



TRANSPORT CANADA

Departmental Plan

2022-23

Transport Canada

2022–23

Departmental Plan

The Honourable Omar Alhabra, MP
Minister of Transport

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From the Minister

I am pleased to present Transport Canada's Departmental Plan which describes the actions that will be taken by the department to ensure that our country's transportation system is safe, secure, environmentally responsible, innovative, and supports the efficient movement of people and goods.

The past two years have taught us that the future is quite unpredictable. The pandemic has impacted Canadians in immeasurable ways, including the restriction and adjustment of our travel plans. It has also affected the world's supply chain, which combined with extreme weather events in Canada, have contributed to mounting complexity in the movement of goods.

We have introduced and enforced vaccine requirements for the federally regulated travel sector in Canada, adding a layer of safety for both travellers and workers. While recent COVID-19 variants have brought new challenges and slowed our return to normalized travel operations, I believe we can look ahead with a measure of optimism.

The safety and security of travellers and the transportation network remains the department's highest priority. As we enter this new fiscal year, economic growth, consistent service, sustainability, modernization and reliability will guide our evidence-based decision making and policy direction.

We will continue to advance our commitments to Indigenous communities across Canada through strengthened engagement on a wide range of initiatives and programs. Included in my mandate letter is a pledge to work towards the implementation of the United Nations Declaration on the Rights of Indigenous Peoples, a universal framework on standards for the survival, dignity, and well-being of the Indigenous Peoples of the world.

In meaningful partnership with Indigenous Peoples, Transport Canada will further advance the Oceans Protection Plan (OPP). The OPP recently marked its five-year anniversary, and we will continue to implement this initiative by improving the safety of the marine transportation system, preserving marine ecosystems, and enhancing our response to marine pollution events.

Throughout the pandemic, Canadians have maintained their resolve to move forward. We will do so by building upon the lessons we have learned and by further developing the tools needed for a successful future. Canada will focus on supply chain solutions, and we will continue to implement the steps needed for a robust post-pandemic recovery.

Transport Canada will continue to support a more resilient economy and continue to improve the country's trade corridors. Budget 2021 recapitalized the National Trade Corridors Fund with an additional \$1.9 billion dollars to support trade infrastructure projects over the next four years for



a total allocation of \$4.2 billion over eleven years. These investments will improve the flow of goods in and out of Canada.

The transportation sector is a major source of greenhouse gas emissions. We will support cleaner transportation solutions through targeted programs and policies focused on environmental sustainability. We will continue to strengthen Canada's transition to zero-emission vehicles by reinvesting in the incentives for Zero-Emission Vehicles (iZEV) Program, supporting Canada's commitment to achieving net-zero emissions.

Also key to our environmental and efficiency objectives is the modernization of Canada's rail system. We will continue to move forward with the design of a High Frequency Rail system in the Toronto-Ottawa-Montreal-Quebec City corridor, in collaboration with VIA Rail and the Canada Infrastructure Bank. We will embrace new technologies in all modes of transportation to meet the needs of Canadians and the transportation industry for years to come.

Across Transport Canada, employees have developed strategies to work efficiently, effectively, and safely through another year of the pandemic. We have transitioned to new ways of working while seamlessly supporting an ongoing response to challenges posed by COVID-19 and a safe restart of the transportation system.

I am honoured to have returned to my role as Canada's Minister of Transport, and to work with the dedicated people who make Transport Canada a vital pillar of Canada's transportation system.

The Honourable Omar Alghabra, P.C., M.P.

Minister of Transport

Plans at a glance

Transport Canada (TC) is responsible for transportation policies and programs for the Government of Canada so that Canadians have access to a transportation system that is safe and secure, green and innovative; and efficient. The department develops legislative and regulatory frameworks and oversees transportation through legislative, regulatory, surveillance, and enforcement activities. While the department is not directly responsible for all aspects of transportation, Transport Canada plays a leadership role in ensuring that all components of Canada's transportation system work together in efficient manner.

In doing so, Transport Canada will focus on the following 6 priorities to deliver result to Canadians.

Improve the performance and reliability of Canada's transportation system to get products to market and grow our economy

Transport Canada will invest in Canada's trade corridors to strengthen Canadian supply chains to global markets by: continuing to work with the Canada Infrastructure Bank; carrying out funding decisions under the [National Trade Corridors Fund](#)ⁱⁱ (NTCF), and developing the Trade and Transportation Information System (including the Transportation Data and Information Hub and the Supply Chain Visibility Projects partnerships) to increase the availability of transportation data and information in order to foster dialogue and assist with decision making. In 2022-23, TC will commit funding to meritorious infrastructure projects submitted under the calls for proposals, thereby: increasing the fluidity of Canada's supply chains and relieving supply chain congestion at Canadian ports.

The National Trade Corridors Fund is an 11-year (2017- 2028) trade-enabling infrastructure program that invests in projects that leverage partner investments in strategic transportation projects. Projects strengthen the efficiency, resilience and integration of road, rail, air and marine networks, which are the building blocks of reliable supply chains.

To date, over 100 projects have been announced for a total contribution of \$2.1 billion towards leveraging investments of \$4.4 billion. More than 75 projects are currently underway and will be completed by 2028.

There are currently two active NTCF call for proposals. The first was launched on December 9, 2021, for projects that will increase the fluidity of Canada's supply chains, while ensuring it is resilient and adapting to the impacts of a changing climate. These investments, to be announced in 2022-23, will connect Canadian producers and shippers to global and domestic supply chains and enable access to international and internal markets. The second was launched on January 31, 2022, targets projects aimed at immediately relieving supply chain congestion at Canadian ports. Projects announcements under this call are expected in early 2022-23.

TC continues to support efforts to reduce the impact of the COVID-19 pandemic on the marine sector, improving its resiliency and hastening its recovery. The pandemic highlighted the need for the department to improve resiliency frameworks to mitigate disruptions from non-traditional threats and events to Canada's critical infrastructure and marine system that could have devastating ramifications to Canada's supply chain. We will continue to implement necessary measures in the marine sector to offset the risks of a supply chain disruption and facilitate the rapid restoration of the marine transportation system following an incident of national significance. This will be accomplished through engagement with marine industry stakeholders and Public Safety Canada. The framework will support the [National Strategy for Critical Infrastructure](#)ⁱⁱⁱ and will focus on building partnerships, implementing an all-hazards risk management approach, and sharing and protecting information.

TC will continue the Ports Modernization Review to implement changes, such as updating legislation, regulations, and guidance to support ports and their effective operation. The updates to the port governance structures will help make Canada's major ports among the most efficient in the world.

This year, TC will work to conclude a long term negotiated agreement with the St. Lawrence Seaway Management Corporation to modernize the agreement's provisions. The department aims to obtain a final agreement before its expiry of March 31, 2023.

The department is undertaking regulatory changes to improve transparency in the Canadian freight rail system under the *Transportation Modernization Act*. Work has begun through the introduction of draft amendments to the *Transportation Information Regulations* to collect enhanced weekly public freight rail service and performance information. Improved access to detailed data will:

- provide end-to-end visibility into rail service and performance at a granular level
- enable shippers to compare their own service against a detailed view of network performance
- provide accurate data to inform conversations between supply chain partners to identify challenges and solutions relating to the operation of rail-based supply chains.

Provide greater choice, better service, lower costs and improved rights for consumers

In keeping with the Minister's commitment to support the recovery of the air sector, the Department will remain engaged with other government departments and agencies, and industry, to ensure that our nation's air transportation system is robust in the face of externalities (e.g., the ever-changing COVID-19 virus and its variants) that threaten the safety, security and connectivity of the services. TC's continued priority to monitor the health of the air sector. TC also plans to address requests and issues related to international air services. These include supporting a shift in Canadian air carrier market focus resulting from COVID-19, addressing requests for new or expanded air transport agreements (ATA); responding to requests from Canadian air carriers for designation to serve a foreign market, or for the allocation of capacity (where capacity is limited in an ATA); and administering existing ATAs. These undertakings will help maintain Canada's existing international passenger and cargo air services and facilitate new ones. Moreover, the Department plans to assess the possibility of completing the implementation of legislation that would see the Canadian Air Transport Security Authority (CATSA) operate as an independent, not-for-profit entity, in the pursuit of better service, lower costs and improved rights for consumers of air transport. Transport Canada will also work with the Canadian Transportation Agency to monitor the effectiveness of existing passenger rights regulations. As well, TC plans to continue its program of monitoring the impacts of the July 2019 acquisition and merger with Canadian North Inc. by Bradley Air Services, now doing business as Canadian North. The review will help inform any further actions that may be needed to ensure that air travel in Canada's North is fair and affordable, that air transport capacity is maintained and improved, as needed, and that northern travelers receive a high level of service.

High Frequency Rail in the Toronto-Québec City Corridor is a major transportation project with the potential to transform passenger rail service by offering faster, more reliable, more frequent, and cleaner transportation service. This dedicated passenger track could allow a travel speed up to 200 kilometers per hour, which could reduce travel times by up to 90 minutes on some routes, such as Ottawa to Toronto. It could also nearly triple the number of annual rail trips taken in the Corridor, rising from 4.8 million in 2019, to a projected 17 million by 2059.

Transport Canada will continue to work closely with VIA Rail and the Canada Infrastructure Bank to advance the procurement process to select a private sector partner for the High Frequency Rail project; Transport Canada will also examine potential opportunities to extend the project to Southwestern Ontario.

In 2022-23, the government will continue to advance the procurement process, concluding the Request for Expressions of Interest from the private sector in the spring, and aiming to issue a Request for Qualifications in the fall. Due diligence on the project will continue, which will help inform the Government's final decision on the project. This includes due diligence on route and alignment, as well as capital and operating costs, revenue and ridership, and integration of the route in Montreal and Toronto.

Build world-leading marine corridors that are competitive, safe and environmentally sustainable, and improve Northern transportation infrastructure, while respecting commitments to Indigenous communities

TC's commitment to **advancing reconciliation** is foundational to our activities. In 2022-23, we will continue to focus on our role in Indigenous reconciliation. We will continue strengthening our relationships and developing new partnerships with Indigenous Peoples, improving our alignment with the United Nations Declaration on the Rights of Indigenous Peoples, and ensure that Indigenous rights are carefully considered in reviewing and updating transportation related legislative or administrative measures that may affect those rights.

The National Trade Corridors Fund will continue to support trade and transportation infrastructure projects in northern communities by monitoring existing projects in the provinces and territories and implementing contribution agreements for recently selected projects under the recent Arctic and Northern call for proposals. Transport Canada will continue collaborating with partners in the implementation of the federal Arctic and Northern Policy Framework (ANPF), co-developed with federal, provincial, territorial and Indigenous partners, to address longstanding inequalities for Northerners in transportation, energy, communications, employment, community infrastructure, health and education. In alignment with the ANPF, Transport Canada recently developed an Arctic Transportation Policy Framework (ATPF) through sustained engagement with territorial governments, Indigenous groups and northern industry stakeholders. The ATPF will help guide the way Transport Canada develops policies, programs and regulations to better consider and incorporate northern realities through tools such as the Arctic and northern lens, continuing long-term engagement with Northerner partners and helping to prioritize the National Trade Corridors Fund dedicated to improving socio-economic opportunities through the funding of transportation related projects in Canada's North.

To achieve the department's objective of reducing the impacts of marine traffic on endangered whales, Transport Canada will continue to refine vessel management measures that will reduce physical and acoustic disturbance, as well as reduce the risk of collisions with endangered whales. Measures include setting both voluntary and mandatory vessel speed restrictions, exclusion zones and approach distances; monitoring shipping zones and alerting mariners to the presence of whales; assessing measures by consulting with industry, stakeholders, and Indigenous groups; and supporting research on underwater vessel noise and encouraging uptake of new technologies.

Our efforts are ongoing in shaping new standards in partnership with Indigenous groups in many areas, including the development and implementation of marine safety related initiatives, agreements for sharing the benefits of revenue generating activities carried out on Indigenous

traditional territory, and the co-development of Indigenous Knowledge and co-management frameworks in the implementation of the *Canadian Navigable Waters Act*.

TC will continue to support the preservation and restoration of the marine environment through: the ongoing implementation of the National Strategy on Abandoned Vessels and Wrecks including the *Wrecked, Abandoned or Hazardous Vessels Act*; continuing to support efforts to reduce the impacts of marine shipping on the environment and ecosystems; and, providing strategic and policy advice to support the creation of Marine Protected Areas (MPAs) related to Transport Canada's federal mandate with respect to shipping and navigation.

