

Transport Canada

2015–16

Departmental Performance Report

**Supplementary Information on Lower-
Level Programs**

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Section IV: Supporting Information on Lower-Level Programs

[Transport Canada](#)¹ has three Strategic Outcomes that reflect long-term and enduring benefits to Canadians that stem from its raison d'être and vision. As we strive towards these outcomes, Transport Canada can report progress in relation to expected results¹, performance indicators² and targets³ in line with the Program Alignment Architecture (PAA). What distinguishes the different levels of a PAA is the scope and reach of the Programs at those levels. The Program level has a broad scope and area of societal intervention, while the lower-level Sub-Programs (SP) and Sub-Sub-Programs (SSP) have a more limited and specific focus on a smaller target group and area of intervention.

This section presents the financial and non-financial resources dedicated to each Sub-Program and Sub-Sub-Program, as well as their results.

¹ An expected result is an outcome towards which Transport Canada is contributing through various activities in its Program Alignment Architecture.

² A performance indicator is a statistic or parameter that, tracked over time, provides information on trends in the status of a program.

³ A target is a specific performance goal tied to a performance indicator against which actual performance will be compared.

Strategic Outcome 1: An Efficient Transportation System

An efficient transportation system supports trade, economic prosperity and a better quality of life through low costs, high productivity, the best use of all modes and innovation in transportation. Transport Canada promotes an efficient transportation system in Canada by: modernizing marketplace frameworks so that the transportation sector can adapt, innovate and remain competitive; implementing gateways and corridors initiatives; ensuring the renewal of federal transportation infrastructure; encouraging innovation in the transportation sector; and partnering with provinces, territories, municipal governments, and public and private sector entities in various transportation initiatives.

The following Programs' Sub-Programs and Sub-Sub-Programs support this Strategic Outcome:

Program 1.1: Transportation Marketplace Frameworks

Sub-Program 1.1.1: Air Marketplace Framework

Description: The Air Marketplace Framework Program encourages transportation efficiency by fostering a competitive and viable air industry, including airlines, airports and [NAV CANADA](#)ⁱⁱ. It provides opportunities for Canadian airlines to grow and compete successfully in a more liberalized global environment and sets the governance regimes of national air infrastructure providers. Program activities include: establishing laws and regulations (e.g. [Canada Transportation Act](#)ⁱⁱⁱ, [Air Canada Public Participation Act](#)^{iv}) governing the economic behaviour of air carriers and air infrastructure providers; encouraging competition and the development of new and expanded international air services to benefit travellers, shippers, and the tourism and business sectors by managing bilateral and multilateral air service relations; working collaboratively with other government departments and industry stakeholders to promote air transport facilitation policies and initiatives in support of broader Government of Canada industry, trade, travel and tourism objectives, such as [Gateways and Corridors Initiatives](#)^v and the [Blue Sky International air policy](#)^{vi}; fostering greater cooperation in the area of civil aviation to support economic activity; and representing the interests of the Canadian aviation sector at the [International Civil Aviation Organization](#)^{vii}.

Sub-Program 1.1.2: Marine Marketplace Framework

Description: The Marine Marketplace Framework Program encourages transportation efficiency by ensuring the appropriate economic policy and legislative frameworks in order to foster a competitive and viable Canadian marine industry. The Program is responsible for: developing policies, legislation, and regulations such as the [Canada Marine Act](#)^{viii} and its regulations and the [Marine Liability Act](#)^{ix}; monitoring the Canadian marine industry and ports system; establishing the rules of governance for Canada port authorities; negotiating/adopting international conventions and agreements; establishing the economic regimes governing market entry to both the Canadian marine marketplace and Canadian international marine trade; representing the interest of Canada's marine sector in international forums such as the [International Maritime Organization](#)^x; and setting the marine transportation liability regime.

Sub-Program 1.1.3: Surface Marketplace Framework

Description: The Surface Marketplace Framework Program encourages transportation efficiency by fostering healthy and competitive rail and motor carrier industries in Canada and by fulfilling certain federal responsibilities with regard to the [Canada Transportation Act](#), the [International Bridges and Tunnels Act](#)^{xi} (IBTA) and other international bridge legislation. The

Program: develops, oversees and implements policy frameworks, legislation, regulations and international agreements such as the *Canada Transportation Act* (Part 3 - Railway Transportation); establishes economic regimes governing access to the rail industry; oversees freight rail services and the relationships between railways and shippers and passenger rail operations; administers the grain hopper car operating agreements with Canadian National (CN) and Canadian Pacific (CP) railways and the Grain Monitoring Program; reviews mergers and acquisitions involving surface modes; reviews conditions of entry into the commercial trucking and bus marketplace; works with provinces, territories and North American partners to harmonize rules affecting surface transportation, such as North American Free Trade Agreement trucking standards; provides analysis and advice regarding the movement of freight in the surface mode, and related issues (e.g.: congestion, road pricing, urban rail, urban encroachment); conducts ongoing national freight transportation system analysis in consultation with key stakeholders; and addresses relevant international bridge and tunnel issues, such as implementing regulations under the IBTA.

Sub-Program 1.1.4: International Frameworks and Trade

Description: The International Frameworks and Trade Program ensures that policy objectives and stakeholder interests regarding transportation system efficiency are advanced at the international level and considered in the formulation of Government of Canada foreign policy and trade negotiation initiatives. It contributes to a coherent, government-wide approach to managing international priorities (such as the [Global Markets Action Plan](#)^{xii} and [Canada's Strategy for Engagement in the Americas](#)^{xiii}), as well as the broader trade, jobs and economic growth agenda, in order to bring maximum benefit to Canadians.

Canada's transportation system is integral to achieving the Government's objectives with respect to international trade. This function is necessary in order to respond to the Government's rapidly expanding trade negotiation agenda, and to seize opportunities for Canadian businesses and transportation stakeholders.

Activities are geared to establishing relationships and partnerships, domestically and internationally, that will benefit Canada's medium- and long-term economic development goals and advance the interests of transportation industry stakeholders. As a result of these activities, transportation stakeholders will be provided with further trade/commercial opportunities. **Note:** Bilateral air agreements and [Canada's Mission to the International Civil Aviation Organization](#)^{xiv} are addressed under Air Marketplace Framework.

Sub-Program 1.1.5: Transportation Analysis and Innovation

Description: The Transportation Analysis and Innovation Program conducts research and analysis to advance the understanding of key drivers for change in transportation and inform policy decisions, with a view to increasing efficiency and promoting innovation and technological advances in the transportation sector. To that end, the Program: manages transportation data collection efforts; monitors and reports on performance of the supply chain as well as related trends and outlooks in the transportation system; conducts economic, exploratory and applied research, to identify and foster the adoption of promising technologies; and provides advice regarding that manner.

