system. We are now focusing on implementing these regulations. After two years of the COVID-19 pandemic, the whole transportation industry – rail, air, marine, and interprovincial bus – is adapting to a post-pandemic environment. And since June 1, 2021, with my appointment, the Agency has a new Chair and CEO.

In the Agency's role as a regulator, we are winding down the most intensive period of regulatory review and modernization in our history. In the past year, we advanced regulatory initiatives, such as:

- the new [*Accessible Transportation Planning and Reporting Regulations*](#),ⁱ
- consultations on requiring refunds for flight disruptions outside carrier control under the [*Air Passenger Protection Regulations*](#),ⁱⁱ and
- implementing the [*Accessible Transportation for Persons with Disabilities Regulations*](#)ⁱⁱⁱ under the [*Accessible Canada Act*](#).^{iv}

On the tribunal side, the impact of the pandemic, combined with the coming into force of the new regulatory framework, has led to an unprecedented increase in the number of complaints, particularly from air passengers. In 2021–2022, we received 12,158 new complaints related to air travel, on top of the 16,515 which we carried over from the previous year. This past year, we processed 15,264 air travel complaints. Historically, the Agency has received 1,000 complaints a year. This difference represents a foundational change requiring a more operationally focused organization. We are committed to reducing the time it takes to process a complaint, both at the informal and formal stages of our dispute resolution process.

The context has also been challenging for the rail and marine industry, with climate events, increased global demand, and supply chain issues. We will strive to improve our services in these areas as well.

To reflect this changing environment, the Agency has adopted new strategic priorities that focus on operational challenges, including, eliminating the backlog of complaints, process and service innovation, and increasing the use of technology and data.

In the fall, we will be working from a new, accessible building and will continue cultivating our diverse workforce and an inclusive and equitable workplace.

I am committed to providing a work environment where the Agency's employees find satisfaction in their work. That includes having interesting work, satisfying relationships with their supervisors and colleagues, and working in an environment that supports their wellness.

I feel honoured and privileged to have been appointed to the position of Chair and CEO of the Agency. I am grateful to have been given the opportunity to serve Canadians in that capacity. Although mostly virtually, I have had the chance to meet and see Agency employees in action. I am fortunate to work with dedicated, professional experts who are open, responsive, and creative. I want to thank them for their support as I integrate into my new functions.

My good fortune also includes the pleasure of working with the Members of the Agency. I want to thank them for their welcome and continuous cooperation. I want to express my gratitude to Liz Barker, the Vice-chair of the Agency, who has generously shared her deep knowledge and experience right from my first day. With such a fine team in place, I am confident that the Agency is well-positioned to continue advancing its mandate and delivering results for Canadians.

Results at a glance

In 2021-22, the Canadian Transportation Agency (Agency):

- ▶ Advanced work on a new airline refund requirement to address a gap in the [*Air Passenger Protection Regulations*](#)^v (APPR) that was highlighted as a result of the pandemic;
- ▶ Finalized the [*Accessible Transportation Planning and Reporting Regulations*](#)^{vi} (ATPRR) for transportation service providers;
- ▶ Processed a new record number of air travel complaints –15,264 – marking the sixth consecutive year of increases;
- ▶ Implemented the [*Accessible Transportation for Persons with Disabilities Regulations*](#)^{vii} (ATPDR); and
- ▶ Adopted a new [*strategic framework*](#)^{viii} that focuses our efforts on achieving the outcomes pursued by the National Transportation Policy, as stated in the [*Canada Transportation Act*](#).^{ix}

For more information on the Agency’s plans, priorities and results achieved, see the “Results: what we achieved” section of this report.

Results: what we achieved

Core responsibilities

Independent regulatory and dispute-resolution services for transportation providers and users

Description

Set and enforce economic, accessibility, and air passenger protection rules for the national transportation system; resolve disputes between transportation service providers and users through facilitation, mediation, arbitration, and adjudication; and provide information to stakeholders and Canadians in general on the transportation system and their transportation-related rights and responsibilities.

Results

During 2021-22, the Agency processed 15,264 complaints, an unprecedented figure that reflects the sixth consecutive year of substantial complaint volume increases.

The Agency [finalized its APPR inquiry](#)^x in November 2021. The inquiry resulted in providing some interpretation by the Agency of key aspects of the APPR, including the categorization of flight disruptions as within or outside carrier control, the carrier obligation to provide clear information on the reasons for a flight disruption and when rejecting a request for compensation. This provides clarification on airlines' obligations and passengers' rights and contributed to a higher number of complainants who withdrew their cases this year.

Under the Agency's accessibility mandate, results achieved include:

- New regulations called the [Accessible Transportation Planning and Reporting Regulations](#)^{xi} (ATPRR) were made. The ATPRR were created under the authority of the [Accessible Canada Act](#)^{xii} (ACA). The ACA sets out planning and reporting requirements to identify and remove barriers – and prevent new barriers – in priority areas such as communication, services, and equipment;
- [Three guides on the ACA and the ATPRR regulations](#)^{xiii} were published. These guides help implement the requirements for accessibility plans, feedback, and progress reports; and
- Implementing – through industry outreach and guidance¹ - some of the more complex provisions of the [Accessible Transportation for Persons with Disabilities Regulations](#)^{xiv} (ATPDR), which establish comprehensive, legally binding requirements for accessible travel. These provisions relate to the accessibility requirements for lifts and ramps that are used to assist a person with a disability, including a person [using](#) a mobility aid, to

¹ [Accessible Transportation — Communicating with Persons with Disabilities: A guide \(otc-cta.gc.ca\)](#) – S.8 Transportation Service Providers Covered by the Accessible Transportation for Persons with Disabilities Regulations: A Guide | Canadian Transportation Agency (otc-cta.gc.ca)

board or disembark from an aircraft, train, ferry, or bus; as well as the provisions related to accessible automated self-service kiosks.