TC continues to engage with the provinces, territories, other government departments and representatives from the fishing sector to reduce the risk to the lives and property of fishers. This includes the promotion of the new small vessel compliance programs for tugs with representatives.

Transport Canada will collaborate with partners to continue to carry out the [Oceans Protection Plan](#)^{iv} to improve the safety and reliability of Canada's marine transportation system; prevent marine incidents; preserve and restore marine ecosystems; and improve our understanding of the behaviour of various types of oil and petroleum products when spilled in a marine environment. This includes working to ensure that Indigenous groups have a formal role and the capacity to participate in Canada's marine safety system while continuing to build meaningful partnerships.

TC is also working with various domestic partners to ensure its enforcement regime is used to promote compliance and ensure the safe passage of marine mammals. The [National Aerial Surveillance Program](#)^v continues its surveillance over all Canadian waters to detect pollution, protect our marine environment and endangered marine life, and ensure a safe and efficient transportation industry along our lengthy and diverse coastlines.

Build a safer and more secure transportation system that Canadians trust

Transport Canada will continue to support verification and compliance with the mandatory COVID-19 vaccine policy for federally regulated enterprises as outlined under the [Interim Order](#)^{vi} Respecting Certain Requirements for Civil Aviation Due to COVID-19. These compliance activities are being conducted jointly with Civil Aviation and Aviation Security operational personnel to verify compliance with the vaccine mandate for applicable enterprises, as well as follow-up on any identified situation of non-compliance. The oversight activities are being conducted in phases, through a risk-based approach. Work has already commenced on compliance oversight activities and will continue into this fiscal year to verify ongoing fulfillment of the requirements.

Transport Canada will advance the safe restart and rebuilding of a competitive and viable commercial air sector through collaboration with other federal government departments, provinces and territories, Indigenous organizations and domestic and international stakeholders. This will be achieved by ensuring appropriate oversight and risk analysis for a system severely impacted by the COVID-19 pandemic, including:

- requiring travellers on commercial flights to be vaccinated and working with the federally regulated air sector to ensure that COVID-19 vaccination is a priority for its workers
- working with the Canada Border Services Agency and the Public Health Agency of Canada to protect the health and safety of Canadians through safe, responsible and compassionate management of the border with the United States and other ports of entry into Canada
- updating regulatory requirements as the pandemic continues to evolve
- strengthening air passenger rights and taking steps to accelerate the adoption of advanced technologies, including right touch travel, to rebuild public confidence and future prospects of the air sector, including efficient and affordable travel options that connect regions and communities to each other and international markets
- working with federal government, air sector and international partners such as the International Civil Aviation Organization, to develop a globally unified approach to support aviation recovery and improve crisis response capacity for the future

To support aviation security, Transport Canada will continue working with its project partners to carry-out the Known Traveller Digital Identity pilot project with the intent of facilitating a passenger's air travel journey with the use of digital identity and biometric technologies. This and other pilot projects with the aviation industry will assist in accelerating the adoption of advanced technologies to rebuild public confidence in the safety of air travel, thus enhancing future prospects of the air sector. We will continue to implement the international Safer Skies Initiative by working with countries and industry partners in implementing a vision for measurable improvements to the operation of civilian aircraft in airspace over or near foreign conflict zones.

To rebuild public confidence, modernize the air travel journey, and to help ensure the resilience of the aviation system against future risks, TC will continue working on the Aviation Biosecurity Strategy to mitigate the spread of COVID-19 and support the resumption of normal levels of air travel. The department will also focus on aviation safety by improving surveillance, strengthening the robustness of its high-quality aircraft certification and approval system, and investing in better risk assessment and management.

TC will continue developing a framework to ensure an operator's medical fitness to fly some classes of drones, including for beyond visual line of sight (BVLOS) operations and update medical policies to support safe aeromedical certification of pilots, flight engineers, and air traffic controllers.

TC continues to conduct marine safety and security oversight and enforcement activities across Canada, and publicly report enforcement data. The inspection framework is now expanded to new programs, such as the Small Vessel Compliance Program for Tugs. These programs provide

incentives for stakeholders to comply with safety and security regulations and promote safety culture.

The independent review of the *Pilotage Act*^{vii} and the legislative updates to the Act, which governs marine pilotage in Canada, have been finalized. The updated Act supports Canada's excellent pilotage safety record and strengthens the pilotage system by introducing more consistency, efficiency, and transparency.

TC will continue to work with multiple domestic and international maritime security partners to better understand and respond to maritime security threats and share best practices. The department will implement the federal vaccination mandate policy for the marine transportation industry and ensure compliance through its specific regulatory and oversight authorities related to operations of federally regulated marine transportation service providers. Marine Safety and Security continues to modernize the *Vessel Operation Restriction Regulations*^{viii}. This work contributes to the Minister of Transport's Mandate Letter objective regarding working with provinces, territories and willing municipalities on solutions to allow them a greater role in managing and regulating boating on their lakes and rivers.

Transport Canada intends to continue making our safety and security oversight of the transportation system more transparent by publicly reporting on our compliance and enforcement activities. We will continue to work with the *School Bus Safety Task Force*^{ix}, provinces and territories, manufacturers and other stakeholders to carry out the research and testing (including school bus pilot projects) and leverage available results to inform regulatory development. As well, we will continue to invest in collecting road safety data to support Canada's national safety priorities and to work with domestic stakeholders and international partners to support research and develop guidelines to facilitate the testing and deployment of connected and automated vehicles. This includes guidance related to functional safety performance and safety validation of automated driving systems.

TC will continue to advance the Transportation of Dangerous Goods (TDG) through transformation initiatives with enhanced digital tools, such as the TDG Regulatory Oversight Management (ROM) inspection system to strengthen oversight activities, as well as leveraging the use of the new TDG Client Identification Database to provide a reliable and comprehensive inventory of TDG sites and dangerous goods activities, to further support risk-based planning.

Reduce environmental impacts and embrace new technologies to improve Canadians' lives

TC will continue to develop and carry out measures to reduce greenhouse gas emissions from domestic and international transportation, and support government priorities under the *Pan-Canadian Framework on Clean Growth and Climate Change*^x and Canada's strengthened climate plan: A Healthy Environment and a Healthy Economy.

In collaboration with other federal departments, Transport Canada is advancing commitments to support achievement of the government's mandatory 100% zero-emission vehicles (ZEVs) 2035 sales target for light-duty vehicles. This will be achieved by working with stakeholders on measures to increase the supply of, and demand for ZEVs in Canada through policy analysis,

market research and stakeholder engagement. Options will also be explored to support of the decarbonization of medium- and heavy-duty vehicles.

We will continue to support the [Trans Mountain Expansion Project](#)^{xi}, including delivery of [accommodation measures](#)^{xii} and responses to the [Canada Energy Regulator's sixteen recommendations](#)^{xiii} for the project, as well as contribute departmental knowledge and expertise to the assessment of other proposed major projects.

TC will continue to advance and accelerate the transformation of the aviation, marine, and rail sectors through the development and implementation of decarbonization roadmaps, action plans, and voluntary agreements with industry. We will support global efforts to reduce emissions in the transportation sectors, including through multilateral organizations (e.g., International Maritime Organization, International Civil Aviation Organization) and efforts carried out with partners, including the implementation of the Clydebank Declaration for green shipping corridors, the International Aviation Climate Ambition Coalition and the realization of the Joint Statement by Transport Canada and the U.S. Department of Transportation on the Nexus between Transportation and Climate Change.

The department will launch research projects, trials and demonstrations that test and evaluate the safety and environmental performance of emerging and innovative technologies in the road, rail, marine, and multi-modal sectors; to understand impacts on the transportation system and use scientific results to influence appropriate policies, standards, codes, rules, regulations and processes.

To accelerate the introduction of greener aircraft designs, through aircraft certification, TC will develop its technical expertise in the certification of green aviation technologies, in support of Canada's "net zero" commitments stemming from the 26th United Nations Climate Change Conference (COP 26).

The department will pursue a regulatory sandbox project to evaluate the use of electric Light Sport Aircraft (LSA) for their suitability in the Canadian flight training and climate environment. Electric and conventionally powered versions will be compared for performance, handling, reliability, and suitability for flight training. The electric versions would be zero emission and offer significant noise reduction, while the piston powered version has significantly better fuel economy due to light-weight materials and can burn unleaded fuel unlike conventional training aircraft.

In an effort to address the environmental and economic risks posed by aquatic invasive species, TC will implement the new 2021 [Ballast Water Regulations](#)^{xiv}, continue to work with the United States and other countries toward aligned ballast water rules and continue policy work regarding the control and management of vessel hull biofouling. TC will continue to reduce underwater noise from vessel traffic and its impact on whales. TC will support research, testing and deployment of projects that advance operational practices, innovative quite vessel designs, and retrofits. The department will also support domestic and international projects and policy developments that contribute to the government's national strategy of zero plastic waste. Lastly,

we will implement a new policy for the oversight of small maritime autonomous surface ships (MASS), to ensure that these new vessels are equipped with this state-of-the-art technology.

TC will continue to advance marine safety and security commitments under the [2019 Transportation Sector Regulatory Roadmap](#)^{xv} to ease regulatory and policy barriers to innovation and investment, while supporting novel approaches in the sector. This will provide clarity and flexibility in the marine legislative and regulatory frameworks and harmonization with international standards, such as the [International Maritime Organization](#)^{xvi}, and address safety issues identified by the Transportation Safety Board. This will result in a modern regulatory framework that supports long-term growth and competitiveness by removing regulatory burdens for Canada’s marine sector and by transitioning away from a fully prescriptive regime to progressively risk-based.

Transform the design and delivery of programs and services to Canadians in order to adapt to a changing world

In support of Mandate letter commitments, TC will provide digital, data and cyber security services to fulfill its mandate in the most efficient and effective way, aligning to the Treasury Board of Canada Secretariat’s Digital Operations Strategic Plan. TC will continue to collaborate with Canadian Centre for Cyber Security (CCCS), Shared Services Canada to ensure that the department is well positioned to adapt to and combat cyber risks, thus ensuring the security and integrity of our critical systems.

TC will continue to transform the design and delivery of programs through the continued implementation of a data strategy that supports transparency by increasing the availability of open and accessible transportation data and information. As well, TC will promote improved analytics along with increased reporting to enhance evidence-based decision making, service delivery, and reporting on results. TC is committed to improving its data maturity by working on descriptive statistics, more robust data analytics, and database management as a way of integrating diverse sources of intelligence. This will be achieved by modernizing how we oversee and deliver regulations, by developing common data-driven, risk-informed digital inspection processes, and by providing inspectors with even better data and tools.

TC will improve the client service experience and increase the number of digital and online services, including the continuation of digitizing the processes for aviation medical certification, to improve program delivery and customer experience.

The department will continue modernizing its fees while considering the impact of the COVID-19 pandemic on stakeholders while focusing on making regulatory changes and carrying out the requirements of the [Service Fees Act](#)^{xvii}, thus ensuring the rollout of new fees with improved service processes and tools.

For more information on Transport Canada’s plans, see the “Core Responsibilities: Planned Results and Resources” section of this plan.

Core responsibilities: planned results and resources

This section contains information on the department’s planned results and resources for each of its core responsibilities.

Core Responsibility 1: Safe and secure transportation system**Description**

Ensures a safe and secure transportation system in Canada through laws, regulations, policies, and oversight activities.