2015-16 Budgetary Financial Resources (in dollars⁴) – For Sub-Programs

Sub-Program Name	Planned Spending	Actual Spending	Difference (planned minus Actual)
1.1.1 Air Marketplace Framework	3,642,589	3,776,258	(133,669)
1.1.2 Marine Marketplace Framework	3,524,986	2,511,119	1,013,867
1.1.3 Surface Marketplace Framework	1,989,074	3,911,267	(1,922,193)
1.1.4 International Frameworks and Trade	3,308,763	2,911,719	397,044
1.1.5 Transportation Analysis and Innovation	12,008,478	13,858,607	(1,850,129)

2015-16 Human Resources (Full-time Equivalents (FTEs)) – For Sub-Programs

Sub-Program Name	Planned	Actual	Difference (planned minus Actual)
1.1.1 Air Marketplace Framework	32	32	0
1.1.2 Marine Marketplace Framework	19	19	0
1.1.3 Surface Marketplace Framework	12	32	(20)
1.1.4 International Frameworks and Trade	28	22	6
1.1.5 Transportation Analysis and Innovation	69	68	1

Performance Results – For Sub-Programs

Expected Results	Performance Indicators	Targets	Actual Results
1.1.1 Air Marketplace Framework			
A competitive air transportation sector	Revenue Passenger Kilometres (km) by air	233.9 billion	256.6 billion
1.1.2 Marine Marketplace Framework			
a) A competitive marine transportation sector	Tonnage handled by Canadian carriers (domestic)	64.4 million tonnes	61.9 million tonnes
b) A competitive marine transportation sector	Tonnage handled by Canadian carriers (transborder)	38 million tonnes	39.1 million tonnes
c) A competitive marine transportation sector	Total international traffic handled by Canadian ports as a percentage of total international traffic handled at North American ports (in metric tonnes)	18.0%	18.7%
1.1.3 Surface Marketplace Framework			
a) An efficient surface transportation sector	Total Factor Productivity (quantity of outputs divided by a weighted aggregate of all inputs indexed to 1986)	224.8 billion	226.4 billion
b) An efficient surface transportation sector	Motor carrier traffic volume (in tonnes-km)	Motor carriers: 148 billion	166.6 billion

⁴ Due to rounding, column totals shown in all tables may not be exact.

Expected Results	Performance Indicators	Targets	Actual Results
1.1.4 International Frameworks and Trade			
International trade agreements create opportunities for the transportation industry	Types of commercial opportunities provided through agreements for Canadian transportation stakeholders	Improved commercial opportunities for transportation stakeholders	See below
1.1.4's Actual Results:			
<ul style="list-style-type: none"> • We participated in all of the government's priority trade and investment negotiations to advance the interests and priorities of Canadian transportation stakeholders. Participation was recorded in the: <ul style="list-style-type: none"> ○ Negotiation and analysis of positions; ○ Legal review of the texts of the agreements; ○ Implementation process; ○ Drafting of instructions of legislative amendments; and ○ Ongoing consultations with stakeholders. ○ Negotiations and/or ongoing post-negotiation work of the: <ul style="list-style-type: none"> ▪ Canada-European Union Comprehensive Economic and Trade Agreement; ▪ Trans-Pacific Partnership; ▪ Trade in Services Agreement; and ▪ Agreement on Internal Trade. • We also: <ul style="list-style-type: none"> ○ Undertook an extensive outreach program within the department and with key transportation stakeholders to identify and help facilitate resolution of potential trade barriers facing Canadian transportation goods, services and investments; and ○ Began developing the next phase of a trade and transportation corridor initiative, given the importance of trade-related transportation infrastructure, to help get Canadian goods to global markets, which was consistent with the Minister's mandate letter^{xv}. 			
1.1.5 Transportation Analysis and Innovation			
a) Research and analysis to inform Canadians on the state of transportation in Canada and advance innovation and technological advances in the transportation sector	Industry is compliant to their data reporting obligations in conformity with the Canada Transportation Act (CTA) and its companion data regulations. Degree of compliance of airlines operating in Canada vis-à-vis the CTA data regulations	85%	92%
b) Research and analysis to inform Canadians on the state of transportation in Canada and advance innovation and technological advances in the transportation sector	Ratio of research, development and technology investment leveraged from external sources	1:1 investment ratio	1:1.68
c) Research and analysis to inform Canadians on the state of transportation in Canada and advance innovation and technological advances in the transportation sector	Percentage of Grant/Contribution agreements involving multiple collaborators (aside from Federal government)	100%	100%

Explanation of Variance

For 1.1.1: 2015 data: Revenue Passenger Kilometres (km) grew in both sectors, however it was somewhat unbalanced growth with only a 0.5% increase domestically, with a much stronger 6.1% increase internationally.

For 1.1.2:

- a) Estimated for 2014 using 2011 data as the baseline: The target was missed due to an estimated decrease in domestic tonnage of 0.6%.
- b) Estimated for 2014 using 2011 data as the baseline: The target was exceeded slightly even after an estimated decrease in transborder tonnage of 0.6%.
- c) Canada is keeping pace with our North American Free Trade Agreement partners in terms of tonnage growth, mainly due to liquid and dry bulk commodity exports. 2011 Canadian data was used as a basis for estimation, whereas 2014 U.S. and 2013 Mexican tonnage data were available.

For 1.1.3:

- a) 2013 data: Results exceed the established target.
- b) 2014 data: There was strong year-over-year growth in both tonnage moved (+8.3%) and distance travelled (+5.4%) by for-hire trucks in the domestic market, leading to a large increase in tonne-kilometres.

For 1.1.5:

- a) 2015 data: The target was exceeded and in line with results from previous years.
- b) 2015 data: The ratios for the following programs are as follows:
 - o Rail Safety – 1:0.5
 - o Clean Transportation Initiative – 1:0.6
 - o Rail Safety – 1:6.8

Variances for programs are dependent on projects either being carried out to support regulatory initiatives or projects with industry and academic stakeholders that will modernize the transportation sector.