The Agency achieved other results in 2021-22 related to its mandate in areas that include the issuance of licences and other determinations; the provision of support for international negotiations of air transport agreements; dispute resolution; and compliance monitoring and enforcement. For example, the Agency:

- Issued 64 new air carrier licences, 792 air charter permits, and two new air cargo licences to drone operators;
- Implemented the [new minimum air carrier passenger and public liability insurance coverage](#)^{xv} requirements, and reviewed each licenced air carrier's certificate of insurance to confirm they held the appropriate new minimum insurance coverage;
- Suspended Aeroflot's scheduled international license following the [Canadian Government decision to close Canada's air space to Russian air carriers](#).^{xvi} This directive was a result of Russia's invasion of Ukraine on February 24, 2022. Aeroflot is the only Russian air carrier licensed to provide scheduled air services to Canada;
- Issued a [determination](#)^{xvii} regarding the development the proposed Milton Logistics Hub. The Agency approved CN's application – subject to the conditions listed in the decision;
- Participated in the negotiation and implementation of international air transport agreements with China, Indonesia, Panama, and Switzerland;
- Determined the Maximum Revenue Entitlement (MRE) for CN and CP. The Agency [determined](#)^{xviii} that CN exceeded, and CP was under, their MRE for the 2020–2021 crop year. As stipulated in the [Canada Transportation Act](#)^{xix}, CN was ordered to pay the excess amount and a five percent penalty of \$119,984 to the [Western Grains Research Foundation](#)^{xx} (a farmer-funded and directed organization);
- Set the Volume-Related Composite Price Indices (VRCPIs) for the 2021–2022 crop year. The 2021–2022 VRCPI for CN and CP were set in determination [R-2021-64](#).^{xxi} CP's VRCPI was adjusted in determination [R-2021-173](#)^{xxii} to reflect extra costs in obtaining grain hopper cars;
- Made its annual determination ([R-2021-176](#))^{xxiii} of the regulated interswitching rates for 2022. Interswitching is part of the competitive access provisions in the [Canada Transportation Act](#)^{xxiv}. This activity gives some shippers access to the services of railway companies that don't directly serve their facilities;
- Made its annual determinations of cost of capital for [CN](#)^{xxv} and [CP](#)^{xxvi} for Western Grain, which were based on an analysis of capital structure;
- Resolved 56 rail disputes;
- Answered 239 inquiries through the Rail, Shipper and Community Help Line;
- Processed 46 coasting trade applications;
- Reviewed the certificates of fitness of all railway companies that carry or host freight traffic.

Gender-based analysis plus

The Agency continued fostering and maintaining a healthy, respectful workplace where every individual is treated with courtesy and dignity, harassment and discrimination are not tolerated, and different needs are accommodated. These core values are integrated in decision-making processes.

In 2021-22, GBA+ was applied and monitored in the context of Treasury Board submissions, draft regulations and memoranda to Cabinet. Data related to employment equity, diversity and inclusion was collected and tracked.

United Nations 2030 Agenda for Sustainable Development and the Sustainable Development Goals

The Agency adheres to the principles of the Federal Sustainable Development Strategy (FSDS) by complying with the Policy on Green Procurement.

The Policy on Green Procurement supports the Government of Canada's effort to promote environmental stewardship. In keeping with the objectives of the policy, the Agency supports sustainable development by integrating environmental performance considerations into the procurement decision making process through the actions described in the 2019 to 2022 FSDS "Greening Government" goal.

Experimentation

The Agency continued to experiment with innovative approaches in the manner that it connects with Canadians and conducts its activities, in the following ways:

Public engagement and consultation: The Agency engaged and consulted with Canadians using a variety of innovative approaches, such as online questionnaires, written submissions, and video consultation sessions across the country. Through these activities, the Agency was able to gain a greater understanding of the perspectives of a wide range of citizens, stakeholders and experts, and is better positioned to develop more informed and effective policies and programs.

Videoconference hearings: Oral hearings can be helpful when, for example, a file is particularly complex, or where the public interest in a case is especially high. The Agency considers videoconference options, for all or part of the hearing, in appropriate circumstances, both during and beyond the pandemic.

Compliance and enforcement: The Agency engaged in numerous innovative approaches and is developing tools in support of its compliance monitoring and enforcement modernization program (e.g., pattern and trend analysis, risk assessment tool, data analytics), to maximize proactive compliance by regulated entities. These reflect the evolution of best practices in the regulatory field, including through technological advances.

Key risks

Between the time the APPR fully came into force on December 15, 2019, and the start of the pandemic three months later, the Agency began receiving an unprecedented number of

complaints year-over-year, which continued to increase in 2021-22, despite the pandemic-related lower volumes of air traffic. While the Agency received temporary funding increases from Parliament in response to this situation, it mostly had to handle these pressures through reprioritization of resources and substantial productivity gains.

In addition to the increased demand for dispute resolution, there are growing pressures on the Agency's ability to achieve its objectives, due to a significant increase in its legislative and regulatory responsibilities – the regulatory provisions for which the Agency is responsible have grown by approximately 370 percent. The Agency has taken steps to modernize and increase the efficiency of its processes, but despite these temporary resources and operational improvements, there is a risk that the backlog of complaints continues to increase.

Results achieved

The following table shows, for Independent regulatory and dispute-resolution services for transportation providers and users, the results achieved, the performance indicators, the targets and the target dates for 2021–22, and the actual results for the three most recent fiscal years for which actual results are available.

Departmental results	Performance indicators	Target	Date to achieve target	2019–20 actual results	2020–21 actual results	2021–22 actual results
An efficient, competitive national transportation system	Transportation Fluidity Index.	Obtain baseline information (2021)	TBD	Not available	Not available	Not available
	Percentage of regulatory authorities issued, and disputes and contested determination cases resolved within service standards.	At Least 85%	March 2021	93%	93%	94%
	Percentage of transportation service providers that comply with legislative and regulatory requirements.	At Least 80%	March 2021	80%	Not Available	Not Available (note 1)
Accessible transportation services for persons with disabilities	Percentage of air, rail, marine carriers and facility operators complying with accessibility related legislative and regulatory requirements and codes of practice.	At Least 80%	March 2021	69%	Not available	Not Available (note 1)
	Percentage of accessibility disputes resolved within service standards.	At Least 80%	March 2021	84%	82%	75% (note 2)

Departmental results	Performance indicators	Target	Date to achieve target	2019–20 actual results	2020–21 actual results	2021–22 actual results
Consumer protection for air travellers	Percentage of air carriers complying with consumer protection legislative and regulatory requirements.	Obtain baseline information (2021)	TBD	Not available	Not available	Not available
	Percentage of air consumer protection disputes resolved within service standards.	At Least 85%	March 2021	50%	33%	28% (note 3)

Note 1: As a result of COVID-19, the Agency was not able to undertake the compliance monitoring activities required to gather adequate data for this indicator. The Agency has updated its compliance and enforcement activities and is in the process of pursuing potential changes to the methodology for this indicator because it no longer reflects the intended outcome of the program.