Planning highlights**Marine transportation**

Transport Canada will continue to modernize its marine safety and security regulatory and oversight frameworks by advancing amendments to various regulations. This includes amendments to the following:

- *Small Vessel Regulations*^{xviii} to improve equity by ensuring services are paid for by those who benefit from them. It will also enhance the integrity of TC’s Pleasure Craft License and Manufacturer’s Identification Code databases to improve services for Canadians and assist our enforcement capabilities. The development of Phase 2 will update construction and equipment requirements for commercial vessels.
- *Competency of Operators of Pleasure Craft Regulations*^{xix} to help improve equity by ensuring services are paid for by those who benefit from them, and to strengthen TC’s accreditation framework.
- *Vessel Pollution and Dangerous Chemicals Regulations*^{xx} to align with the International Convention for the Prevention of Pollution from Ships (MARPOL) and the International Convention on the Control of Harmful Anti-fouling Systems in Ships (AFS 2001), as well to enhance domestic requirements. The Program is also implementing the 2021 *Ballast Water Regulations*, which brought into force the International Maritime Organization’s International Convention for the Control and Management of Ships’ Ballast Water and Sediments, in 2004 in Canada. The new regulations provide operational direction and guidance to the marine safety inspectorate, Transport Canada’s delegated recognized organizations and to industry.
- *Vessel Safety Certificate Regulations*^{xxi}, through which the department is modernizing the safety and security inspections frameworks to include best practice.
- *Large Fishing Vessel Inspection Regulations*^{xxii} will be implemented to require water-level detectors to be fitted in all watertight compartments below the waterline on board,

large fishing vessels, enhancing safety and addressing a recommendation made by the Transportation Safety Board of Canada. As well, TC will advance Phase 2 construction requirements for small fishing vessels and Phase 3 updates to the *Fishing Vessel Safety Regulations*^{xxiii}, which will bring into force the requirements of the International Maritime Organization’s Cape Town Agreement for large fishing vessels, with appropriate Canadian modifications. These updates will help to improve overall safety in the fishing industry.

- *Marine Personnel Regulations*^{xxiv} will be implemented to modernize the regime respecting the certification, training, and labour standards for seafarers. This will be accomplished through alignment with international conventions, addressing recommendations made by the Transportation Safety Board of Canada, and ensuring the regulations are consistent with standard practices in the marine industry.
- *Vessel Fire Safety Regulations*^{xxv} to incorporate key international standards related to fire safety construction and equipment, firefighter outfits, and breathing apparatuses.
- *Life Saving Equipment Regulations*^{xxvi} to clarify that extended servicing allowances for inflatable survival equipment can only be used if a vessel only operates in above-freezing temperatures.
- replacing the *Safety Management Regulations*^{xxvii} with the *Marine Safety Management System Regulations*, which will require more companies and vessels to develop and implement a safety management system. This will contribute to building a positive safety culture over time, focused on establishing a safe environment for those working in the marine sector by helping employees recognize and prevent incidents which may occur.

Marine Safety and Security is also currently modernizing the ‘marine security framework’. This includes a regulatory review to enable the Minister to enhance transportation security in the marine sector through a modern and flexible approach. By increasing the effectiveness of the framework, the Minister will be better positioned to protect the security of Canada’s marine transportation system and address existing and emerging security issues at Canadian Ports. As part of this effort, the *Marine Transportation Security Regulations*^{xxviii} and *Domestic Ferries Security Regulations*^{xxix} will be reviewed.

As part of our modernization initiatives, Transport Canada’s Vessel Registry is planning to make changes to its service processes so that vessel owners are required to renew or update their vessel registry information every few years. This will make it easier for TC to track down the owners of vessels that have been wrecked or abandoned and help first responders in emergencies. TC will propose to update the registration fees, which have remained unchanged for 20 years, to ensure that people who receive services pay a bigger share of the costs, instead of taxpayers. The proposed fees, which range from \$20 to \$470, are expected to come into effect in winter 2023. As per the *Service Fees Act*, the fees will be subject to remissions.

Road transportation

Following legislative amendments to the *Motor Vehicle Safety Act*^{xxx}, we are developing changes to the regulations, along with policies, IT solutions, tools and guidance material. This will allow TC to modernize the way we identify and analyze possible vehicle and equipment safety defects by gathering better information from industry, improve manufacturers' recall information available to Canadians, and introduce administrative monetary penalties.

TC will continue to update technical standards and regulations where needed. Regulatory initiatives that are planned for publication in 2022-2023 include the development of final regulations for minimum noise requirements for light duty hybrid and electric vehicles to help those that are visually impaired, and the new *Motor Vehicle Safety Administrative Monetary Penalties Regulations* to provide additional tools for enforcement of the vehicle safety regime.

The department will continue to evaluate numerous rulemaking projects underway by The National Highway Traffic Safety Administration (NHTSA) to determine if they should also be incorporated into TC's safety regulations. The department will also continue to be actively involved in the development of technical standards at the United Nations Economic Commission for Europe (UNECE) World Forum for *Harmonization of Vehicle Regulations* (WP.29).

To support the mandate for commercial vehicle electronic data logging devices, TC will work with the provinces and territories, the Canadian Council of Motor Transport Administrators and industry stakeholders on developing next steps for the following: cyber security guidance for electronic logging devices, communicating the new requirements, and enforcement approaches.

TC is developing performance test methods and scenarios for systems such as intersection automatic emergency braking (AEB) and blind spot cameras for school buses. Through subsequent research, we will provide evidence on risks and opportunities to improve safety and support motor vehicle safety policies and standards, including for emerging vehicle technologies.

Specific to emerging vehicle technologies, TC will conduct in-house research on automation and the latest vehicle safety systems, stakeholder engagement and consumer awareness activities, as well as collaborate closely with other levels of government, standards development organizations, the global community, and key bilateral partners (like the United States) to support alignment and cross-border interoperability of our safety regimes for new vehicle technologies. This work will inform key safety and security guidelines as these technologies evolve, as well as inform proposed regulations for advanced driver assistance systems.

Policies, guidance and tools will be developed to improve vehicle cyber-security. This includes maintaining Canada's Vehicle Cyber Security Guidance, implementing the goals and priorities set out in *Transport Canada's Vehicle Cyber Security Strategy*^{xxxii}, promoting *Canada's Vehicle Cyber Security Assessment Tool*^{xxxiii}, and continuing to develop tools to support industry in measuring and improving the cyber resiliency and performance of vehicles and vehicle components. In addition, the department will support the development of tools and guidance materials to support provincial and municipal stakeholders in their efforts to continue to increase the cyber-resilience of their road infrastructure.

To address fatigue in professional operators across modes, evidence-based policy and regulatory initiatives will be promoted, such as: promoting a healthy workplace culture through regulations and other means, exploring the continued use of fatigue risk management systems, and working with partners to develop innovative educational tools to reduce fatigue in the workplace.

The department will also continue to provide financial support to provinces, territories, and the Canadian Council of Motor Transportation Administrators to create National Safety Code standards and provide nationally consistent training to truck drivers and inspectors. We will invest in projects that promote safer behaviors from road users, address road safety challenges, and support the safe and effective use of innovative technologies.

The National Enforcement Program will continue to develop multimodal operational enforcement policies and procedures to enhance consistency and effectiveness in our approach across regions and modes, respecting all cases of documented contraventions investigated by the Regional Enforcement Units for medium-level (i.e., Administrative Monetary Penalties) to high-level (i.e., prosecution) enforcement actions that have been transferred from the modal inspectorates.

Transportation of Dangerous Goods

Through regulatory consultations and engagement, TC will develop and maintain safety standards for means of containment. Amendments to the Transportation of Dangerous Goods (TDG) regulations have been proposed to provide greater clarity and certainty to employers with respect to the level of training required to comply with the regulations; increased harmonization with the United Nations recommendations; and to recover fees of assessing applications and issuing certificates to registrants.

The planned policy development for 2022-23 includes the advancement of its transformation initiatives, such as its ‘Reverse Logistics Policy’, ‘TDG Administrative Monetary Penalties’ framework and the ‘Surface Indigenous Community Engagement’.

With respect to oversight activities, TC’s 90 TDG inspectors will aim to conduct over 4,500 inspections during the year and will employ risk reduction measures, which will help guide effective risk-based planning, as well as review and update the risk ranking methodology used to prioritize TDG inspection sites. Also, it will increase the consistency, quality, efficiency, and effectiveness of TDG enforcement activities. The department will also continue to provide inspectors with specialized training, including the opportunity to attend domestic and international training and conferences.

TC will maintain and strengthen its TDG safety awareness outreach program and support awareness materials through regulatory amendments for industry, communities/municipalities, first responders, Indigenous and remote communities, and the general public. We will also remain focused on improving monitoring, coordination, and emergency response capacity through emergency management training. Digital tools, such as the TDG - Regulatory Oversight Management (ROM) inspection system, continue to be enhanced to support decision making, manage emergency surge personnel and provide geospatial situational awareness during a dangerous goods incident.

A 'Client Identification Database' is being implemented, which will provide TDG with a reliable and comprehensive inventory of dangerous goods sites and activities. This database will allow TC to strengthen its data collection processes with partners to better identify the national rate of regulatory compliance, provide more complete and accurate information on regulated companies and their compliance status, and better inform risk-based planning.

We will collaborate with the provinces to better determine the level of compliance of companies with respect to the transportation of dangerous goods using provincial and territorial road shipment compliance data. This work will also be supported by a national registry of regulated companies.

CANUTEC will continue to provide technical advice on emergency response to dangerous goods emergencies and incidents in all modes of transportation on a 24/7 basis. This technical advice allows for the timely communication of safety incidents information to key internal and external partners and emergency response personnel in the handling of dangerous goods emergencies. TC will continue to improve and maintain Canada's ability to respond to chemical, biological, radiological, nuclear, and explosive (CBRNE) events related to the transporting dangerous goods. The approval of interim Emergency Response Assistance Plans (ERAP) continues to be finalized through the completion of necessary investigations and the development of national guidance and criteria for the assessments of CBRNE events.

Aviation

TC will transform its aviation regulatory framework to be more agile and aligned with Security Management Systems (SeMS). This will be accomplished by reviewing and modernizing the *Canadian Aviation Security Regulations (CASR)* so that they can meet industry demands today and in the future. As well, TC will hold stakeholder engagement sessions to provide direction on regulatory matters, as well as evaluate the development and use of new technologies and innovative practices. The department will also engage with the international aviation community to strengthen Canada's influence and expertise by participating in meetings, panels, and working groups with the International Civil Aviation Organization.

The department will also improve its aviation safety surveillance by taking a more strategic approach to quality assurance. We will offer inspector education and training sessions, provide tools, and update our safety and risk-based surveillance methods, which will address the Transportation Safety Board recommendations and modernize the surveillance program.

TC will continue to focus on drone activities, including regulations for safe operations, pilot projects and guidance to operators. TC will address the security risks posed by malicious and unauthorized drone use by further developing a national strategy to strengthen our resiliency to incursions within Canadian airspace. We will also collaborate with other government departments, the global community and aviation industry stakeholders to increase our collective understanding of the security risks posed by drones. Finally, we will mutually share results in counter-drone research and testing with key bilateral partners to effectively detect, track and mitigate against unauthorized drone incursions in the airport environment.

The Known Traveler Digital Identity (KTDI) initiative aims to allow passengers to share their information with entities across the world to facilitate the traveller experience while maintaining high security standards. The pilot project is to be implemented on select Air Canada and KLM (Royal Dutch Airlines) flights between airports in Amsterdam, Toronto, and Montreal. Other pilot projects include those with industry that will support the department's overall efforts to assess the implications of biometric and digital identity technologies on policy and regulatory frameworks. These pilot projects contribute to Transportation 2030: A Strategic Plan for the Future of Transportation in Canada.

The Safer Skies initiative aims to improve the assessment and mitigation of the risks that foreign conflict zones pose to civil aviation in order to make the skies safer. This is achieved domestically through Transport Canada's Conflict Zone Information Office (CZIO), which builds a more robust system of information monitoring, analysis and sharing so that passengers travelling with Canadian air operators are not flying over areas that might pose a risk to their flight. The CZIO also shares information and best practices with other countries to mitigate these risks worldwide via the Canada-led 'Safer Skies Consultative Committee' and the 'Safer Skies Forum'.

Rail safety

Through the Rail Safety Improvement Program, TC will maximize investments in rail safety infrastructure, grade crossings, education and awareness, and the development and implementation of new technologies and research. We will continue to provide federal funding to various recipients to help support the department's rail safety mandate to achieve a lower incident and fatality rate, as well as to ensure the rail industry adheres to safe practices.

TC will focus on supporting a wide range of eligible safety improvements projects, including: improved lighting, upgraded rail crossing signals, pedestrian overpasses, research into new safety technologies and encourage the closure of high-risk crossings. As well, the department will provide funding to support a national public information and education campaign dedicated to the reduction of railway grade crossing collisions and trespassing incidents on railway property, as well as targeted regional or municipal education and awareness initiatives to address high-risk collision areas through the Education and Awareness component.

Intermodal surface security and emergency preparedness

Transport Canada will continue to strengthen and enhance rail security through information sharing and collaboration with industry and law enforcement partners to address trespassing and tampering against the national rail system.