- c) From 2005 to 2013 (latest year for which data is available) for:
 - o Passenger transportation, excluding off-road equipment: Greenhouse gas (GHG) emissions intensity decreased by 11% from 142 grams to 126 grams of carbon dioxide equivalent per passenger-km. By mode, GHG emissions intensity for:
 - On-road passenger decreased by 8% from 139 grams to 128 grams of carbon dioxide equivalent per passenger-km;
 - Rail passenger decreased by 15% from 142 grams to 122 grams of carbon dioxide equivalent per passenger-km; and
 - Aviation passenger decreased by 24% from 156 grams to 118 grams of carbon dioxide equivalent per passenger-km.
 - o Freight transportation: GHG emissions intensity increased by 11% from 84 grams to 93 grams of carbon dioxide equivalent per tonne-km. By mode, GHG emissions intensities for:
 - On-road freight increased by 4% from 207 grams to 216 grams of carbon dioxide equivalent per tonne-km;
 - Rail freight increased by 2% (from 18 grams to 19 grams of carbon dioxide equivalent per tonne-km;
 - Aviation freight decreased by 21% from 242 grams to 191 grams of carbon dioxide equivalent per tonne-km; and
 - Marine freight decreased by 12% from 38 grams to 33 grams of carbon dioxide equivalent per tonne-km.

- Overall, the increase in GHG emissions intensity from freight transportation is mainly due to the increasing use of trucks to move goods.

NOTE: GHG intensities reported here are calculated from [Natural Resources Canada](#)^{xvi}'s [Comprehensive Energy Use Database Tables](#)^{xvii}, and due to different methodologies and coverages, may differ from some publicly available industry reports.

Program 1.2: Gateways and Corridors

Sub-Program 1.2.1: Asia-Pacific Gateway and Corridor Initiative

Description: The rapid economic growth of China and other Asia-Pacific countries is reshaping global trade flows. China is now Canada's second largest trading partner and the growth in Canada-Asia trade traffic is expected to continue. The [Asia-Pacific Gateway and Corridor Initiative](#)^{xviii} Program works to make Canada the best trade link between Asia and North America. This Program coordinates and manages an integrated set of investments (through direct delivery and contributions) and policy measures to: boost Canada's commerce with the Asia-Pacific region; increase the share of North America-bound container imports from Asia; and improve the reliability of the Gateway and Corridor.

Sub-Program 1.2.2: Gateways and Border Crossings Fund

Description: The [Gateways and Border Crossings Fund](#)^{xix} Program works to improve the flow of goods between Canada and the rest of the world by enhancing infrastructure at key locations, such as major border crossings between Canada and the United States.

2015-16 Budgetary Financial Resources (in dollars) – For Sub-Programs

Sub-Program Name	Planned Spending	Actual Spending	Difference (planned minus Actual)
1.2.1 Asia-Pacific Gateway and Corridor Initiative	42,464,288	45,287,671	(2,823,383)
1.2.2 Gateways and Border Crossings Fund	534,105,002	360,693,971	173,411,031

2015-16 Human Resources (Full –time Equivalents (FTEs)) – For Sub-Programs

Sub-Program Name	Planned	Actual	Difference (planned minus Actual)
1.2.1 Asia-Pacific Gateway and Corridor Initiative	17	11	6
1.2.2 Gateways and Border Crossings Fund	28	22	6

Performance Results – For Sub-Programs

Expected Results	Performance Indicators	Targets	Actual Results
1.2.1 Asia-Pacific Gateway and Corridor Initiative			
a) Canada's Asia-Pacific Gateway and Corridor is efficient and attracts international trade	Landside fluidity for British Columbia ports: Total average transit time (number of days) of international containerized freight using the Asia-Pacific Gateway and Corridor from the BC ports to Toronto	Average of 8.5 days with standard deviation of 0.5 days	Average of 9.7 days, standard Deviation of 1.3 days

Expected Results	Performance Indicators	Targets	Actual Results
b) Canada's Asia-Pacific Gateway and Corridor is efficient and attracts international trade	Canadian share of the North American West Coast trade based on the change in volume of Twenty Foot Equivalent Unit imports and exports. Twenty Foot Equivalent Unit (TEU) ⁵	12%	14%
c) Canada's Asia-Pacific Gateway and Corridor is efficient and attracts international trade	Value of imports using strategic gateways and trade corridors (Millions of CND \$)	Import: \$42,100	\$48,817
d) Canada's Asia-Pacific Gateway and Corridor is efficient and attracts international trade	Value of exports using strategic gateways and trade corridors (Millions of CND \$)	Export: \$69,200	\$76,420
1.2.2 Gateways and Border Crossings Fund			
a) Canada's strategic Gateways and Corridors are efficient and are used for international trade	Total average landside transit time (number of days) of international containerized freight using the Continental and Atlantic Gateways and Trade Corridors	Average of 4 days with standard deviation of 0.3 days	Average of 4.9 days, standard deviation of 0.7 days
b) Canada's strategic Gateways and Corridors are efficient and are used for international trade	Value of imports using the Continental Gateway and Trade Corridors in Ontario (Millions of CND \$)	\$265,000	\$324,720
c) Canada's strategic Gateways and Corridors are efficient and are used for international trade	Value of exports using the Continental Gateway and Trade Corridor in Ontario (Millions of CND \$)	\$206,200	\$256,322
d) Canada's strategic Gateways and Corridors are efficient and are used for international trade	Value of imports using the Continental Gateway and Trade Corridor in Quebec (Millions of CND \$)	\$75,800	\$78,409
e) Canada's strategic Gateways and Corridors are efficient and are used for international trade	Value of exports using the Continental Gateway and Trade Corridor in Quebec (Millions of CND \$)	\$65,600	\$73,871
f) Canada's strategic Gateways and Corridors are efficient and are used for international trade	Value of imports using the Atlantic Gateway and Trade Corridor (Millions of CND \$)	\$25,700	\$22,360
g) Canada's strategic Gateways and Corridors are efficient and are used for international trade	Value of exports using the Atlantic Gateway and Trade Corridor (Millions of CND \$)	\$30,800	\$26,943

⁵ A TEU is a unit of measurement equal to the space occupied by a standard twenty foot container. Used in stating the capacity of container vessel or storage area. One 40 ft. container is equal to two TEUs. Source: [American Association of Port Authorities](#)

Expected Results	Performance Indicators	Targets	Actual Results
h) Canada's strategic Gateways and Corridors are efficient and are used for international trade	Atlantic Gateway (Halifax) and Continental Gateway (Montreal) market share of North America East Coast traffic in Volume of Twenty Foot Equivalent Unit (TEU) imports and exports.	9.5%	9.7%

Explanation of Variance

For 1.2.1:

- a) Exceptionally poor winter weather conditions and congestion from cargo diverted from U.S. ports caused a degradation in performance in the first half of 2015. System performance returned to within normal operating parameters in the second half of the year.
- b) Canada's share of West Coast container traffic exceeded the target due in large part to the ports [Vancouver](#)^{xx} and [Prince Rupert](#)^{xxi} greatly benefitted from additional cargo diverted from U.S. West Coast ports that occurred during labour work stoppages. It remains to be seen how much of that cargo will be retained in 2016.
- c) Growth in the value of imports from China, Taiwan and the Philippines fuelled an overall increase of 4.6%.
- d) There was 1.4% growth in exports to the United States and 5.8% growth in exports to China, resulting in an aggregate year-over-year increase of 3.1%.