Note 2: A minor variance from service standard objectives was observed during the reporting period. This is attributed primarily to the participation of parties whose availability during the pandemic was reduced. It is also attributable to the complexity of certain accessibility disputes which required elevated levels of effort from parties, expert participation and extended pleadings.

Note 3: In 2021-22, air consumer disputes were resolved within service standards at a rate of 28%, which is less than the target of 85%. An unprecedented volume of air travel complaints continues to put pressure on the Agency's existing budget, and a higher volume of complaints being resolved outside of service standards.

Financial, human resources and performance information for the Agency's Program Inventory is available in [GC InfoBase](#).^{xxvii}

Budgetary financial resources (dollars)

The following table shows, for Independent regulatory and dispute-resolution services for transportation providers and users, budgetary spending for 2021–22, as well as actual spending for that year.

2021–22 Main Estimates	2021–22 planned spending	2021–22 total authorities available for use	2021–22 actual spending (authorities used)	2021–22 difference (actual spending minus planned spending)
30,896,919	23,524,771	31,713,130	29,722,148	6,197,377

The 2021-22 planned spending of \$23.5 million stems from the 2021-22 Departmental Plan. However, since the tabling of the 2021-22 Departmental Plan on February 25, 2021, the Agency received approval for \$9.4 million in temporary funding in order to continue to respond to a higher number of service and accessibility related complaints, of which \$7.4 million was allocated to program resources, bringing the total planned spending for 2021-22 to \$30.9 million. The 2021-22 actual spending of \$29.7 million is a reflection of this increase in funding.

Financial, human resources and performance information for the Agency's Program Inventory is available in [GC InfoBase](#).^{xxviii}

Human resources (full-time equivalents)

The following table shows, in full-time equivalents, the human resources the department needed to fulfill this core responsibility for 2021–22.

2021–22 planned full-time equivalents	2021–22 actual full-time equivalents	2021–22 difference (actual full-time equivalents minus planned full-time equivalents)
194	245	51

The 2021-22 planned full-time equivalents of 194 stem from the 2021-22 Departmental Plan. However, since the tabling of the 2021-22 Departmental Plan on February 25, 2021, the Agency received approval for \$9.4 million in temporary funding in order to continue to respond to a higher number of service and accessibility related complaints, of which \$7.4 million was allocated to program resources. As a result, the Agency's actual full-time equivalents were greater than planned.

Financial, human resources and performance information for the Agency's Program Inventory is available in [GC InfoBase](#).^{xxix}

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:

- ▶ acquisition management services
- ▶ communication services
- ▶ financial management services
- ▶ human resources management services
- ▶ information management services
- ▶ information technology services
- ▶ legal services
- ▶ material management services
- ▶ management and oversight services
- ▶ real property management services

In 2021-22, the Agency relocated to a new building located at 60 Laval. It is expected that the facility will be ready to welcome employees in Fall 2022. This newly constructed building will be home for the next generation of Agency employees. The new workspace has been aligned to Government of Canada accommodation standards and will be perfectly suited for our hybrid workforce. Furthermore, with accessibility as a key part of our mandate, we engaged with the Rick Hansen Foundation during the construction and design phases of our new building and have achieved their Gold Certification, highlighting our ongoing efforts to remove physical barriers at our facilities.

Budgetary financial resources (dollars)

The following table shows, for internal services, budgetary spending for 2021–22, as well as spending for that year.

2021–22 Main Estimates	2021–22 planned spending	2021–22 total authorities available for use	2021–22 actual spending (authorities used)	2021–22 difference (actual spending minus planned spending)
9,495,598	9,891,939	14,041,344	13,165,739	3,273,800

The 2021-22 planned spending of \$9.9 million stems from the 2021-22 Departmental Plan. However, since the tabling of the 2021-22 Departmental Plan on February 25, 2021, the Agency received approval for \$9.4 million in temporary funding in order to continue to respond to a higher number of service and accessibility related complaints, of which \$2.0 million was allocated to internal services resources. In addition to this, the Agency reprofiled \$3.5 million to pay for the costs related to *The Government of Canada Workplace 2.0 Fit-up Standards* project. The 2021-22 actual spending of \$13.2 million is a reflection of these increases in funding.

Human resources (full-time equivalents)

The following table shows, in full-time equivalents, the human resources the department needed to carry out its internal services for 2021–22.

2021–22 planned full-time equivalents	2021–22 actual full-time equivalents	2021–22 difference (actual full-time equivalents minus planned full-time equivalents)
58	68	10