During the year, we will continue to develop and implement a national oversight program for both the *Transportation of Dangerous Goods by Rail Security Regulations* and the *Passenger Rail Transportation Security Regulations*. TC has already developed several oversight standard operating procedures to reflect the new regulatory environment, following the implementation of both sets of Regulations. TC will continue to enhance its training curriculum for its Transportation Security Inspectors (TSI) to reflect the shift from a voluntary framework to a

regulatory one. Furthermore, TC will continue working towards the implementation of the Transportation Security Information System 2.0, which will enhance inspection planning and reporting, and will continue to onboard all stakeholders to the Secure Regulatory Advisory System in order to send and receive electronic documents in a secure manner.

TC will conduct or contribute to security and intelligence operations and national security policy collaboration with partners. The department will also continue to undertake economic security operations where there is a transportation nexus and contribute to associated policy development with economic security partners. TC relies upon intelligence products on threats to the Canadian transportation system and issues of significance to the department. Requirements for these products are coordinated with the Privy Council Office and Government of Canada partners. TC continues to contribute to the identification of national intelligence priorities, and benefits from a coordinated whole-of-government approach to intelligence gathering and usage.

TC will continue to modernize and enhance the Transportation Security Clearance (TSC) Program and the Marine Transportation Security Clearance (MTSC) Program, to ensure that clearances are assessed in an efficient and effective manner. These Programs conduct checks and verifications of persons who are required to obtain a TSC for the purpose of assessing whether an applicant meets the required standards. The objective is to promote a secure transportation system by preventing unlawful acts of interference by assessing a person's suitability to hold a TSC, as well as mitigate the risk posed by individuals who may be a threat to transportation and its supporting infrastructure.

Modernize emergency management

TC will continue to implement an Incident Management System to improve the governance and modernize emergency management across the department, making sure it aligns with the whole-of-Government emergency framework. By establishing a decision-making and reporting process, it will ensure an effective and coordinated response to all incidents. TC will continue to provide emergency management training and exercises, digital tools to support decision-making, management of emergency surge personnel and geospatial situational awareness. We will also contribute to the development and maintenance of departmental, federal and international emergency management plans and arrangements at the strategic and operational level. Through the TC Situation Centre, we will continue to provide 24/7 support by monitoring emerging or potential safety and security threats and communicating timely information with key partners. Additionally, we will continue to monitor the National Civil Air Transportation System (NCATS) on a 24/7 basis and responds to emergencies that require the attention or coordination of concerned functional branches, including regional offices and other departments or agencies.

Gender-based analysis plus

TC has put in place initiatives, such as a 'Diversity and Inclusion Committee' and a 'Surface Indigenous Community Engagement', to improve consultation with affected communities and strengthen opportunities for workplace participation of under-represented groups, such as women and Indigenous peoples, including in management positions. Transport Canada will continue to

conduct GBA+ analyses for all new regulatory projects. Currently, our [National Collision Database^{xxxiii}](#) (NCDB) collects demographic data, such as biological sex, on vehicle collisions involving fatalities, serious injuries and property damage. This demographic data will be used to evaluate impacts on gender and diversity in the context of road safety and to support GBA+ reporting for the department.

As well, through various international events/forums and opportunities to raise awareness on the importance of inclusive language, the broad use of gender-neutral terms is promoted. Safety campaigns are designed with gender, age, and ethnic diversity in mind by using neutral or inclusive imagery, text, and visuals, contributing to an inclusive safety education campaign.

Researching gender and drones will also lead to better targeting of education and safety promotion, as well as help influence the development of policies in the future. This includes a two-year study in partnership with Western University that focuses on evaluating the impact severity of small drone collisions on humans and the impacts on women and at-risk groups (like children, seniors). Finally, TC will assess the social and economic impacts of aviation safety policy recommendations on diverse groups of Canadians, in accordance with Canada's commitment to carrying out GBA+ for all aviation safety regulatory development. As a result, work is underway to identify existing barriers and sustainable ways to attract more female and Indigenous candidates into aviation careers.

United Nations' (UN) 2030 Agenda for Sustainable Development and the UN Sustainable Development Goals

Federal, provincial, and territorial ministers responsible for transportation and highway safety fully endorsed Road Safety Strategy 2025 in January 2016. This strategy calls for jurisdictions to move towards continually reducing fatalities and serious injuries each year through 2025. [Road Safety Strategy 2025^{xxxiv}](#) is Canada's plan for supporting the United Nations and World Health Organization's Decade of Action for Road Safety, which calls for a 50% reduction in deaths and injuries by 2030, primarily using the safe system approach (i.e., safety built into the system for all road users).

Under United Nations Sustainable Development Goal 3: Good Health and Well-Being, it is expected that Target 3.6, pertaining to the number of global deaths and injuries from road traffic accidents, will be renewed at the 3rd Global Ministerial Conference on Road Safety. We will be supporting the formulation of the new target and develop actions to achieve continuous progress in reducing road traffic death and injuries in Canada.

Experimentation

In 2021-2022, various modes of transportation worked on a project aimed to improve the efficiency of risk-based oversight planning using innovative approaches. The project targeted inspection selection to build a risk-based oversight plan to reduce time and travel costs for the inspectorate. The project identified gaps in the directorates' data about inspections. It has laid a foundation for improving the quantitative data and putting in place a process to gather that data. TC will continue to build on this work through 2022-23.

TC will continue to work with the National Research Council to develop methods to test the safety of electric and zero-emission vehicles, as well as to fund and guide test programs at the Motor Vehicle Test Centre to evaluate potential technical standards and test procedures for incorporation in our regulations, most notably those with advanced technologies such as automated driver assistance systems.

TC supports evidence-based decision-making by using insights from behavioural science and analytics to develop policy and guidance for safety and security activities. We will derive behavioural insights from experiments and research in department-wide projects, including: fatigue management, instruments of choice to address safety and security issues, use of lifejackets by recreational boaters, vehicle incidents at rail crossings, assisting jurisdictions in completing roadside surveys to assess alcohol and drug impaired driving and identifying new and innovative safety initiatives supporting pedestrians and cyclists. Through research, TC will promote the human-centred design of automation.

The 'Known Traveler Digital Identity' initiative aims to allow passengers to share their information with entities across the air travel continuum to facilitate the traveler experience while maintaining high security standards. It leverages emerging technologies such as blockchain, cryptography, and biometrics. Through the pilot project, TC is assessing the impact of blockchain technologies on the aviation sector and testing the impact of biometrics technologies on aviation stakeholders' compliance with regulations related to passenger identity verification. As well, the validity of how digital identities and biometric technologies can contribute to enhancing operational efficiencies in Canadian airports is being examined, and testing how digital identities and biometric technologies can contribute to touchless processes in the airport environment is being conducted.

The next phase of the Pre-load Air Cargo Targeting and Artificial Intelligence (PACT+AI) initiative will involve the ongoing development and testing of the portal through which air carriers submit data and a risk assessment interface to allow analysts to review the results of the AI (i.e., flagging of new shippers, outlier and anomaly detection, and high-risk cargo identification). The use of AI is new for the department and will require rigorous testing against current methods for risk assessment of advanced air cargo information.

Planned results for Safe and secure transportation system

With respect to the Safe and secure transportation system, the following table shows the planned results, the result indicators, the targets and the target dates for 2022–23, as well as the actual results for the three most recent fiscal years for which actual results are available.

Result 1: A safe transportation system

Departmental results	Departmental result indicator	Target	Date to achieve target	2018–2019 Actual results	2019–2020 Actual results	2020–2021 Actual results
1a) A safe transportation system	Ten-year aircraft accident rate ¹ (average per year, per 100,000 aircraft movements)	No more than 3.2 per 100,000 movements	2023-03-31	3.2 per 100,000 movements	3.2 per 100,000 movements	3.1 per 100,000 movements
1b) A safe transportation system	Ten-year aircraft fatality rate (average per year, per 100,000 aircraft movements)	No more than 0.65 per 100,000 movements	2023-03-31	0.7 per 100,000 movements	0.6 per 100,000 movements	0.6 per 100,000 movements
1c) A safe transportation system	Ten-year marine accident rate (average per year, per 1,000 commercial vessels) ²	At most 10 per 1,000 commercial vessels	2023-03-31	7.2 per 1,000 commercial vessels	7.0 per 1,000 commercial vessels	6.8 per 1,000 commercial vessels ³
1d) A safe transportation system	Ten-year marine fatality rate (average per year, per 1,000 commercial vessels)	At most 0.5 per 1,000 commercial vessels	2023-03-31	0.4 per 1,000 commercial vessels	0.4 per 1,000 commercial vessels	0.4 per 1,000 commercial vessels ⁴

¹ This includes foreign-registered aircraft operating in Canada for both the accident and fatality rates.

² This includes unique foreign vessel arrivals, registered Canadian vessels under 15 gross tonnes (GT) and certificated vessels over 15GT operating in Canadian waters.

³ Indicator 1c calculated using 10 year averages of incidents and fatalities as reported by Transportation Safety Board and number of registered commercial vessels in June 2021. Previously reported numbers have been revised as the number of commercial vessels was overstated, primarily due to the inclusion of registered pleasure craft.

⁴ Indicator 1d calculated using 10 year averages of incidents and fatalities as reported by Transportation Safety Board and number of registered commercial vessels in June 2021. Previously reported numbers have been revised as the number of commercial vessels was overstated, primarily due to the inclusion of registered pleasure craft.

2019–20 Departmental Plan

Departmental results	Departmental result indicator	Target	Date to achieve target	2018–2019 Actual results	2019–2020 Actual results	2020–2021 Actual results
1e) A safe transportation system	Five-year rail accident rate (average per year, per million-train miles)	At most 12.48 (which is an estimated 5% reduction in the rate in the current year as compared to the average of previous five years ⁵)	2023-03-31	N/A – New Indicator	N/A – New Indicator	N/A – New Indicator
1f) A safe transportation system	Five-year rail fatality rate (average per year, per million-train miles)	At most 0.74 (which is an estimated 5% reduction in the rate for the current year as compared to the average of previous five years ⁶)	2023-03-31	N/A – New Indicator	N/A – New Indicator	N/A – New Indicator
1g) A safe transportation system	Rate of reportable road traffic collisions in Canada (rate per billion vehicle kilometres travelled)	At most 1,614.47 (which is an estimated of 1% reduction in the rate for the current year as compared to the average of the previous five years)	2023-03-31	3.0% reduction in 2017 as compared to the five year average (2012–16)	4.4% reduction in 2018 as compared to the five year average (2013–17)	5.7% reduction in 2019 as compared to the five year average (2014–18)

⁵ For indicator 1e reductions in accident and fatality rates depend on collaboration between railway companies, road authorities and private authorities who share the responsibility for the implementation of measures to reduce these rates. This is the reason why we chose a 5% annual reduction rate.

⁶ For indicator 1f reductions in accident and fatality rates depend on collaboration between railway companies, road authorities and private authorities who share the responsibility for the implementation of measures to reduce these rates. This is the reason why we chose a 5% annual reduction rate.