For 1.2.2:

- a) Operational issues at the [Montreal Port Authority](#)^{xxii} in the second and third quarters of 2015 caused landside transit time performance to degrade. Issues have since been resolved.
- b) Strong growth in imports from the United States and the United Kingdom led to an increase of 9.9% in the value of imports to Ontario.
- c) Strong growth in exports to the United States and the United Kingdom led to an 8.8% increase in the value of Ontario exports.
- d) A reduction in imports from the United States and the United Kingdom was partially offset by an increase in imports from China to provide a 0.9% reduction in imports to Quebec.
- e) Strong growth in exports to the United States, United Kingdom and Germany led to a 5.6% increase in the value of exports from Quebec.
- f) An almost 12% reduction in imports from the United States fuelled an overall reduction of 12.8% in Atlantic corridor imports.
- g) A year-over-year decrease in exports to the United States and the United Kingdom mitigated the increase in exports to other regions from Atlantic Canada.
- h) Canada's Eastern Canadian ports were slightly above target as both the [Port of Montreal](#) and the [Port of Halifax](#)^{xxiii} posted strong growth in 2015.

Program 1.3: Transportation Infrastructure

Sub-Program 1.3.1: Airport Infrastructure

Description: In keeping with the [National Airports Policy](#)^{xxiv}, the Airport Infrastructure Program looks after airport services under federal purview for the benefit of Canadian travellers and businesses. The Program: provides stewardship of airport authorities with the goal of protecting the government's interests as the landlord and ensuring compliance with lease terms; operates

federally owned regional/local and remote airports; provides financial support to non-federal eligible airports to maintain the ongoing operation and safety of airside infrastructure; and manages other airports' infrastructure legacy commitments by providing financial support to twelve Labrador communities, through the provincial government, to maintain airstrips built under federal/provincial agreements.

Sub-Sub-Program 1.3.1.1: Airport Authority Stewardship

Description: The [National Airports System](#)^{xxv} (NAS) is a vital transportation system with significant ties to the Canadian economy. To protect the interests of the federal government as the landlord and to ensure compliance with the terms of their leases, the Airport Authority Stewardship Program provides oversight and real property management services for airports whose operation has been transferred to local airport authorities. It also manages residual responsibilities with respect to the commercialized Air Navigation System (ANS). Program activities include: making sure that airport authorities respect the terms of their leases; addressing lease management issues promptly; completing the environmental remediation of ANS lands; managing ongoing liaison with [NAV CANADA](#) on property matters; and collecting airport rent revenue.

Sub-Sub-Program 1.3.1.2: Airport Operations

Description: In keeping with the [National Airports Policy](#) (NAP) and for the benefit of the communities concerned, the Airport Operations Program operates 18 regional, local and remote [Transport Canada-owned airports](#)^{xxvi}.

Sub-Sub-Program 1.3.1.3: Small Aerodrome Support

Description: The Small Aerodrome Support Program provides support for airside capital projects through the [Airports Capital Assistance Program](#)^{xxvii} (ACAP) and also manages legacy commitments that make airport infrastructure and services available to some communities. In keeping with the [National Airports Policy](#), ACAP provides support to eligible non-federally owned airports. Funding is provided for airside safety-related capital projects, which may also extend to non-airside asset protection. It targets airports with a demonstrated financial need to fund the capital expenditures necessary to maintain safety. Legacy commitments are supported by providing financial assistance to: the provincial government through the Labrador Coast Airstrip Restoration Program to maintain airstrips in twelve Labrador communities; and four airports in Québec to cover a portion of operating deficits through the Airports Operations and Maintenance Subsidy Program.

Sub-Program 1.3.2: Marine Infrastructure Program

Description: The Marine Infrastructure Program operates from a commercially-based policy framework, and supports Canadian trade by making marine assets available for commercial use. The Program: oversees the stewardship of assets operated by third parties, by providing direct public sector delivery; manages contribution agreements; acts as steward of Canada Port Authorities and the land they manage; operates and divests Transport Canada's public ports; acts as steward of, and provides support to, remote, regional and constitutionally-mandated ferry services; and acts as steward of, and provides support to, the Canadian portion of the St. Lawrence Seaway.

Sub-Sub-Program 1.3.2.1: Canada Port Authority Stewardship

Description: The Canada Port Authority Stewardship Program oversees the 18 Canada Port Authorities (CPAs) that manage properties that are federally-owned or subject to federal law. Its goal is to foster a commercially based regime that supports Canadian trade within policy and legislative frameworks. The Program: reviews and approves requests for property acquisitions/dispositions to make sure that they comply with relevant acts and policies and address environmental and Aboriginal concerns; oversees the appointment process that must comply with the [Canada Marine Act](#); and reviews and approves requests for amending Canada Port Authority activities, borrowing limits, terms of leases, or for establishing subsidiaries, and compliance with gross revenue charge requirements.

Sub-Sub-Program 1.3.2.2: Seaway Stewardship and Support

Description: Pursuant to the [Canada Marine Act](#), Transport Canada is responsible for protecting the long-term operation and viability of the St. Lawrence Seaway as an integral part of Canada's national transportation infrastructure. The Seaway Stewardship and Support Program oversees the good management, operation and maintenance of the Canadian portion of the St. Lawrence Seaway by the [St. Lawrence Seaway Management Corporation](#)^{xxviii} (the Seaway Corporation), for the benefit of seaway users and the businesses and communities that depend on it. The Program: administers, negotiates and monitors the federal government's twenty-year agreement with the Seaway Corporation; provides statutory payments; negotiates and monitors the five-year business plans that sets specific operating and asset renewal cost targets; and oversees the management of non-navigational assets including the transfer of ownership of surplus Seaway properties.