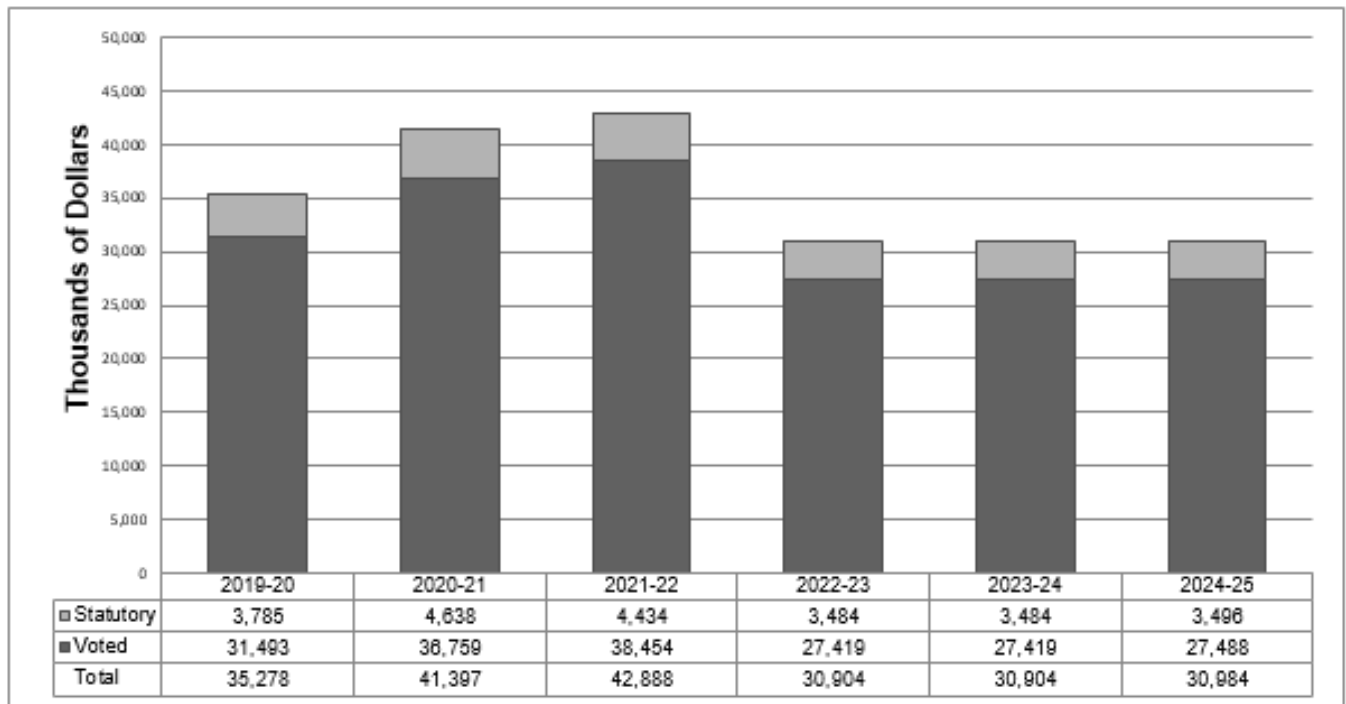
The 2021-22 planned full-time equivalents of 58 stem from the 2021-22 Departmental Plan. However, since the tabling of the 2021-22 Departmental Plan on February 25, 2021, the Agency received approval for \$9.4 million in temporary funding in order to continue to respond to a higher number of service and accessibility related complaints, of which \$2.0 million was allocated to internal services resources. As a result, the Agency's actual full-time equivalents were greater than planned.

Spending and human resources

Spending

Spending 2019–20 to 2024–25

The following graph presents planned (voted and statutory spending) over time.



For fiscal years 2019-20, 2020-21 and 2021-22, the amounts shown represent the actual expenditures as reported in the Public Accounts.

For fiscal year 2022-23, the planned spending reflects a decrease of approximately \$12 million in comparison to the previous year actual spending. This decrease is primarily attributable to the sun-setting temporary funds received in 2021-22 (\$9.4 million) in order to respond to a higher number of service and accessibility related complaints, as announced in the 2020 Economic and Fiscal Snapshot. The planned spending also reflects the sun-setting funds received as part of the Accessible Canada initiative (\$1.1 million). The planned spending does not include the reimbursement of eligible pay list expenditures and the operating budget carry-forward since these cannot be estimated with certainty.

For the period 2023-24 to 2024-25, the planned spending reflects approved funding by Treasury Board to support the Agency's Strategic Outcome and Programs. These expenditures varied slightly in previous years since they do not include the reimbursement of eligible pay list expenditures and operating budget carry forwards as these cannot be estimated with certainty.

Budgetary performance summary for core responsibilities and internal services (dollars)

The “Budgetary performance summary for core responsibilities and internal services” table presents the budgetary financial resources allocated for the Agency’s core responsibilities and for internal services.

Core responsibilities and internal services	2021–22 Main Estimates	2021–22 planned spending	2022–23 planned spending	2023–24 planned spending	2021–22 total authorities available for use	2019–20 actual spending (authorities used)	2020–21 actual spending (authorities used)	2021–22 actual spending (authorities used)
Independent regulatory and dispute-resolution services for transportation providers and users	30,896,919	23,524,771	21,755,639	21,755,639	31,713,130	26,431,544	30,404,751	29,722,148
Internal Services	9,495,598	9,891,939	9,148,036	9,148,036	14,041,344	8,846,242	10,992,478	13,165,739
Total	40,392,517	33,416,710	30,903,675	30,903,675	45,754,474	35,277,786	41,397,229	42,887,887

The 2021-22 variances between Main Estimates, planned spending, total authorities available for use and actual spending are largely attributable to the timing of the authorization of key elements of the fiscal cycle. The 2021-22 total authorities available for use (\$45.8 million) represent the Main Estimates (\$40.4 million) as well as adjustments to authorities such as new temporary funding of \$9.4 million to respond to a higher number of service and accessibility related complaints, as announced in the 2020 Economic and Fiscal Snapshot, funding of \$3.5 million to pay for the costs related to *The Government of Canada Workplace 2.0 Fit-up Standards* project reprofiled from 2020-21, the operating budget carry-forward and compensation adjustments arising from the renewal of collective agreements.

Total authorities available for use in 2021-22 (\$45.8 million) were greater than the actual spending in 2021-22 (\$42.9 million). The variance of \$2.9 million is primarily due to the delays in the *Government of Canada Workplace 2.0 Fit-up Standards* project.

Total actual spending for 2021-22 (\$42.9 million) was greater than the actual spending for 2020-21 (\$41.4 million). This variance is primarily attributable to the temporary funding received by the Agency in order to respond to a higher number of service and accessibility related complaints, as announced in the 2020 Economic and Fiscal Snapshot.