Departmental results	Departmental result indicator	Target	Date to achieve target	2018–2019 Actual results	2019–2020 Actual results	2020–2021 Actual results
1h) A safe transportation system	Rate of serious injuries in reportable road traffic collisions in Canada (rate per billion vehicle kilometres travelled)	At most 28.47 (which is an estimated 1% reduction in the rate for the current year as compared to the average of the previous five years)	2023-03-31	11.2% reduction in 2017 as compared to the five year average (2012–16)	15.9% reduction in 2018 as compared to the five year average (2013–17)	18.9% reduction in 2019 as compared to the five year average (2014–18)
1i) A safe transportation system	Rate of fatalities in reportable road traffic collisions in Canada (rate per billion vehicle kilometres travelled)	At most 5.21% (which is an estimated 1% reduction in the rate for the current year as compared to the average of the previous five years)	2023-03-31	9.2% reduction in 2017 as compared to the five year average (2012–16)	3.9% reduction in 2018 as compared to the five year average (2013–17)	12.5% reduction in 2019 as compared to the five year average (2014–18)

Result 2: A secure transportation system

Departmental Results	Departmental Results Indicators	Target	Date to Achieve Target	2018-2019 Actual Results	2019-2020 Actual Results	2020-2021 Actual Results
2a) A secure transportation system	Time to Revoke Transportation Security Clearances	At least 6 months	2023-03-31	N/A – New indicator	N/A – New indicator	N/A – New indicator

2019–20 Departmental Plan

Departmental Results	Departmental Results Indicators	Target	Date to Achieve Target	2018-2019 Actual Results	2019-2020 Actual Results	2020-2021 Actual Results
2b) A secure transportation system	Total number of Transportation Security Clearance (TSC) Applications processed versus TSC Applications received	Between 40,000 and 50,000	2023-03-31	N/A – New indicator	N/A – New indicator	N/A – New indicator
2c) A secure transportation system	Rate of compliance of Canadian aviation regulated entities with Transport Canada's security regulations	At least 90%	2023-03-31	91.8%	93.03%	90%

Result 3: A modern safety and security regime that supports economic growth

Departmental Results	Departmental Results Indicators	Target	Date to Achieve Target	2018-2019 Actual Results	2019-2020 Actual Results	2020-2021 Actual Results
3a) A modern safety and security regime that supports economic growth	Percentage of Transport Canada safety regulations aligned with international transportation standards (air)	At least 100%	2023-03-31	N/A - New indicator	95.1%	95.1%

Departmental Results	Departmental Results Indicators	Target	Date to Achieve Target	2018-2019 Actual Results	2019-2020 Actual Results	2020-2021 Actual Results
3b) A modern safety and security regime that supports economic growth	Percentage of Transport Canada security regulations aligned with international transportation standards (air)	At least 90%	2023-03-31	100%	100%	100%
3c) A modern safety and security regime that supports economic growth	Percentage of client requests for safety or security authorizations that meet Transport Canada's service standards (air)	At least 83%	2023-03-31	84%	89%	80.45%
3d) A modern safety and security regime that supports economic growth	Percentage of safety regulatory authorizations of certificated entities that were completed in accordance with established service standards (marine)	At least 95%	2023-03-31	N/A – New Indicator	99.88%	99.87%

The financial, human resources and performance information for Transport Canada's program inventory is available on [GC InfoBase](#).^{xxxv}

Planned budgetary spending for Safe and secure transportation system

With respect to the Safe and secure transportation system, the following table shows budgetary spending for 2022–23, as well as planned spending for that year and for each of the next two fiscal years.

2022–23 budgetary spending (as indicated in Main Estimates)	2022–23 planned spending	2023–24 planned spending	2024–25 planned spending
418,683,617	418,683,617	366,336,345	362,571,568

Planned human resources for Safe and secure transportation system

With respect to the Safe and secure transportation system, the following table shows, in full-time equivalents, the human resources that the department will need to fulfill this core responsibility for 2022–23 and for each of the next two fiscal years.

2022–23 planned full-time equivalents	2023–24 planned full-time equivalents	2024–25 planned full-time equivalents
3,482	3,253	3,238

Financial, human resources and performance information for Transport Canada’s program inventory is available on [GC InfoBase](#).^{xxxvi}

Core Responsibility 2: Green and innovative transportation system

Description

Advances the Government of Canada's environmental agenda in the transportation sector by reducing harmful air emissions; protects Canada's ocean and marine environments by reducing the impact of marine shipping; and affirms a commitment to innovation in the transportation sector.

Planning highlights

TC is helping to reduce greenhouse gases through policies and programs under the Pan-Canadian Framework on Clean Growth and Climate Change and Canada’s strengthened climate plan to reduce emissions from domestic transportation. This includes working with partners to create measures that make it easier for consumers and businesses to choose zero-emission vehicles, developing a strategy to decarbonize emission-intensive on-road freight, and working with industry, provincial regulators, and academics to explore options that can help advance zero-emission ‘green freight’ long-haul trucking. We will continue the development of decarbonization roadmaps, as well as implement action plans and voluntary agreements with industry to decarbonize the air, marine, and rail sectors. TC will work with partners through international fora, such as the International Maritime Organization and International Civil Aviation Organization, to reduce environmental impacts from international transportation.

TC will continue to preserve and restore marine ecosystems by taking measures to address abandoned, hazardous and wrecked vessels. This involves continued implementation and

enforcement of the *Wrecked, Abandoned or Hazardous Vessels Act*^{xxvii}, which aims to strengthen owner responsibility and liability with respect to end-of-vessel management. The implementation of the Act will also advance initiatives promoting the creation of economic opportunities for Indigenous businesses and communities in addressing vessels of concern. Furthermore, it will improve the quality of vessel owner information and facilitate the creation of a vessel-owner financed program to help support the remediation and prevention of priority abandoned, hazardous or wrecked vessels. TC will also create cost recovery regulations to establish fees for services and develop new administrative monetary penalty regulations to strengthen enforcement of the Canadian *Navigable Waters Act*^{xxviii}.

To reduce economic and environmental risks to Canada from the introduction and spread of aquatic invasive species, TC will implement the 2021 *Ballast Water Regulations*^{xxix}. The regulation aims to reduce the spread of aquatic invasive species within Canada, as well as their transfer from Canada to other countries, and to help protect global biodiversity. TC will continue to engage with the domestic and international marine community on control and management of ship biofouling. We will continue to support efforts to reduce pollution from vessels and oil spills by monitoring compliance of marine transportation firms with Canadian legislation, such as the *Canada Shipping Act*^{xl}, 2001, strengthening the capacity of the *National Aerial Surveillance Program*^{xli}, and completing inspections, audits, monitoring and enforcement. TC will also continue to provide support in its domestic and international efforts to prevent and reduce underwater vessel noise and marine plastic litter from ship-based activities. This includes participation in the International Maritime Organization's work to address plastic pollution from marine based activities, and to contribute to the review of the IMO guidelines on underwater noise from shipping.

Innovating and developing new transportation technologies

TC will continue to drive reductions in greenhouse gas and air pollution emissions from transportation and support the adoption of new clean technologies that improve Canadians' lives. This includes funding research and the testing, trial and deployment of clean innovations for the rail, road, marine and aviation sectors. Funded initiatives, through the Innovative Solutions Canada program, will increase the adoption of emerging technologies to support mission-oriented thematic proposals and proposals that address departmental needs.

To reduce greenhouse gases and air pollutants from aviation transportation and embrace new clean technologies that improve Canadians' lives, TC will pursue a regulatory sandbox project to evaluate the use of electric Light Sport Aircraft (LSA) for their suitability in the Canadian flight training and climate environment. Electric and conventionally powered versions will be compared for performance, handling, reliability, and suitability for flight training. The electric versions would be zero-emission and would offer significant noise reduction while the piston powered version has significantly better fuel economy due to light-weight materials and can burn unleaded fuel unlike conventional training aircraft.

TC will develop non-regulatory and policy guidance for funding research, pilots, studies, codes and standards development, and capacity-building efforts to promote connected and automated vehicles' safe and secure testing and deployment. As well, we will continue to provide expert advice toward the development of Global Technical Regulation 20 – Electric Vehicle Safety and

Global Technical Regulation 13 – Hydrogen and fuel cell vehicle safety under the Working Party for Passive Safety within the World Forum for *Harmonization of Vehicle Regulations*. These standards will help reduce the safety risk of introducing new green technologies in vehicles on our roads.

Advance our partnerships with Indigenous Peoples

TC's commitment to reconciliation is foundational to our activities and touches on all modes of transportation. In 2022-23, we will continue to focus on our role in Indigenous reconciliation. We will continue strengthening our relationships and developing new partnerships with Indigenous Peoples, improving our alignment with the [United Nations Declaration on the Rights of Indigenous Peoples](#)^{xlii}, and ensure that Indigenous rights are carefully considered in reviewing and updating transportation related legislative or administrative measures that may affect those rights. Also, we will work with the Department of Justice and Crown Indigenous Relations and Northern Affairs Canada to accelerate the co-development of an action plan to achieve the objectives of UNDRIP, and to accelerate the implementation of the Truth and Reconciliation Commissions' Calls to Action. We will achieve this by satisfying the legal duty to consult, facilitating information sharing and capacity building, and proactively and meaningfully engaging with Indigenous communities and organizations, exercising caution and acting deliberately to ensure internal consistency and alignment with Canada's whole-of-government approach.

Our efforts are ongoing in shaping new standards in partnership with Indigenous groups in many areas, including the development and implementation of marine safety related initiatives, agreements for sharing the benefits of revenue generating activities carried out on Indigenous traditional territory, and the co-development of Indigenous Knowledge and co-management frameworks in the implementation of the *Canadian Navigable Waters Act*. Internally, we are committed to training and educating TC employees on Indigenous history, culture and traditions, as well as meaningful engagement opportunities through the development of courses and materials related to Indigenous reconciliation that are available to employees.

Gender-based analysis plus

Programs within Core Responsibility 2 have identified a number of GBA+ initiatives that are either currently underway, have been recently completed, or are planned for action within the coming fiscal year and beyond. Most notably, this includes strengthening the regulatory framework of programs, including the safe integration of drones into Canadian airspace by assessing the impact that proposed regulations could have on Canadians from identifiable groups including by gender, age, geographic location, and Indigenous peoples.

United Nations' (UN) 2030 Agenda for Sustainable Development and the UN Sustainable Development Goals

A TC representative participates in the United Nations Economic Commission for Europe Group of Experts on the Assessment of Climate Change Impacts and Adaptation for Inland Transport. This group of experts advances work to generate and share knowledge and build capacity across the UNECE region. They support several UN sustainable development goals, including Goal 9 – Build resilient infrastructure, promote sustainable industrialization and foster innovation, Goal 13 – Take urgent action to combat climate change and its impacts, and Goal 17 – Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development.

TC will continue to put in place and refine measures to protect Canada's at-risk whale populations from negative impacts of vessel traffic and prevent the introduction of aquatic invasive species via ships, which contributes to the Goal 14 – Conserve and sustainably use the oceans, seas and marine resources for sustainable development.

The department will advance Goal 13, through the implementation, along with its federal partners, of Canada's strengthened climate plan, A Healthy Environment and a Healthy Economy.

Under Goal 7 – Ensure access to affordable, reliable, sustainable and modern energy for all, and Goal 12 – Ensure sustainable consumption and production patterns, the Government of Canada is committed to increasing the number of zero-emission vehicles (ZEVs) on Canadian roads. This is supported by the 100% ZEV sales requirement for light-duty vehicles by 2035 and the commitment to mandate the sale of ZEV noted in the 2021 Speech from the Throne. Through initiatives such as the [Incentives for Zero-Emission Vehicles \(iZEV\) Program^{xliii}](#), as of December 31, 2021, the Government of Canada has [helped^{xliiv}](#) over 127,000 Canadians and Canadian businesses purchase greener vehicles, which will reduce greenhouse gas emissions and promote cleaner air.

Experimentation

We will continue to fund research programs with the National Research Council to develop test methods to evaluate the safety performance of zero-emission vehicle systems and contribute to the development of *Global Technical Regulations* and *Canadian Regulations*. Also, we will continue to leverage experimentation of innovation and emerging technology with pilot projects and regulatory sandboxes to inform evidence and risk-based standards and regulatory design.

TC received \$45.8 million over three years through Budget 2019 to carry out the Transportation Sector Regulatory Review Roadmap on Innovation. With this funding TC will continue to support commercial testing of drone technology through pilot projects and special flight permits.

Planned results for Green and innovative transportation system

With respect to the Green and innovative transportation system, the following table shows the planned results, the result indicators, the targets and the target dates for 2022–23, as well as the actual results for the three most recent fiscal years for which actual results are available.

Result 4: Harmful air emissions from transportation in Canada are reduced

Departmental results	Performance indicators	Target	Date to achieve target	2018–2019 Actual results	2019–2020 Actual results	2020–2021 Actual results
4a) Harmful air emissions from transportation in Canada are reduced	Percentage change in emissions of greenhouse gases from the transportation sector	Emissions from the transportation sector in 2021 are reduced from 2019 levels (186 Mt), helping contribute to the achievement of Canada's national target to reduce emissions by 40-45% by 2030 from 2005 levels ⁷	2022-12-31	15% above 2005 levels in 2018	16% above 2005 levels in 2019	2020 emissions will be published in April 2022

⁷ In July 2021, Canada updated its target under the Paris Agreement to a 40-45% reduction in emissions by 2030 from 2005 levels.