Sub-Sub-Program 1.3.2.3: Ferry Services Stewardship and Support

Description: The Ferry Services Stewardship and Support Program serves Canadians, communities and businesses that depend on ferry services. The Program oversees federal government funding for, and involvement in, ferry services across the country. This includes: Crown Corporation [Marine Atlantic](#)^{xxix} service that links Newfoundland to the rest of Canada, as per constitutional mandate; three private sector inter-provincial services in Atlantic Canada and Eastern Quebec – including one to the remote community of Îles-de-la-Madeleine under the [Ferry Services Contribution Program](#)^{xxx}; and an annual grant to support services in British Columbia.

Sub-Sub-Program 1.3.2.4: Port Operations

Description: The Port Operations Program makes marine facilities at Transport Canada-owned ports available to port users and the communities they serve. It manages and maintains Transport Canada-owned ports including setting and collecting national public port fees at those ports.

Sub-Program 1.3.3: Surface and Multimodal Infrastructure

Description: The Surface Infrastructure Program supports Canada's trade and mobility by fostering efficient and economic access to surface transportation networks while furthering transportation safety. The Program: develops, designs, negotiates, and manages federal funding for highways, borders, railways, transit, and federal bridges; works with provinces, territories and other partners on infrastructure programs and policies, with a particular focus on

the National Highway System; acts as steward for [VIA Rail Canada](#)^{xxxi} and federal bridges; and manages regional rail service legacy commitments.

Sub-Sub-Program 1.3.3.1: Rail Passenger Stewardship and Support

Description: The Rail Passenger Stewardship and Support Program makes national, regional and remote rail passenger services available throughout Canada. The Program also: acts as steward over, and administers the annual subsidy to, [VIA Rail Canada](#); monitors and provides policy advice on passenger railway services; administers contributions to private sector companies or First Nations bands operating remote passenger rail services; and provides funding for capital projects that support rail services.

Sub-Sub-Program 1.3.3.2: Federal Bridge Stewardship

Description: Guided by the [International Bridges and Tunnels Act](#) and other legislation, the Bridge Stewardship Program addresses capacity issues of bridges and tunnels under Transport Canada's authority to safely meet current and future transportation needs. Specific Program responsibilities include: implementing and managing federal contributions and initiatives that address the needs of bridges under federal authority; overseeing international bridge and tunnel operators' compliance with relevant regulations; establishing and implementing the laws and regulations governing international bridge operators; providing stewardship oversight of the Confederation Bridge as per a constitutional obligation; and making statutory payments to Canadian National (CN) Railway Company for the roadway portion of the Victoria Bridge in Montreal.

Sub-Sub-Program 1.3.3.3: Highway and Other Transportation Infrastructure Support

Description: The Highway and Other Transportation Infrastructure Support Program benefits road users, stakeholders, and communities through improved highways, bridges, transit systems, and technology systems for transportation and borders, which reduces traffic congestion, accidents and stakeholder/user operating costs. This multimodal Program: provides Program design guidance; manages federal contributions for improvements to the National Highway System (NHS), Canada-United States border infrastructure, transit system initiatives and other transportation infrastructure; develops, oversees and implements federal policy and coordinates infrastructure issues; assesses Building Canada Plan transportation projects; and helps monitor the performance of transportation infrastructure in partnership with stakeholders.

2015-16 Budgetary Financial Resources (in dollars) – For Sub-Programs and Sub-Sub-Programs

Sub-Program / Sub-Sub-Program Name	Planned Spending	Actual Spending	Difference (planned minus actual)
1.3.1 Airport Infrastructure	76,056,318	101,083,403	(25,027,085)
1.3.1.1 Airport Authority Stewardship	(3,801,229)	(4,065,849)	264,620
1.3.1.2 Airport Operations	30,745,578	42,784,796	(12,039,218)
1.3.1.3 Small Aerodrome Support	49,111,969	62,364,456	(13,252,487)
1.3.2 Marine Infrastructure	237,120,819	227,950,077	9,170,742
1.3.2.1 Canada Port Authority Stewardship	1,419,942	3,661,558	(2,241,616)
1.3.2.2 Seaway Stewardship and Support	137,602,057	136,955,429	646,628
1.3.2.3 Ferry Services Stewardship and Support	82,274,295	78,248,341	4,025,954

Sub-Program / Sub-Sub-Program Name	Planned Spending	Actual Spending	Difference (planned minus actual)
1.3.2.4 Port Operations	15,824,525	9,084,749	6,739,776
1.3.3 Surface and Multimodal Infrastructure	86,317,864	83,221,187	3,096,677
1.3.3.1 Rail Passenger Stewardship and Support	12,208,763	11,761,717	447,046
1.3.3.2 Federal Bridge Stewardship	68,124,219	66,181,969	1,942,250
1.3.3.3 Highway and Other Transportation Infrastructure Support	5,984,882	5,277,501	707,381

2015-16 Human Resources (Full –time Equivalents (FTEs)) – For Sub-Programs and Sub-Sub-Programs

Sub-Program / Sub-Sub-Program Name	Planned	Actual	Difference (planned minus Actual)
1.3.1 Airport Infrastructure	144	139	5
1.3.1.1 Airport Authority Stewardship	10	10	0
1.3.1.2 Airport Operations	111	112	(1)
1.3.1.3 Small Aerodrome Support	23	17	6
1.3.2 Marine Infrastructure	55	79	(24)
1.3.2.1 Canada Port Authority Stewardship	7	12	(5)
1.3.2.2 Seaway Stewardship and Support	8	9	(1)
1.3.2.3 Ferry Services Stewardship and Support	10	8	2
1.3.2.4 Port Operations	30	50	(20)
1.3.3 Surface and Multimodal Infrastructure	43	33	10
1.3.3.1 Rail Passenger Stewardship and Support	3	1	2
1.3.3.2 Federal Bridge Stewardship	3	2	1
1.3.3.3 Highway and Other Transportation Infrastructure Support	37	30	7

Performance Results – For Sub-Programs and Sub-Sub-Programs

Expected Results	Performance Indicators	Targets	Actual Results
1.3.1 Airport Infrastructure			
Airport infrastructure is available to users	Percentage of federally supported airport infrastructure that is operational	100%	100%
1.3.1.1 Airport Authority Stewardship			
National Airports System Airports comply with leases	Percentage of National Airports System airports that are in substantive compliance with their lease terms	100%	100%
1.3.1.2 Airport Operations			
Airports are operational and available to users	Percentage of airports that are operational	100%	100%
1.3.1.3 Small Aerodrome Support			
Airports are operational and	Percentage of funded airports certified	100%	100%