Human resources

The “Human resources summary for core responsibilities and internal services” table presents the full-time equivalents (FTEs) allocated to each of the Agency’s core responsibilities and to internal services.

Human resources summary for core responsibilities and internal services

Core responsibilities and internal services	2019–20 actual full-time equivalents	2020–21 actual full-time equivalents	2021–22 planned full-time equivalents	2021–22 actual full-time equivalents	2022–23 planned full-time equivalents	2023–24 planned full-time equivalents
Independent regulatory and dispute-resolution services for transportation providers and users	223	253	194	245	187	186
Internal Services	63	66	58	68	54	52
Total	286	319	252	313	241	238

On average, the full-time equivalents have remained consistent up to fiscal year 2018-19. Since then, the Agency's full-time equivalents have increased primarily due to the implementation of the Agency's new responsibilities following the coming into force of the *Transportation Modernization Act* on May 23, 2018, the workload associated with the increase in service and accessibility related complaints and the implementation of the *Air Passenger Protection Regulations* (APPR). The planned full-time equivalents are expected to decrease over the next couple of years in correspondence with the decrease in funding received to respond to the higher number of service and accessibility related complaints, to support the Agency's modernization initiative and the Accessible Canada Initiative.

Expenditures by vote

For information on Agency’s organizational voted and statutory expenditures, consult the [Public Accounts of Canada 2021](#).^{xxx}

Government of Canada spending and activities

Information on the alignment of the Agency’s spending with Government of Canada’s spending and activities is available in [GC InfoBase](#).^{xxxi}

Financial statements and financial statements highlights

Financial statements

The Agency’s financial statements (unaudited) for the year ended March 31, 2022, are available on the departmental website.

Financial statement highlights

Condensed Statement of Operations (unaudited) for the year ended March 31, 2022 (dollars)

Financial information	2021–22 planned results	2021–22 actual results	2020–21 actual results	Difference (2021–22 actual results minus 2021–22 planned results)	Difference (2021–22 actual results minus 2020–21 actual results)
Total expenses	38,718,780	46,373,605	46,806,414	7,654,825	(432,809)
Total revenues	-	80	7,220	80	(7,140)
Net cost of operations before government funding and transfers	38,718,780	46,373,525	46,799,194	7,654,745	(425,669)

The Agency's total expenses were \$46.4 million in 2021-22, a decrease of \$425 thousand (-0.9%) over the previous year's total expenses. This variance is primarily attributable to the reduced cost of accommodations for 2021-22 as the Agency prepares to return to in-person work in a brand new facility. This decrease is offset by the additional personnel expenditures incurred in order to respond to a higher number of service and accessibility related complaints. The majority of funds, \$38.1 million (82.1%), were spent on salaries and employee benefits, 9.7% on professional and special services, 2.7% on rentals, 2.0% on accommodations, 1.5% on machinery and equipment, and the remaining 2.0% on information, transportation and telecommunication, amortization of tangible capital assets, utilities, materials and supplies, and repair and maintenance.

The 2021-22 planned results of \$38.7 million stem from the 2021-22 Departmental Plan. However, since the tabling of the 2021-22 Departmental Plan on February 25, 2021, the Agency received approval for \$9.4 million in temporary funding in order to continue to respond to a higher number of service and accessibility related complaints.

**Condensed Statement of Financial Position (unaudited) as of March 31, 2022
(dollars)**

Financial information	2021-22	2020-21	Difference (2021-22 minus 2020-21)
Total net liabilities	6,668,241	8,312,079	(1,643,838)
Total net financial assets	3,655,198	4,954,423	(1,299,225)
Departmental net debt	3,013,043	3,357,656	(344,613)
Total non-financial assets	1,059,586	1,111,823	(52,237)
Departmental net financial position	(1,953,457)	(2,245,833)	292,376

Total net liabilities were \$6.7 million at the end of 2021-22, a decrease of \$1.6 million (-19.8%) over the previous year's total liabilities of \$8.3 million. This decrease is primarily attributable to a decrease in payables recorded at year-end, namely the year-end adjustment for Employee Benefit Plan expenditures. Accounts payable and accrued liabilities as well as vacation pay and compensatory leave represented the largest portion of total liabilities at \$3.5 million and \$2.4 million, respectively.

Total net financial and non-financial assets were \$4.7 million at the end of 2021-22 which represent a decrease of \$1.4 million (-22.3%) over the previous year's total financial and non-financial asset of \$6.1 million. This decrease is mainly due to a decrease in the Due from Consolidated Revenue Fund (the result of the decrease in liabilities) reported under the category "Financial Assets". Financial assets represented \$3.7 million (77.5%), tangible capital asset \$757K (16.1%), while prepaid and inventory represented 6.4% of total assets.

The 2021-22 planned results information is provided in Agency's Future-Oriented Statement of Operations and Notes 2021-22. ^{xxxii}

Corporate information

Organizational profile

Appropriate minister[s]: The Honourable Omar Alghabra, P.C, M.P., Minister of Transport

Institutional head: France Pégeot, Chair and Chief Executive Officer

Ministerial portfolio: Transport

Enabling instrument[s]: *Canada Transportation Act*, S.C. 1996, c. 10, as amended

Year of incorporation / commencement: 1904

Other:

The Agency shares responsibility for the following acts:

- [*Accessible Canada Act, 2019*](#)^{xxxiii}
- [*Canada Marine Act*](#)^{xxxiv}
- [*Canadian Environmental Assessment Act, 2012*](#)^{xxxv}
- [*Civil Air Navigation Services Commercialization Act*](#)^{xxxvi}
- [*Coasting Trade Act*](#)^{xxxvii}
- [*Energy Supplies Emergency Act*](#)^{xxxviii}
- [*Pilotage Act*](#)^{xxxix}
- [*Railway Relocation and Crossing Act*](#)^{xl}
- [*Railway Safety Act*](#)^{xli}
- [*Shipping Conferences Exemption Act, 1987*](#)^{xlii}

The Agency has sole responsibility for the following regulations:

- [*Accessible Transportation for Persons with Disabilities Regulations, SOR/2019-244*](#)^{xliii}
- [*Air Passenger Protection Regulations, SOR/2019-150*](#)^{xliv}
- [*Air Transportation Regulations, SOR/88-58*](#)^{xlvi}
- [*Canadian Transportation Agency Designated Provisions Regulations, SOR/99-244*](#)^{xlvii}
- [*Regulations on Operational Terms for Rail Level of Services Arbitration, SOR/2014-192*](#)^{xlviii}
- [*Personnel Training for the Assistance of Persons with Disabilities Regulations, SOR/94-42*](#)^{xlix}
- [*Railway Costing Regulations, SOR/80-310*](#)^l
- [*Railway Interswitching Regulations, SOR/88-41*](#)^{li}
- [*Railway Third Party Liability Insurance Coverage Regulations, SOR/96-337*](#)^{lii}
- [*Railway Traffic and Passenger Tariffs Regulations, SOR/96-338*](#)^{liii}
- [*Railway Traffic Liability Regulations, SOR/91-488*](#)^{liiii}

The Agency shares responsibility for the following regulations:

- [*Transportation Information Regulations, SOR/96-334*](#)^{liv}
- [*Railway Company Pay Out of Excess Revenue for the Movement of Grain Regulations, SOR/2001-207*](#)^{lv}
- [*The Jacques-Cartier and Champlain Bridges Inc. Regulations, SOR/98-568*](#)^{lvi}
- [*The Seaway International Bridge Corporation, Ltd. Regulations, SOR/98-569*](#)^{lvii}

The Agency has promulgated the following Rules:

- [*Canadian Transportation Agency Rules \(Dispute Proceedings and Certain Rules Applicable to All Proceedings\), SOR/2014-104*](#)^{lviii}
- [*Rules of Procedure for Rail Level of Service Arbitration, SOR/2014-94*](#)^{lix}

These acts and regulations are available on the Department of Justice website, and are accessible through the “[Acts and Regulations](#)^{lx}” section of the [Agency's website](#)^{lxi}.

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

“Raison d’être, mandate and role: who we are and what we do” is available on [the Agency's website](#).^{lxii}

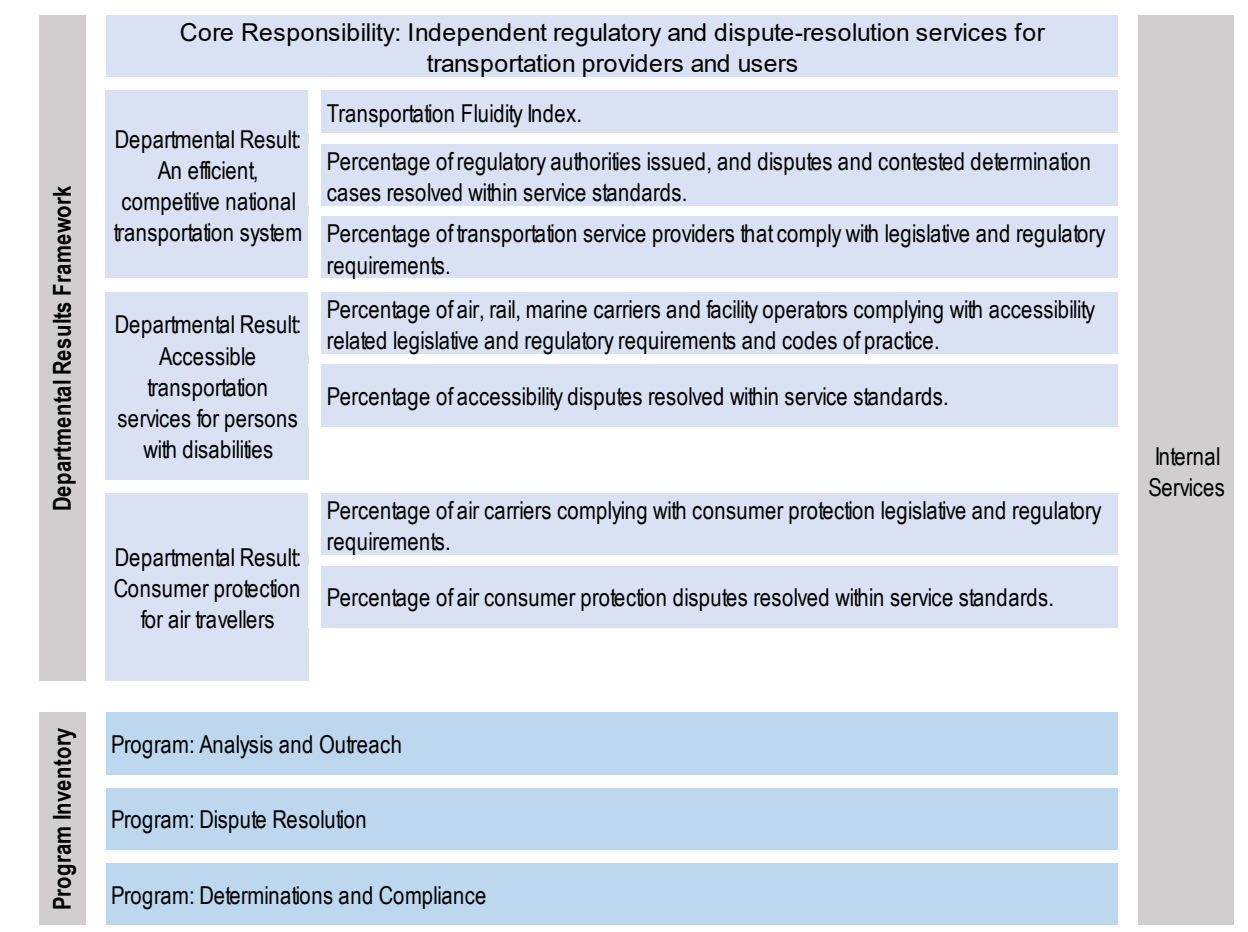
Operating context

Information on the operating context is available on [the Agency's website](#).^{lxiii}

Reporting framework

The Agency’s Departmental Results Framework and Program Inventory of record for 2021–22 are shown below.