Result 5: Canada's oceans and marine environments are protected from marine shipping impacts

Departmental results	Performance indicators	Target	Date to achieve target	2018–2019 Actual results	2019–2020 Actual results	2020–2021 Actual results
5a) Canada's oceans and marine environments are protected from marine shipping impacts	Reduction in the rate of spills into Canada's oceans and marine environments	TBD	TBD	N/A - New Indicator as of April 1, 2022	N/A - New Indicator as of April 1, 2022	N/A - New Indicator as of April 1, 2022
5b) Canada's oceans and marine environments are protected from marine shipping impacts	Percentage of vessels 20 meters and greater that are compliant with slowdown measures that mitigate the impacts of vessel traffic on marine species	At least 85%	2023-03-31	N/A - New Indicator as of April 1, 2021	N/A - New Indicator as of April 1, 2021	N/A - New Indicator as of April 1, 2021

Result 6: A transportation system that supports innovation

Departmental Results	Departmental Results Indicators	Target	Date to Achieve Target	2018-2019 Actual Results	2019-2020 Actual Results	2020-2021 Actual Results
6a) A transportation system that supports innovation	Number of new aeronautical products certified	At least 738 (Variance remains +/- 10% year-over-year)	2023-03-31	820	N/A: The indicator is in the process of being revised, to better capture and report on the department's	N/A: The indicator is in the process of being revised, to better capture and report on the department's

Departmental Results	Departmental Results Indicators	Target	Date to Achieve Target	2018-2019 Actual Results	2019-2020 Actual Results	2020-2021 Actual Results
					innovation agenda.	innovation agenda.

Planned budgetary spending for Green and innovative transportation system

With respect to the Green and innovative transportation system, the following table shows budgetary spending for 2022–23, as well as planned spending for that year and for each of the next two fiscal years.

2022–23 budgetary spending (as indicated in Main Estimates)	2022–23 planned spending	2023–24 planned spending	2024–25 planned spending
357,670,417	357,670,417	163,351,960	139,684,104

Financial, human resources and performance information for Transport Canada’s program inventory is available on [GC InfoBase](#).^{xlv}

Planned human resources for Green and innovative transportation system

The following table shows, in full-time equivalents, the human resources that the department will need to fulfill this core responsibility for 2022–23 and for each of the next two fiscal years.

2022–23 planned full-time equivalents	2023–24 planned full-time equivalents	2024–25 planned full-time equivalents
664	482	468

Financial, human resources and performance information for Transport Canada’s program inventory is available on [GC InfoBase](#).^{xlvi}

Core Responsibility 3: Efficient transportation system

Description

Supports efficient market access to products through investment in Canada’s trade corridors; adopts and implements rules and policies that promote sufficient choice and improved service to

Canadian travellers and shippers; and manages transportation assets to ensure value for Canadians.

Planning highlights

Address supply chain bottlenecks

TC will continue to improve the performance and reliability of Canada's transportation system to get products to market and grow our economy by gathering and engaging supply chain partners at the Commodity Supply Chain Table (CSCT). The CSCT is an inclusive discussion forum that focuses on the resiliency, efficiency and effectiveness of Canada's freight rail-based transportation system. We will collaborate with members of the CSCT to discuss logistical and capacity issues, domestic and international trade and market trends, potential collaborative solutions to system inefficiencies, and supply chain performance metrics. This will result in proposed ideas or innovative approaches that can be explored with various supply chain and government partners.

Through the National Trade Corridors Fund, the department will continue to invest in trade corridors and work to reduce and prevent supply chain bottlenecks to allow Canadians to compete in key global markets. This will be achieved through investments in strategic projects that: support the flow of goods and people by reducing bottlenecks, address capacity issues, help the transportation system withstand the effects of climate change and adapt to new technologies and innovation. Another key program objective is to address the unique transportation needs in Canada's North through supporting projects that improve northern socio-economic opportunities. In 2022-23, TC will continue to monitor existing agreements and implement contribution agreements with the recipients of recently approved projects and evaluate proposals under a new national call for proposals: increasing the fluidity of Canada's supply chains, launched in December 2021. The deadline for submitting expressions of interest under this call is March 31, 2022, and all comprehensive project proposals are to be submitted by June 30, 2022. Funding decisions are expected to be finalized in Fall 2022. A second call for proposals, relieving supply chain congestion at Canadian ports, was launched on January 31, 2022, with a targeted intake and a submission deadline of February 25, 2022. Project announcements and funding commitment are expected in early 2022-23.

TC will continue the implementation of the Trade and Transportation Information System (TTIS) to provide data and information to transportation stakeholders and inform decision making through the Canadian Centre on Transportation Data (CCTD) and the Transportation Data and Information Hub (TDIH). The development of the Supply Chain Visibility Projects aims to improve coordination and planning, increase efficiencies, and support strategic decision-making regarding public and private digital and physical infrastructure asset investments.

TC will continue to collaborate with government and industry stakeholders to better understand the changing transportation landscape, develop innovative solutions that respect and encourage diversity and promote a robust and future-ready workforce that supports supply-chain resiliency. The department's four-pillar strategy to address labour and skills shortages focuses on the recruitment and retention of underrepresented groups, such as women and Indigenous Peoples,

targeted research and data analysis, promotion, awareness and outreach efforts, leveraging programs to support the transportation sector interests, and the modernization of regulations to adapt to the rapidly evolving labour and skills requirements of the transportation sector.

With respect to regulatory changes, TC will introduce draft amendments to the *Transportation Information Regulations* to collect weekly public freight rail service and performance indicators to improve the transparency of Canada's freight rail network. Improved access to detailed data will enable conversations between supply chain partners to identify challenges and solutions relating to the operation of rail-based supply chains.

Advancing the High Frequency Rail Project

High Frequency Rail remains a high priority for the department. TC will continue to advance the procurement process to select a private sector partner for the [High Frequency Rail](#)^{xlvii} Project in the Toronto-Ottawa-Montreal-Québec City Corridor, working towards potential opportunities to extend the project to Southwestern Ontario. Due diligence will help inform the Government's final decision on the project. This includes due diligence on route and alignment, as well as capital and operating costs, revenue and ridership, and integration of the route in Montreal and Toronto.

Assets are managed effectively

To support the safe, reliable and predictable operation of the three Eastern Canada Ferry Services through the extension of the Ferry Services Contribution Program, Transport Canada will continue to work with ferry operators. Additionally, TC will continue to work with Chantier Davie Canada Inc. to advance key design work related to the procurement of two new replacement vessels for the Eastern Canada Ferry Services.

Federal ownership of local ports, as well as local, regional, and remote airports, represents a legacy of historical federal investments in Canada's transportation system. The Minister of Transport continues to be responsible for the operation and maintenance costs, including capital investments, of 18 airports, 34 local port facilities and the Eastern Canada Ferry Services. TC is not seeking to expand its legacy asset base, but is responsible in ensuring that these assets, many of which have exceeded their life expectancy, remain in safe operating condition. We must therefore make investment decisions based on the need to ensure a safe, secure and efficient transportation system (e.g., prioritize health and safety related projects), to mitigate climate change risks, and where there may be a potential divestiture interest in specific assets.

Improve air travel services to Canadians

During the year, the department plans to assess the possibility of completing the implementation of legislation that would see the Canadian Air Transport Security Authority (CATSA) operate as an independent, not-for-profit entity, in the pursuit of better service, lower costs and improved rights for consumers of air transport. TC will examine ways of improving governance frameworks of airports to increase their efficiency and accountability to its users. These actions

are in line with the Minister’s mandate commitment to provide efficient and affordable travel options that connect regions and communities to each other and international markets.

United Nations’ (UN) 2030 Agenda for Sustainable Development and the UN Sustainable Development Goals

Under the Sustainable Development Goal 5 – Achieve gender equality and empower all women and girls: Transport Canada will support international efforts to increase gender diversity in the transportation sector through, for example, the International Transport Forum’s Gender in Transport work stream and the Asia Pacific Economic Cooperation’s Women in Transportation Initiative, by participating in policy dialogues and discussions, contributing to research and events, and sharing information and best practices.

Planned results for Efficient transportation system

With respect to the Efficient transportation system, the following table shows the planned results, the result indicators, the targets and the target dates for 2022–23, as well as the actual results for the three most recent fiscal years for which actual results are available.

Result 7: Transportation corridors enables efficient movement of products to market

Departmental results	Performance indicators	Target	Date to achieve target	2018–2019 Actual results	2019–2020 Actual results	2020–2021 Actual results
7a) Transportation corridors enables efficient movement of products to market	End-to-end, rail transit time of containers along the trade corridor from Canadian west coast ports to Chicago, including border crossing time	Less than or equal to 6.5 days	2023-03-31	7 days	6.5 days	6.2 days
7b) Transportation corridors enables efficient movement of products to market	End-to-end, Canada-side, truck transit time of general freight along the Toronto to United States trade corridor, including border crossing time	Less than or equal to 3.5 hours	2023-03-31	N/A – New Indicator	N/A – New Indicator	3.4 hours

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7c) Transportation corridors enables efficient movement of products to market	End-to-end transit time of containerized freight arriving from ports in Asia	At most 27.5 days	2023-03-31	27.4 days	25.9 days	29.7 days
7d) Transportation corridors enable efficient movement of products to market	End-to-end transit time of a select grouping of commodities, such as grains, departing from Canada to Asia	At most 39.5 days	2023-03-31	39 days	39.5 days	40.5 days

Result 8: Canadian travellers and freight operators benefit from choice and improved service

Departmental results	Performance indicators	Target	Date to achieve target	2018–2019 Actual results	2019–2020 Actual results	2020–2021 Actual results
8a) Canadian travellers and freight operators benefit from choice and improved service	Percentage of international air services requests/issues addressed ⁸	Exactly 100%	2023-03-31	NA New indicator	NA New indicator	100% (7 out of 7) ⁹
8b) Canadian travellers and freight operators benefit from	Percentage of exemption requests from foreign carriers	Exactly 100%	2023-03-31	NA New indicator	100% (2 of 2)	100% (3 out of 3) ¹¹

⁸ This Department Results Indicator, as a percentage, has limited use since the department through ACE(A) aims to process all designation requests, regardless of the actual number of requests received, and we are exploring revising this indicator.

⁹ This number represents the actual number of designation requests that were processed during 2020-2021; and, as expected, is quite small due to the pandemic, which negatively impacted all air transport activity.

¹¹ This number represents the actual number of exemption requests that were processed during 2020-2021; and, as expected, is quite small due to the pandemic, which negatively impacted all air transport activity.

choice and improved service	for domestic services processed ¹⁰					
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Result 9: Transport Canada manages its assets effectively

Departmental Results	Departmental Results Indicators	Target	Date to Achieve Target	2018-2019 Actual Results	2019-2020 Actual Results	2020-2021 Actual Results
9a) Transport Canada manages its assets effectively	Availability of Transport Canada owned and managed airports ¹²	Exactly 100% (*certain types of events are excluded from the calculation)	2023-03-31	100%	100%	100%
9b) Transport Canada manages its assets effectively	Availability of Transport Canada owned and managed ports	Exactly 100% (*certain types of events are excluded from the calculation)	2023-03-31	100%	100%	100%
9c) Transport Canada manages its assets effectively	Availability of Transport Canada owned and managed ferries	Exactly 100% (*certain types of events are excluded)	2023-03-31	100%	100%	100%

¹⁰ This Departmental Results Indicator, as a percentage, has limited use since the department through ACE(B) aims to process all exemption requests, regardless of the actual number of requests received, and we are considering revising this indicator.

¹² 9a)-c) – Any planned closure/cancellation required for maintenance reasons to ensure safe operations is excluded from the calculation. In addition, any closure/cancellation due to causes that cannot be anticipated and/or are beyond the control of the department, such as weather-related issues, natural disasters, or employee strikes is excluded.

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Departmental Results	Departmental Results Indicators	Target	Date to Achieve Target	2018-2019 Actual Results	2019-2020 Actual Results	2020-2021 Actual Results
		from the calculation)				

Planned budgetary spending for Efficient transportation system

With respect to the Efficient transportation system, the following table shows budgetary spending for 2022–23, as well as planned spending for that year and for each of the next two fiscal years.

2022–23 budgetary spending (as indicated in Main Estimates)	2022–23 planned spending	2023–24 planned spending	2024–25 planned spending
1,879,138,960	1,879,138,960	1,662,392,463	1,217,282,540

Financial, human resources and performance information for Transport Canada’s program inventory is available on [GC InfoBase](#).^{xlviii}

Planned human resources for Efficient transportation system

The following table shows, in full-time equivalents, the human resources the department will need to fulfill this core responsibility for 2022–23 and for each of the next two fiscal years.