Expected Results	Performance Indicators	Targets	Actual Results
available to users	operational		
1.3.2 Marine Infrastructure			
Marine infrastructure is operational for users	Percentage of marine infrastructure operational	100%	100%
1.3.2.1 Canada Port Authority Stewardship			
Compliance with Acts, regulations and letters patent	Percentage of transactions in compliance with federal Acts, regulations and policies	100%	100%
1.3.2.2 Seaway Stewardship and Support			
Seaway is open and available to commercial traffic	Percentage of system availability	99%	99%
1.3.2.3 Ferry Services Stewardship and Support			
Constitutional, regional and remote ferry services are available to users	Percentage of scheduled trips completed	100%	100%
1.3.2.4 Port Operations			
Transport Canada-owned ports are operational and available to users	Percentage of active ports operational	100%	100%
1.3.3 Surface and Multimodal Infrastructure			
Federally funded surface infrastructure projects are completed and available to users as per/consistent with agreement date with recipient	Percentage of federally funded surface infrastructure operational	100%	94.5%
1.3.3.1 Rail Passenger Stewardship and Support			
Federally funded inter-city and remote passenger rail services have the capacity to meet existing commitments	Percentage of planned passenger rail trips (measured by train-kilometres) delivered by federally-supported inter-city and remote passenger rail carriers	98%	99%
1.3.3.2 Federal Bridge Stewardship			
Federal bridges are capable of meeting existing and future demand	Percentage of federal funding obtained and delivered so the project can start within approved timelines	100%	N/A ⁶
1.3.3.3 Highway and Other Transportation Infrastructure Support			
Federally funded highway and border surface infrastructure is available to users	Percentage of highway and border projects that meet funding objectives	100%	100%

⁶ Projects associated with this indicator were transferred to [Infrastructure Canada](#) in February 2014.

Strategic Outcome 2: A Clean Transportation System

Transport Canada promotes a clean transportation system in Canada. This Strategic Outcome: advances the federal government's environmental agenda in the transportation sector and complements other federal programs designed to reduce air emissions to protect the health of Canadians and the environment for generations to come; protects the marine environment by reducing the pollution of water from transportation sources; and fulfills Transport Canada's responsibilities in working towards a cleaner and healthier environment with regard to its own operations.

The following Programs' Sub-Programs support this Strategic Outcome:

Program 2.1: Clean Air from Transportation

Sub-Program 2.1.1: Clean Air Regulatory Framework and Oversight

Description: Deriving its authority from the [Railway Safety Act](#)^{xxxii}, the [Canada Shipping Act, 2001](#)^{xxxiii}, and the [Aeronautics Act](#)^{xxxiv}, Transport Canada's Clean Air Regulatory Framework and Oversight Program contributes to reducing the air emissions from transportation by creating and implementing regulatory regimes. The Program: sets the legal and regulatory frameworks that govern air pollutant and greenhouse gas emissions from the air, marine and rail sectors; oversees transportation firms' compliance with their regulatory obligations; represents Canada in discussions to set international standards for air pollutant and greenhouse gas emissions in these sectors; provides support to [Environment and Climate Change Canada](#)^{xxxv} in developing road vehicle greenhouse gas emission regulations; and contributes to developing and implementing instruments to reduce air emissions from Canada's transportation sector.

Sub-Program 2.1.2: Clean Air Initiatives

Description: The Clean Air Initiatives advance the federal government's environmental agenda in the transportation sector by: promoting and demonstrating ways to reduce transportation greenhouse gas emissions and other air pollutants; promoting, testing and demonstrating advanced vehicle technologies to reduce transportation greenhouse gas emissions and other air pollutants from motor vehicles; creating partnerships; and designing, negotiating and managing initiatives for transportation emissions reductions.

Specific initiatives include: the ecoTECHNOLOGY for Vehicles II Initiative, the Gateway Carbon Footprint Initiative, the Shore Power Technology for Ports Program and the Truck Reservation System Program.

2015-16 Budgetary Financial Resources (in dollars) – For Sub-Programs

Sub-Program Name	Planned Spending	Actual Spending	Difference (planned minus Actual)
2.1.1 Clean Air Regulatory Framework and Oversight	11,420,657	8,209,143	3,211,514
2.1.2 Clean Air Initiatives	17,997,020	8,397,065	9,599,955

2015-16 Human Resources (Full –time Equivalents (FTEs)) – For Sub-Programs

Sub-Program Name	Planned	Actual	Difference (planned minus Actual)
2.1.1 Clean Air Regulatory Framework and Oversight	55	38	17
2.1.2 Clean Air Initiatives	31	26	5

Performance Results – For Sub-Programs

Expected Results	Performance Indicators	Targets	Actual Results
2.1.1 Clean Air Regulatory Framework and Oversight			
Clean air regulatory framework (and policies) that align with international standards	Percentage of instruments that are aligned with domestic legislation or international standards	100%	100% for Aviation and Marine sectors Not applicable for Rail sector
2.1.2 Clean Air Initiatives			
Clean Transportation technologies are available to users	Number of sites using clean transportation technologies ⁷	10	17

Program 2.2: Clean Water from Transportation**Sub-Program 2.2.1: Clean Water Regulatory Framework**

Description: Guided by the [Canada Shipping Act, 2001](#), the [Arctic Waters Pollution Prevention Act](#)^{xxxvi}, the [Marine Liability Act](#) and international conventions, the Clean Water Regulatory Framework Program sets the legal and regulatory frameworks that govern the protection of the marine environment from pollution, the introduction of invasive species, and the environmental impact of pollution incidents.

Sub-Program 2.2.2: Clean Water Regulatory Oversight

Description: The Clean Water Regulatory Oversight Program contributes to reducing pollution from vessels by monitoring compliance of marine transportation firms with the Marine Safety regulatory framework through surveillance, inspections, audits, monitoring and enforcement.

2015-16 Budgetary Financial Resources (in dollars) – For Sub-Programs

Sub-Program Name	Planned Spending	Actual Spending	Difference (planned minus Actual)
2.2.1 Clean Water Regulatory Framework	17,857,453	15,001,063	2,856,390
2.2.2 Clean Water Regulatory Oversight	14,044,947	11,685,538	2,359,409

⁷ This performance indicator relates to the Shore Power Technology for Ports Program and the Clean Transportation Initiative on Port-related trucking.