Graphical presentation of Departmental Results Framework and Program Inventory



Supporting information on the program inventory

Financial, human resources and performance information for the Agency's Program Inventory is available in [GC InfoBase](#).^{lxiv}

Supplementary information tables

The following supplementary information tables are available on the [Agency's website](#)^{lxv}:

- ▶ [Gender-based analysis plus](#)^{lxvi}
- ▶ [United Nations 2030 Agenda for Sustainable Development and the Sustainable Development Goals](#)^{lxvii}

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 on Federal Tax Expenditures](#).^{lxviii} This report also provides detailed background information on tax expenditures, including descriptions, objectives, historical information and

references to related federal spending programs as well as evaluations and GBA Plus of tax expenditures.

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Appendix: 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*)

A report on the plans and expected performance of an appropriated department over a 3-year period. Departmental Plans are usually tabled in Parliament each spring.

departmental priority (*priorité*)

A plan or project that a department 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 departmental results.

departmental result (*résultat ministériel*)

A consequence or outcome that a department seeks to achieve. 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 quantitative measure of progress on a departmental result.

departmental results framework (*cadre ministériel des résultats*)

A framework that connects the department's core responsibilities to its departmental results and departmental result indicators.

Departmental Results Report (*rapport sur les résultats ministériels*)

A report on a department's actual accomplishments against the plans, priorities and expected results set out in the corresponding Departmental Plan.

experimentation (*expérimentation*)

The conducting of activities that seek to first explore, then test and compare the effects and impacts of policies and interventions in order to inform evidence-based decision-making, and improve outcomes for Canadians, by learning what works, for whom and in what circumstances. Experimentation is related to, but distinct from innovation (the trying of new things), because it

involves a rigorous comparison of results. For example, using a new website to communicate with Canadians can be an innovation; systematically testing the new website against existing outreach tools or an old website to see which one leads to more engagement, is experimentation.

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. For a particular position, the full-time equivalent figure is the ratio of number of hours the person actually works divided by the standard number of hours set out in the person's collective agreement.

gender-based analysis plus (GBA Plus) (*analyse comparative entre les sexes plus [ACS Plus]*)

An analytical tool used to support the development of responsive and inclusive policies, programs and other initiatives; and understand how factors such as sex, race, national and ethnic origin, Indigenous origin or identity, age, sexual orientation, socio-economic conditions, geography, culture and disability, impact experiences and outcomes, and can affect access to and experience of government programs.

government-wide priorities (*priorités pangouvernementales*)

For the purpose of the 2021–22 Departmental Results Report, government-wide priorities refers to those high-level themes outlining the government's agenda in the 2020 Speech from the Throne, namely: Protecting Canadians from COVID-19; Helping Canadians through the pandemic; Building back better – a resiliency agenda for the middle class; The Canada we're fighting for.

horizontal initiative (*initiative horizontale*)

An initiative where two or more federal organizations are given funding to pursue a shared outcome, often linked to a government priority.

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.

plan (*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 to the expected result.

planned spending (*dépenses prévues*)

For Departmental Plans and Departmental Results Reports, planned spending refers to those amounts presented in 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.

program (*programme*)

Individual or groups of services, activities or combinations thereof that are managed together within the department and focus on a specific set of outputs, outcomes or service levels.

program inventory (*répertoire des programmes*)

Identifies all the department's programs and describes how resources are organized to contribute to the department's core responsibilities and results.

result (*résultat*)

A 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.

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

- i. Accessible Transportation Planning and Reporting, <https://canadagazette.gc.ca/rp-pr/p2/2021/2021-12-22/html/sor-dors243-eng.html>
- ii. Air Passenger Regulations, <https://laws.justice.gc.ca/eng/regulations/SOR-2019-150/>
- iii. Accessible Transportation for Persons with Disabilities Regulations, <https://laws-lois.justice.gc.ca/eng/regulations/SOR-2019-244/index.html>
- iv. Accessible Canada Act, <https://laws-lois.justice.gc.ca/eng/acts/A-0.6/>
- v. Accessible Air Passenger Protection Regulations, <https://laws-lois.justice.gc.ca/eng/regulations/SOR-2019-150/index.html>
- vi. Accessible Transportation Planning and Reporting, <https://canadagazette.gc.ca/rp-pr/p2/2021/2021-12-22/html/sor-dors243-eng.html>
- vii. Accessible Transportation for Persons with Disabilities Regulations, <https://laws-lois.justice.gc.ca/eng/regulations/SOR-2019-244/index.html>
- viii. Strategic Framework, <https://otc-cta.gc.ca/eng/strategic-framework-2021-2024-proud-our-history-ready-future>
- ix. Canada Transportation Act, <https://laws-lois.justice.gc.ca/eng/acts/c-10.4/>
- x. APPR Inquiry Decision No. 122-C-A-2021, <https://otc-cta.gc.ca/eng/ruling/122-c-a-2021>
- xi. Accessible Transportation Planning and Reporting Regulations, <https://canadagazette.gc.ca/rp-pr/p2/2021/2021-12-22/html/sor-dors243-eng.html>
- xii. Accessible Canada Act, <https://laws-lois.justice.gc.ca/eng/acts/A-0.6/>
- xiii. Accessible Transportation Planning and Reporting Regulations, <https://otc-cta.gc.ca/eng/accessible-transportation-planning-and-reporting-regulations>
- xiv. Accessible Transportation Planning and Reporting Regulations, <https://otc-cta.gc.ca/eng/accessible-transportation-planning-and-reporting-regulations>
- xv. New minimum liability insurance coverage requirement effective July 1, 2021, <https://otc-cta.gc.ca/eng/new-minimum-liability-insurance-coverage-requirement-effective-july-1-2021>
- xvi. Government of Canada prohibits Russian aircraft to enter Canadian airspace, <https://www.canada.ca/en/transport-canada/news/2022/02/government-of-canada-prohibits-russian-aircraft-to-enter-canadian-airspace.html>
- xvii. Determination No. R-2021-172, <https://otc-cta.gc.ca/eng/ruling/r-2021-172>
- xviii. Determination No. R-2021-197, <https://otc-cta.gc.ca/eng/ruling/r-2021-197>
- xix. Canada Transportation Act, <https://laws-lois.justice.gc.ca/eng/acts/c-10.4/>
- xx. Western Grains Research Foundation, <https://wgrf.ca/>
- xxi. Determination No. R-2021-64, <https://otc-cta.gc.ca/eng/ruling/r-2021-64>
- xxii. Determination No. R-2021-173, <https://www.otc-cta.gc.ca/eng/ruling/r-2021-173>
- xxiii. Determination No. R-2021-176, <https://otc-cta.gc.ca/eng/ruling/r-2021-176>
- xxiv. Canada Transportation Act, <https://laws-lois.justice.gc.ca/eng/acts/c-10.4/>
- xxv. Letter Decision No. LET-R-34-2021, <https://otc-cta.gc.ca/eng/ruling/let-r-34-2021>
- xxvi. Letter Decision No. LET-R-35-2021, <https://otc-cta.gc.ca/eng/ruling/let-r-35-2021>
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- xxxi. Accessible Canada Act (S.C. 2019, c. 10), <https://laws-lois.justice.gc.ca/eng/acts/A-0.6/>
- xxxi. Canada Marine Act (S.C. 1998, c. 10), <https://laws-lois.justice.gc.ca/eng/acts/C-6.7/index.html>
- xxxi. Canadian Environmental Assessment Act, 2012 (S.C. 2012, c. 19, s. 52), <https://laws-lois.justice.gc.ca/eng/acts/c-15.21/index.html>