2022–23 planned full-time equivalents	2023–24 planned full-time equivalents	2024–25 planned full-time equivalents
566	564	561

Financial, human resources and performance information for Transport Canada’s program inventory is available on [GC InfoBase](#).^{xlix}

Internal services: planned results

Description

Internal services are the services that are provided within a department so that it can meet its corporate obligations and deliver its programs. There are 10 categories of internal services:

- ▶ management and oversight services
- ▶ communications services
- ▶ legal services
- ▶ human resources management services
- ▶ financial management services
- ▶ information management services
- ▶ information technology services
- ▶ real property management services
- ▶ materiel management services
- ▶ acquisition management services

Planning highlights

TC will continue the process to modernize its fees by consulting stakeholders, seeking their feedback on proposed fee changes before implementing them. Furthermore, TC will increase the use of digital tools in delivering services and will carry out the requirements of the *Service Fees Act*, such as reporting on TC's performance in delivering services.

In 2022-23, TC will continue to innovate to meet the needs of a rapidly evolving, diverse workforce and facilitate the attraction and retention of high-quality talent through the modernization of its programming and services, such as Occupational Health and Safety, Compensation, Diversity and Learning, while helping to define the skills and workplace needs of the future.

TC will encourage the use of a digital approach to inform and engage with internal stakeholders and other government departments and agencies in an open and transparent manner. As well, we will transition to a more digital government by improving the integration of digital, service and data expertise in order to improve government operations and services to Canadians. Lastly, we will stabilize and improve IM, IT and Cyber operations by using automation and tools and stabilizing the organization.

The department will continue to increase use of modern technologies, such robotics process automation (RPA) and data analytics, to improve productivity, strengthen internal controls, improve client service and support effective decision-making. We will also promote rightsizing TC's fleet, including the acquisition of zero-emission vehicles (ZEVs).

Planned budgetary spending for Internal Services

The following table shows, for Internal Services, budgetary spending for 2022–23, as well as planned spending for that year and for each of the next two fiscal years.

2022–23 budgetary spending (as indicated in Main Estimates)	2022–23 planned spending	2023–24 planned spending	2024–25 planned spending
196,360,203	196,360,203	184,126,879	181,293,115

Planned human resources for internal services

The following table shows, in full-time equivalents, the human resources the department will need to carry out its internal services for 2022–23 and for each of the next two fiscal years.

2022–23 planned full-time equivalents	2023–24 planned full-time equivalents	2024–25 planned full-time equivalents
1,346	1,306	1,297

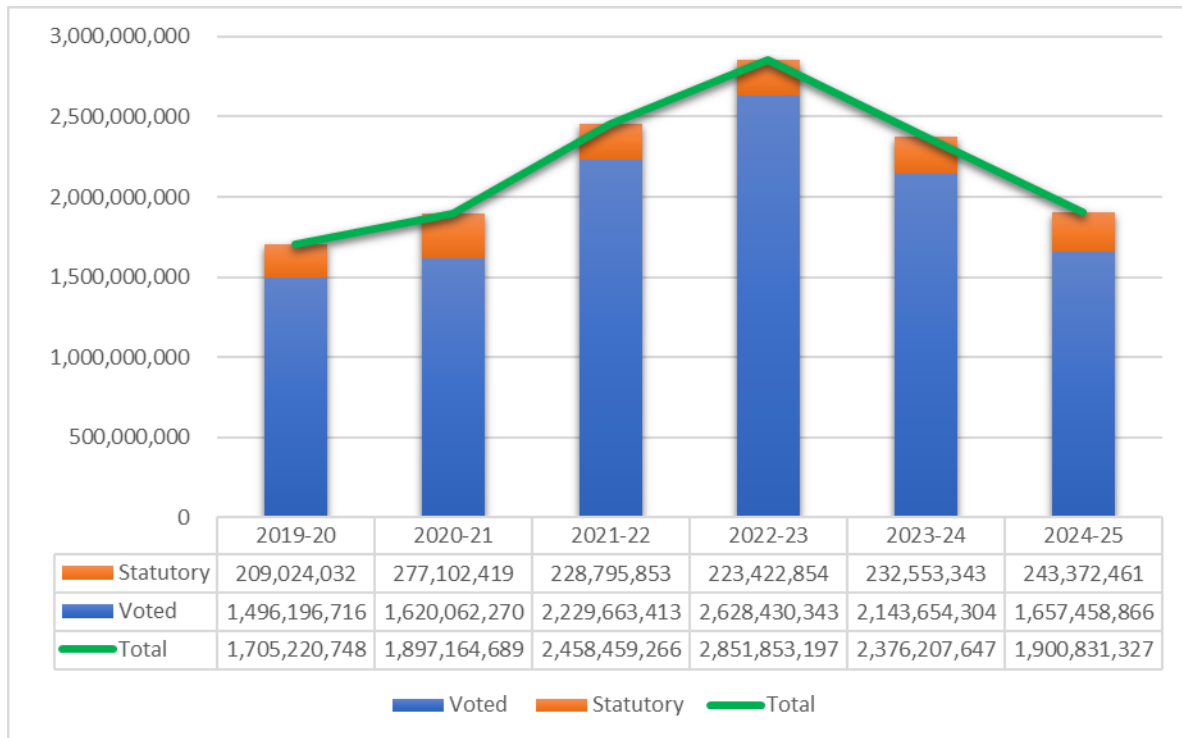
Planned spending and human resources

This section provides an overview of the department’s planned spending and human resources for the next three fiscal years and compares planned spending for 2022–23 with actual spending for the current year and the previous year.

Planned spending

Departmental spending 2019–20 to 2024–25

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



As illustrated in the departmental spending trend graph, Transport Canada’s expenditures increased from fiscal year 2019-20 and 2020-21 levels to 2021-22. This mainly due to incremental funding for initiatives such as Supporting Canada’s air sector during the COVID-19 pandemic and the top-up funding provided to the iZev Program.

Expenditures will continue to increase until 2022-23, mainly related to the National Trade Corridor Fund recapitalization and funding to support the air sector during the COVID-19 pandemic. These are partially reduced by a decrease in 2022-23 for initiatives such as the iZev Program, Support for Remote Communities and other sunseting funds.

Spending Plans for 2023-24 and 2024-25

Spending plans decline after 2022-23 mostly due to sun setting funding for initiatives such as the:

- Support the air sector during the COVID-19 pandemic
- iZEV Program

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- Safety and Security of Railways and the Transportation Dangerous Goods (Rail / TDG)
- Program to Protect Canada's Coastlines and Waterways

The planned spending does not include expected funding for items included in Budget 2022.

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

The following table shows information on spending for each of Transport Canada's core responsibilities and for its internal services for 2022–23 and other relevant fiscal years.

Core responsibilities and internal services	2019–20 actual expenditures	2020–21 actual expenditures	2021–22 forecast spending	2022–23 budgetary spending (as indicated in Main Estimates)	2022–23 planned spending	2023–24 planned spending	2024–25 planned spending
CR 1: Safe and Secure Transportation System	453,703,550	460,142,801	457,948,578	418,683,617	418,683,617	366,336,345	362,571,568
CR 2: Green and Innovative Transportation System	389,635,911	345,956,925	553,597,137	357,670,417	357,670,417	163,351,960	139,684,104
CR 3: Efficient Transportation System	644,930,752	852,124,999	1,206,020,148	1,879,138,960	1,879,138,960	1,662,392,463	1,217,282,540
Subtotal	1,488,270,213	1,658,224,725	2,217,565,862	2,655,492,994	2,655,492,994	2,192,080,768	1,719,538,212
Internal services	216,950,535	238,939,963	240,893,404	196,360,203	196,360,203	184,126,879	181,293,115
Total	1,705,220,748	1,897,164,689	2,458,459,266	2,851,853,197	2,851,853,197	2,376,207,647	1,900,831,327

Planned human resources

The following table shows information on human resources, in full-time equivalents (FTEs), for each of Transport Canada's core responsibilities and for its internal services for 2022–23 and the other relevant years.

Human resources planning 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 forecast full-time equivalents	2022–23 planned full-time equivalents	2023–24 planned full-time equivalents	2024–25 planned full-time equivalents
CR 1: Safe and Secure Transportation System	3,479	3,514	3,473	3,482	3,253	3,238
CR 2: Green and Innovative Transportation System	629	678	794	664	482	468
CR 3: Efficient Transportation System	488	490	523	566	564	561
Subtotal	4,596	4,682	4,790	4,712	4,299	4,267
Internal services	1,448	1,569	1,670	1,346	1,306	1,297
Total	6,044	6,251	6,460	6,058	5,605	5,564

As illustrated in the above table, FTEs increased from 2019-20 to 2021-22. This increase is mostly due to initiatives such as Supporting Canada's Air Sector during the COVID-19 pandemic, Marine Conservation Targets, and Targeted Infrastructure Investments for High Frequency Rail De-Risking.

Planned FTEs are expected to decline starting in 2022-23, primarily as a result of reduced and sun setting funding for initiatives such as Oceans Protection Plan, Trans Mountain Expansion project, and Regulatory Review.

The planned FTEs do not include expected funding for items included in Budget 2022.

Estimates by vote

Information on Transport Canada's organizational appropriations is available in the [2022–23 Main Estimates](#).¹

Future-oriented condensed statement of operations

The future-oriented condensed statement of operations provides an overview of Transport Canada's operations for 2021–22 to 2022–23.

The forecast and planned amounts in this statement of operations were prepared on an accrual basis. The forecast and planned amounts presented in other sections of the Departmental Plan were prepared on an expenditure basis. Amounts may therefore differ.

A more detailed future-oriented statement of operations and associated notes, including a reconciliation of the net cost of operations with the requested authorities, are available on [Transport Canada's website](#).^{li}

Future-oriented condensed statement of operations for the year ending March 31, 2023 (dollars)

Financial information	2021–22 forecast results	2022–23 planned results	Difference (2022–23 planned results minus 2021–22 forecast results)
Total expenses	2,631,460,972	2,722,106,294	90,645,322
Total revenues	81,436,330	84,239,573	2,803,243
Net cost of operations before government funding and transfers	2,550,024,642	2,637,866,721	87,842,079

Note: Due to rounding, the figures may not agree with the totals or details provided elsewhere. These figures are prepared on an accrual basis and therefore differ from the planned spending in other sections of this Departmental Plan.

Corporate information

Organizational profile

Appropriate minister(s): The Honourable Omar Alghabra, Minister of Transport

Institutional head: Michael Keenan

Ministerial portfolio: Transport Canada

The Transport Portfolio includes:

- Transport Canada
- Shared governance organizations (e.g., the St. Lawrence Seaway Management Corporation)
- Crown corporations (e.g., the Great Lakes Pilotage Authority)

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

Enabling instrument(s): *Department of Transport Act*^{lii} (R.S., 1985, c. T-18)

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

Year of incorporation / commencement: 1936

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

Information on Transport Canada's raison d'être, mandate and role is available on the Transport Canada's [website](#)^{lv}.

Information on Transport Canada's mandate letter commitments is available in the [Minister's mandate letter](#)^{lvi}.

Operating context

Information on the operating context is available on Transport Canada's [website](#)^{lvii}.