2015-16 Human Resources (Full –time Equivalents (FTEs)) – For Program and Sub-Programs

Sub-Program Name	Planned	Actual	Difference (planned minus Actual)
2.2.1 Clean Water Regulatory Framework	36	47	(11)
2.2.2 Clean Water Regulatory Oversight	58	49	9

Performance Results – For Sub-Programs

Expected Results	Performance Indicators	Targets	Actual Results
2.2.1 Clean Water Regulatory Framework			
Legislation, regulations and policies that are harmonized with adopted international standards	Percentage of instruments that are aligned with domestic legislation and/or adopted international standards	95%	N/A (see variance explanation below)
2.2.2 Clean Water Regulatory Oversight			
a) Industry is compliant with the regulatory framework	Percentage of vessels in compliance with regulatory framework for environmental response regime	95%	N/A (see variance explanation below)
b) Industry is compliant with the regulatory framework for ballast water discharges in waters under Canadian jurisdiction	Percentage of vessels in compliance with Ballast Water Control and Management Regulations ^{xxxvii} reporting rules	95%	99%

Explanation of Variance

For 2.2.1: Data is not yet available as the date to achieve this target is March 2017.

For 2.2.2 a): Data is not yet available as the date to achieve this target is March 2017.

Program 2.3: Environmental Stewardship of Transportation

Description: The Environmental Stewardship Program does not have any lower-level Sub-Programs.

Strategic Outcome 3: A Safe and Secure Transportation System

A safe and secure transportation system moves people and goods across Canada, and to international destinations, without loss of life, injury or damage to property. Transport Canada supports a safe and secure transportation system by influencing the behaviour of the public and industry through policies, standards, regulations and laws. Harmonized and streamlined regulatory regimes, informed by the expertise of multiple countries and stakeholders, aid effective, safe and secure transportation practices and a sound safety and security culture. Transport Canada ensures that Canadians and the transportation industry are in compliance with the regulatory framework through its oversight program.

The following Programs' Sub-Programs and Sub-Sub-Programs support this Strategic Outcome:

Program 3.1: Aviation Safety

Sub-Program 3.1.1: Aviation Safety Regulatory Framework

Description: The Aviation Safety Regulatory Framework Program provides a balance of tools (policies, guidelines, regulations, standards, and education and awareness activities) based on risk, to promote a harmonized aviation safety regulatory framework for Canadians and Canada's aviation industry.

Sub-Program 3.1.2: Aviation Safety Oversight

Description: The Aviation Safety Oversight Program is risk-based and supports compliance of the aviation industry with the regulatory framework through services, assessments and validations, inspections, audits and, when necessary, enforcement.

Sub-Sub-Program 3.1.2.1: Service to the Aviation Industry

Description: Guided by the standards and regulatory requirements in the [Canadian Aviation Regulations](#)^{xxxviii}, the Service to the Aviation Industry Program licences personnel, provides operating certificates to organizations and certifies aeronautical products.

Sub-Sub-Program 3.1.2.2: Surveillance of the Aviation System

Description: The Surveillance of the Aviation System Program, based on risk, monitors aviation industry compliance of the regulatory framework through assessments and validations, inspections, audits and, when necessary, enforcement.

Sub-Program 3.1.3: Aircraft Services

Description: The Aircraft Services Program provides aircraft, aircraft operations, and aircraft maintenance and engineering, as well as related training services to Transport Canada and other federal government departments and agencies.

2015-16 Budgetary Financial Resources (in dollars) – For Sub-Programs and Sub-Sub-Programs

Sub-Program / Sub-Sub-Program Name	Planned Spending	Actual Spending	Difference (planned minus Actual)
3.1.1 Aviation Safety Regulatory Framework	27,707,434	27,401,796	305,638
3.1.2 Aviation Safety Oversight	121,492,161	127,336,240	(5,844,079)
3.1.2.1 Service to the Aviation Industry	33,402,788	40,293,002	(6,890,214)
3.1.2.2 Surveillance of the Aviation System	88,089,373	87,043,238	1,046,135
3.1.3 Aircraft Services	24,248,361	26,749,053	(2,500,692)

2015-16 Human Resources (Full –time Equivalents (FTEs)) – Sub-Programs and Sub-Sub-Programs

Sub-Program / Sub-Sub-Program Name	Planned	Actual	Difference (planned minus Actual)
3.1.1 Aviation Safety Regulatory Framework	254	183	71
3.1.2 Aviation Safety Oversight	1,127	1,097	30
3.1.2.1 Service to the Aviation Industry	348	402	(54)
3.1.2.2 Surveillance of the Aviation System	779	695	84
3.1.3 Aircraft Services	353	288	65

Performance Results – For Sub-Programs and Sub-Sub-Programs

Expected Results	Performance Indicators	Targets	Actual Results
3.1.1 Aviation Safety Regulatory Framework			
A timely rulemaking program that supports a risk-based regulatory framework	Average time (years) to develop new or modified regulations governing Aviation Safety (with a goal of measuring a 5-yr rolling average, once sufficient data is available) (Improvement = decrease)	5.64 (5% decrease from previous year)	2.26
3.1.2 Aviation Safety Oversight			
Compliance of aviation community with regulatory requirements	Number of non-compliance findings in aviation enterprises based on certificates held, comparing year-over-year (Improvement = decrease) *Note: Overall trends cannot be measured fully until fiscal year end 2017–18 as a full surveillance cycle is 5 years. Implementation was in fiscal year 2013–14	1% decrease in number	17%
3.1.2.1 Service to the Aviation Industry			
Services delivered support the conduct of business activities in the Canadian Aviation	Percentage (%) of services delivered meeting service standards (Improvement = increase)	66% (5% increase from previous)	89%

Expected Results	Performance Indicators	Targets	Actual Results
Industry	*Note: Not all national activity is represented	year)	
3.1.2.2 Surveillance of the Aviation System			
Aviation hazards and risks are being systematically managed by the aviation community	Average severity of non-compliance findings in aviation enterprises based on certificates held on a scale of 1 to 3 (1=minor, 2=moderate, 3=major) (Improvement = decrease in severity)	2.0	2.0
3.1.3 Aircraft Services			
a) Safe aviation services resulting in confidence from clients	Percentage of clients satisfied or very satisfied with services (scoring 2 or 3 on a 3-point scale) (Improvement = increase)	80%	80%
b) Safe aviation services resulting in confidence from clients	Number of category 3 ⁸ or greater category occurrences (per 1,000 flight hours) (Improvement = decrease)	2.0	1.59 ⁹

Explanation of Variance

For 3.1.1: The 2.26 years average time to develop new or modified regulations governing aviation safety is an improvement compared to the previous three year cycle (3.56 years). The variance was largely due to the average size and complexity of the two files that were published in 2015 versus those in 2014.