- xxxvi Civil Air Navigation Services Commercialization Act (S.C. 1996, c. 20), <https://laws-lois.justice.gc.ca/eng/acts/C-29.7/index.html>
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- xxxviii Energy Supplies Emergency Act (R.S.C., 1985, c. E-9), <https://laws.justice.gc.ca/eng/acts/E-9/index.html>
- xxxix Pilotage Act (R.S.C., 1985, c. P-14), <https://laws.justice.gc.ca/eng/acts/P-14/index.html>
- xl Railway Relocation and Crossing Act (R.S. C., 1985, c. R-4), <https://laws.justice.gc.ca/eng/acts/R-4/index.html>
- xli Railway Safety Act (R.S.C., 1985, c.32 (4th Supp.)), <https://laws.justice.gc.ca/eng/acts/R-4.2/index.html>
- xliv Shipping Conference Exemption Act, 1987 (R.S.C., 1985, c. 17 (3rd Supp.)), <https://laws.justice.gc.ca/eng/acts/S-10.01/index.html>
- lviii Accessible Transportation for Persons with Disabilities Regulations (SOR/2019-244), <https://laws-lois.justice.gc.ca/eng/regulations/SOR-2019-244/index.html>
- lxiv Air Passenger Protection Regulations (SOR/2019-150), <https://laws.justice.gc.ca/eng/regulations/SOR-2019-150/index.html>
- lxv Air Transportation Regulations (SOR/88-58), <https://laws-lois.justice.gc.ca/eng/regulations/SOR-88-58/index.html>
- lxvi Canadian Transportation Agency Designated Provisions Regulations (SOR/99-244), <https://laws-lois.justice.gc.ca/eng/regulations/SOR-99-244/index.html>
- lxvii Regulations on Operational Terms for Rail Level of Services Arbitration (SOR/2014-192), <https://laws-lois.justice.gc.ca/eng/regulations/SOR-2014-192/>
- lxviii Personnel Training for the Assistance of Persons with Disabilities Regulations (SOR/94-42), <https://laws.justice.gc.ca/eng/regulations/SOR-94-42/index.html>
- lxix Railway Costing Regulations (SOR/80-310), <https://laws.justice.gc.ca/eng/regulations/SOR-80-310/index.html>
- ¹ Railway Interswitching Regulations (SOR/88-41), <https://laws.justice.gc.ca/eng/regulations/sor-88-41/index.html>
- ^{li} Railway Third Party Liability Insurance Coverage Regulations (SOR/96-337), <https://laws.justice.gc.ca/eng/regulations/SOR-96-337/index.html>
- ^{lii} Railway Traffic and Passenger Tariffs Regulations (SOR/96-338), <https://laws.justice.gc.ca/eng/regulations/SOR-96-338/index.html>
- ^{liii} Railway Traffic Liability Regulations (SOR/91-488), <https://laws.justice.gc.ca/eng/regulations/SOR-91-488/index.html>
- ^{liv} Transportation Information Regulations (SOR/96-334), <https://laws.justice.gc.ca/eng/regulations/SOR-96-334/>
- ^{lv} Railway Company Pay Out of Excess for the Movement of Grain Regulations (SOR/2001-207), <https://laws-lois.justice.gc.ca/eng/regulations/SOR-2001-207/?showtoc=&instrumentnumber=SOR-2001-207>
- ^{lvi} The Jacques-Cartier and Champlain Bridges Inc. Regulations (SOR/98-568), <https://laws.justice.gc.ca/eng/regulations/SOR-98-568/index.html>
- ^{lvii} The Seaway International Bridge Corporation, Ltd. Regulations (SOR/98-569), <https://laws.justice.gc.ca/eng/regulations/SOR-98-569/index.html>
- ^{lviii} Canadian Transportation Agency Rules (Dispute Proceedings and Certain Rules Applicable to All Proceedings) (SOR/2014-104), <https://laws-lois.justice.gc.ca/eng/regulations/SOR-2014-104/>
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- ^{lxi} Agency Website, <https://www.otc-cta.gc.ca/>
- ^{lxii} Agency Website, <https://www.otc-cta.gc.ca/>
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- ^{lxvii} United Nations 2030 Agenda for Sustainable Development and the Sustainable Development Goals, <https://otc-cta.gc.ca/eng/departmental-results-report-united-nations-2030-agenda-sustainable-development-and-sustainable>
- ^{lxviii} Report on Federal Tax Expenditures, <https://www.canada.ca/en/department-finance/services/publications/federal-tax-expenditures.html>