Reporting framework

Transport Canada's approved departmental results framework and program inventory for 2022–23 are as follows:

Departmental results framework		Core responsibility 1: Safe and secure transportation system		Core responsibility 2: Green and innovative transportation system		Core responsibility 3: Efficient transportation system		Internal services
		Result 1: A safe transportation system		Result 4: Harmful air emissions from transportation in Canada are reduced		Result 7: Transportation corridors enable efficient movement of products to market		
Result 2: A secure transportation system		Indicator: Accident rate over a 10-year period, and fatality rate over a 10-year period (air and marine)		Indicator: Percentage change in emissions of greenhouse gases from the transportation sector		Indicator: End-to-end, rail transit time of containers along the trade corridor from Canadian west coast ports to Chicago, including border crossing time		
		Indicator: Accident rate over a 5-year period, and fatality rate over a 5-year period (rail)				Indicator: End-to-end, Canada-side, truck transit time of general freight along the Toronto to United States trade corridor, including border crossing time		
Result 1: A safe transportation system		Indicator: Rate of reportable road traffic collisions in Canada		Indicator: Rate of serious injuries in reportable road traffic collisions in Canada		Indicator: End-to-end transit time of containerized freight arriving from ports in Asia		
		Indicator: Rate of compliance of Canadian aviation regulated entities with Transport Canada's security regulations				Indicator: Reduction in the rate of spills into Canada's ocean and marine environments		
Result 4: Harmful air emissions from transportation in Canada are reduced		Indicator: Rate of serious injuries in reportable road traffic collisions in Canada		Indicator: Percentage of vessels 20 meters and greater that are compliant with slowdown measures that mitigate the impacts of vessel		Indicator: Percentage of international air services requests/issues addressed		
		Indicator: Total number of Transportation Security Clearance (TSC) applications processed versus TSC applications received				Indicator: Percentage of exemption requests from foreign carriers for domestic services processed		
Result 7: Transportation corridors enable efficient movement of products to market		Indicator: Rate of compliance of Canadian aviation regulated entities with Transport Canada's security regulations		Indicator: Reduction in the rate of spills into Canada's ocean and marine environments		Indicator: Percentage of international air services requests/issues addressed		
		Indicator: Total number of Transportation Security Clearance (TSC) applications processed versus TSC applications received				Indicator: Percentage of exemption requests from foreign carriers for domestic services processed		
Result 8: Canadian travellers and freight operators benefit from choice		Indicator: Rate of compliance of Canadian aviation regulated entities with Transport Canada's security regulations		Indicator: Reduction in the rate of spills into Canada's ocean and marine environments		Indicator: Percentage of international air services requests/issues addressed		
		Indicator: Total number of Transportation Security Clearance (TSC) applications processed versus TSC applications received				Indicator: Percentage of exemption requests from foreign carriers for domestic services processed		

		Indicator: Time to revoke Transportation Security Clearances		traffic on marine species		
Result 3: A modern safety and security regime that supports economic growth		Indicator: Percentage of Transport Canada's safety/security regulations aligned with international transportation standards (air)	Result 6: A transportation system that supports innovation	Indicator: Number of new aeronautical products certified	Result 9: Transport Canada manages its assets effectively	Indicator: (Availability of Transport Canada owned and managed transportation assets ports, airports, ferries)
		Indicator: Percentage of client requests for safety or security authorizations that meet Transport Canada's service standards (air)				
		Indicator: Percentage of safety regulatory authorizations of certificated entities that were completed in accordance with established service standards (marine)				
	Core responsibility 1: Safe and secure transportation system		Core responsibility 2: Green and innovative transportation system		Core responsibility 3: Efficient transportation system	
Program Inventory	Programs: Aviation Safety Regulatory Framework, Aviation Safety Oversight, Aircraft Services, Marine Safety Regulatory Framework, Marine Safety Oversight, Rail Safety Regulatory Framework, Rail Safety Oversight, Rail Safety Improvement Program, Multi-Modal and Road Safety Regulatory Framework, Multi-Modal and Road Safety Oversight, TDG Regulatory Framework, TDG Oversight, TDG Technical Support, Aviation Security Regulatory Framework, Aviation Security Oversight, Marine Security Regulatory Framework, Marine Security Oversight, Intermodal Surface Security Regulatory Framework, Intermodal Surface Security Oversight, Security Screening Certification, and Emergency Management.		Programs: Climate Change and Clean Air, Protecting Oceans and Waterways, Navigation Protection Program, Environmental Stewardship of Transportation, Transportation Innovation, and Indigenous Partnerships and Engagement.		Programs: Transportation Marketplace Frameworks, Transportation Analysis, National Trade Corridors, and Transportation Infrastructure.	

Supporting information on the program inventory

Supporting information on planned expenditures, human resources, and results related to Transport Canada's program inventory is available on [GC InfoBase](#)^{lviii}.

Supplementary information tables

The following supplementary information tables are available on Transport Canada's [website](#)^{lix}:

- ▶ Departmental Sustainable Development Strategy
- ▶ Details on transfer payment programs
- ▶ Gender-based analysis plus
- ▶ United Nations 2030 Agenda and the Sustainable Development Goals

Federal tax expenditures

Transport Canada's Departmental Plan does not include information on tax expenditures.

Tax expenditures are the responsibility of the Minister of Finance. The Department of Finance Canada publishes cost estimates and projections for government-wide tax expenditures each year in the [Report on Federal Tax Expenditures](#)^{lx}. This report provides detailed information on tax expenditures, including objectives, historical background and references to related federal spending programs, as well as evaluations, research papers and gender-based analysis plus.

Organizational contact information

Organizational contact information

Transport Canada (ADI)

330 Sparks Street

Ottawa, ON

K1A 0N5

Telephone: 613-990-2309

Fax: 613-954-4731

Email: Questions@tc.gc.ca

Website(s): [Transport Canada's website](#)^{lxi}

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 document that sets out a department's priorities, programs, expected results and associated resource requirements, covering a three-year period beginning with the year indicated in the title of the report. Departmental Plans are tabled in Parliament each spring.

departmental result (résultat ministériel)

A change that a 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)

A framework that consists of the department's core responsibilities, departmental results and departmental result indicators.

Departmental Results Report (rapport sur les résultats ministériels)

A report on a department's actual performance in a fiscal year against its plans, priorities and expected results set out in its Departmental Plan for that year. Departmental Results Reports are usually tabled in Parliament each fall.

experimentation (expérimentation)

The conducting of activities that explore, test and compare the effects and impacts of policies and interventions in order to inform decision-making and improve outcomes for Canadians. Experimentation is related to, but distinct from, innovation. Innovation is the trying of something new; experimentation involves a rigorous comparison of results. For example, introducing a new

mobile application to communicate with Canadians can be an innovation; systematically testing the new application and comparing it against an existing website or other tools to see which one reaches more people, 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. 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.

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

An analytical process used to assess how diverse groups of women, men and gender-diverse people experience policies, programs and services based on multiple factors including race, ethnicity, religion, age, and mental or physical disability.

government-wide priorities (priorités pangouvernementales)

For the purpose of the 2022–23 Departmental Plan, government-wide priorities are the high-level themes outlining the government’s agenda in the 2021 Speech from the Throne: 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 in which 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.

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 up to the expected result.

planned spending (dépenses prévues)

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

program (programme)

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

program inventory (répertoire des programmes)

An inventory of a department's programs that describes how resources are organized to carry out the department's core responsibilities and achieve its planned results.

result (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.

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 Transport Canada website, <https://tc.canada.ca/en/archived-departmental-plans-dp>
- ⁱⁱ National Trade Corridors Fund, <https://tc.canada.ca/en/programs/funding-programs/national-trade-corridors-fund>
- ⁱⁱⁱ National Strategy for Critical Infrastructure, <https://www.publicsafety.gc.ca/cnt/rsrscs/pbletns/srtg-crtcl-nfrstrctr/index-en.aspx>
- ^{iv} Oceans Protection Plan, <https://tc.canada.ca/en/initiatives/oceans-protection-plan>
- ^v National Aerial Surveillance Program, <https://tc.canada.ca/en/programs/national-aerial-surveillance-program>
- ^{vi} Ministerial Orders, Interim Orders, Directives / Directions and Response Letters
<https://tc.canada.ca/en/ministerial-orders-interim-orders-directives-directions-response-letters>
- ^{vii} Pilotage Act , <https://laws-lois.justice.gc.ca/eng/acts/p-14/>
- ^{viii} Vessel Operation Restriction Regulations, <https://laws-lois.justice.gc.ca/eng/regulations/SOR-2008-120/>
- ^{ix} About school bus safety in Canada, <https://tc.canada.ca/en/road-transportation/school-bus-safety/about-school-bus-safety-canada>
- ^x Pan-Canadian Framework on Clean Growth and Climate Change,
<https://www.canada.ca/en/services/environment/weather/climatechange/pan-canadian-framework.html>
- ^{xi} Trans Mountain Expansion Project, <https://www.canada.ca/en/campaign/trans-mountain.html>
- ^{xii} Accommodation measures, <https://www.canada.ca/en/campaign/trans-mountain/what-is-tmx/the-decision/backgrounder11.html>
- ^{xiii} Canada Energy Regulator 16 Recommendations, <https://www.canada.ca/en/campaign/trans-mountain/what-is-tmx/the-decision/backgrounder12.html>
- ^{xiv} Ballast Water Regulations <https://laws-lois.justice.gc.ca/eng/regulations/SOR-2021-120/>
- ^{xv} Transportation Sector Regulatory Review Roadmap <https://tc.canada.ca/en/corporate-services/acts-regulations/transportation-sector-regulatory-review-roadmap>
- ^{xvi} International Maritime Organization, <https://www.imo.org/>
- ^{xvii} Service Fees Act, <https://laws-lois.justice.gc.ca/eng/acts/S-8.4/>
- ^{xviii} Small Vessel Regulations, <https://laws-lois.justice.gc.ca/eng/regulations/sor-2010-91/>
- ^{xix} Competency of Operators of Pleasure Craft Regulations, <https://laws.justice.gc.ca/eng/regulations/SOR-99-53/page-1.html>
- ^{xx} Vessel Pollution and Dangerous Chemicals Regulations, <https://laws-lois.justice.gc.ca/eng/regulations/SOR-2012-69/>
- ^{xxi} Vessel Safety Certificates Regulations, <https://laws-lois.justice.gc.ca/eng/regulations/SOR-2021-135/>
- ^{xxii} Large Fishing Vessel Inspection Regulations, <https://laws-lois.justice.gc.ca/eng/regulations/C.R.C., c. 1435/>
- ^{xxiii} Fishing Vessel Safety Regulations, <https://laws.justice.gc.ca/eng/regulations/C.R.C., c. 1486/>
- ^{xxiv} Marine Personnel Regulations, <https://laws-lois.justice.gc.ca/eng/regulations/sor-2007-115/>
- ^{xxv} Vessel Fire Safety Regulations, <https://laws-lois.justice.gc.ca/eng/regulations/SOR-2017-14/>
- ^{xxvi} Life Saving Equipment Regulations, <https://laws-lois.justice.gc.ca/eng/regulations/C.R.C., c. 1436/>
- ^{xxvii} Safety Management Regulations, <https://laws-lois.justice.gc.ca/eng/regulations/SOR-98-348/page-1.html>
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- ^{xxix} Domestic Ferries Security Regulations, <https://laws-lois.justice.gc.ca/eng/regulations/SOR-2009-321/page-1.html>
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- ^{xxxii} Canada’s Vehicle Cyber Security Assessment Tool (VCAT), <https://tc.canada.ca/en/road-transportation/innovative-technologies/connected-automated-vehicles/canada-s-vehicle-cyber-security-assessment-tool-vcat>
- ^{xxxiii} National Collision Database, <https://open.canada.ca/data/en/dataset/1eb9eba7-71d1-4b30-9fb1-30cbdab7e63a>
- ^{xxxiv} Canada’s Road Safety Strategy 2025, <https://roadsafetystrategy.ca/en/strategy>
- ^{xxxv} GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- ^{xxxvi} GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>

- xxxvii Wrecked, Abandoned or Hazardous Vessels Act, <https://laws-lois.justice.gc.ca/eng/acts/W-12.3/index.html>
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- xxxix Ballast Water Regulations, <https://laws-lois.justice.gc.ca/eng/regulations/SOR-2021-120/>
- xl Canada Shipping Act, <https://laws-lois.justice.gc.ca/eng/acts/c-10.15/>
- xli National Aerial Surveillance Program, <https://tc.canada.ca/en/programs/national-aerial-surveillance-program>
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- xliii Zero-emission vehicles, <https://tc.canada.ca/en/road-transportation/innovative-technologies/zero-emission-vehicles>
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- lv. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- lvi. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- lvii High Frequency Rail, <https://corpo.viarail.ca/en/projects-infrastructure/high-frequency-rail>
- lviii. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- lix. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- l. 2022–23 Main Estimates, <https://www.canada.ca/en/treasury-board-secretariat/services/planned-government-spending/government-expenditure-plan-main-estimates.html>
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- lii Department of Transport Act, <https://laws-lois.justice.gc.ca/eng/acts/T-18/>
- liii List of Acts, <https://tc.canada.ca/en/corporate-services/acts-regulations/list-acts>
- liv Consolidated Acts, <https://laws-lois.justice.gc.ca/eng/acts/>
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- lvii Transport Canada, <https://tc.canada.ca/en>
- lviii. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- lix Supplementary Tables, <https://tc.canada.ca/en/corporate-services/transparency/corporate-management-reporting/departmental-plans-dp>
- lx Report on Federal Tax Expenditures, <https://www.canada.ca/en/department-finance/services/publications/federal-tax-expenditures.html>
- lxi Transport Canada, <https://tc.canada.ca/en>