For 3.1.2:

- For fiscal year 2015-16, we performed 560 activities, 36 less than the 596 performed in 2014-15. The difference in the number of surveillance activities conducted is attributable to an increase in other unscheduled oversight activities, such as follow-ups to findings and certifications. Minor variations are expected from year-to-year.
- The 2015-16 average rating of compliance means that 41% of areas measured were found to be compliant, 54% were found to be partially compliant and 5% were not documented/implemented.
- We were also able to measure the areas of compliance versus non-compliance. For 2015-16, the average compliance score was 2.31 which was a 2% improvement from fiscal 2014-15 which had an average compliance score of 2.27.

For 3.1.2.1: This variance is a positive result. However, it must be considered in the context that all services are not yet represented as full national implementation of the CCM Activity Tracking System has not yet occurred.

⁸ Category 3 occurrences include an occurrence with moderate damage, injury, delay, grounded aircraft and/or costs as per the [Canadian Aviation Regulations](#).

⁹ This is the equivalent of 22 category 3 or higher occurrences in 13,879 flying hours.

Program 3.2: Marine Safety**Sub-Program 3.2.1: Marine Safety Regulatory Framework**

Description: The Marine Safety Regulatory Framework Program provides a balance of tools (policies, guidelines, regulations and standards) to support a harmonized marine safety regulatory framework for Canada's marine industry (seafarers, commercial vessels [non-pleasure craft] and pleasure crafts). This Program also works to harmonize Canada's marine safety regulatory framework with other jurisdictions.

Sub-Program 3.2.2: Marine Safety Oversight

Description: The Marine Safety Oversight Program is risk-based and supports compliance of the marine industry with the regulatory framework through services, assessments, validations, inspections, audits and, when necessary, enforcement.

Sub-Program 3.2.3: Navigation Protection Program

Description: The [Navigation Protection Program](#)^{xxxix} is responsible for the administration of the [Navigation Protection Act](#)^{xl}. The main activities are the review and authorization of works in scheduled waters, the management of obstructions in scheduled waters and the enforcement of the prohibitions against depositing or throwing material into navigable waters and dewatering of navigable waters. The Program also has an opt-in provision that allows the owners of works in non-scheduled navigable waters to apply for a review under the Act. The Program also has responsibilities under the [Canada Shipping Act, 2001](#) to conduct reviews and render decisions under navigation-related authorities, including the Receiver of Wreck Program and the [Private Buoy Regulations](#)^{xli}.

2015-16 Budgetary Financial Resources (in dollars) – For Sub-Programs

Sub-Program Name	Planned Spending	Actual Spending	Difference (planned minus Actual)
3.2.1 Marine Safety Regulatory Framework	10,270,273	9,892,708	377,565
3.2.2 Marine Safety Oversight	43,491,322	51,275,306	(7,783,984)
3.2.3 Navigation Protection Program	3,713,941	5,147,340	(1,433,399)

2015-16 Human Resources (Full –time Equivalents (FTEs)) – For Sub-Programs

Sub-Program Name	Planned	Actual	Difference (planned minus Actual)
3.2.1 Marine Safety Regulatory Framework	97	75	22
3.2.2 Marine Safety Oversight	425	486	(61)
3.2.3 Navigation Protection Program	45	47	(2)

Performance Results – For Sub-Programs

Expected Results	Performance Indicators	Targets	Actual Results
3.2.1 Marine Safety Regulatory Framework			
A risk-based regulatory framework consistent with international conventions	Percentage of regulations-aligned with domestic legislation and/or adopted international standards	85%	75%

Expected Results	Performance Indicators	Targets	Actual Results
and Cabinet Directive on Streamlining Regulation	(Improvement = increase)		
3.2.2 Marine Safety Oversight			
a) Compliance with regulations for inspected domestic vessels (non-pleasure craft)	Percentage of inspected domestic vessels (non-pleasure craft) that are compliant with regulations ¹⁰ (Improvement = increase)	68%	60%
b) Compliance with regulations for pleasure craft	Percentage of pleasure craft compliant with regulations (includes those that received a courtesy check) (Improvement = increase)	60%	74%
c) The Port State Control regulatory oversight inspects the highest risk foreign vessels	Percentage of high-risk foreign vessels inspected (Improvement = increase)	95%	95%
3.2.3 Navigation Protection Program			
Safe navigation in Canada's busiest waterways	Number of safely placed works in a year ¹¹	Baseline to be established in 2017 ¹²	N/A: See variance explanation below

Explanation of Variance

For 3.2.1: Some progress has been made since the last update of 65%. This number is based on recent legislative and regulatory updates such as the amendment to the [Canada Shipping Act, 2001](#), which will allow us to incorporate international documents.

For 3.2.2:

- a) The inspection regime is influenced by the periodicity of inspections and certification.
- b) Even though the number of courtesy checks has decreased, the level of compliance of the inspected vessels has remained high. It may be that the compliance rate is high due to the voluntary nature of courtesy checks.

For 3.2.3: The [Minister has been instructed by the Prime Minister](#) to conduct a full review of the [Navigation Protection Act](#), restore lost protections and incorporate modern safeguards, which

¹⁰ Non-compliance vessels that are deemed unsafe are stopped immediately. Non-compliance can range from an individual not producing the appropriate document to the Inspector when requested to do so, to failure to rectify an identified safety deficiency with the vessel. All non-compliance must be addressed within a prescribed timeframe to continue to ensure marine safety. Given that Transport Canada Marine Safety and Security issues over 20,000 safety deficiency notices each year, the overall target of 70% compliance consists of all vessels with no noted safety deficiencies whatsoever (regardless of how minor). This will continue to be progressed via inspections and awareness in collaboration with Canadian and international partners.

¹¹ The [Navigation Protection Act](#) (NPA) authorizes and regulates safe interferences with the public right of navigation, including works constructed in, on, over, under, through or across Canada's busiest waterways.

¹² Following the April 1, 2014 coming into force of the NPA, new administrative processes and procedures were developed. The Program is targeting 2016 to implement new service standards in support of the revised Navigation Protection Program administrative functions under the Act.

will impact the priorities of the Program. This will likely result in changes that will require a review of the existing performance indicators.

Program 3.3: Rail Safety

Sub-Program 3.3.1: Rail Safety Regulatory Framework

Description: The Rail Safety Regulatory Framework Program provides a balance of tools (policies, guidelines, regulations, rules and engineering standards) to promote a harmonized rail safety regulatory framework for the rail industry and the public at large, while ensuring viability of the rail sector.

Sub-Program 3.3.2: Rail Safety Oversight

Description: The Rail Safety Oversight Program is risk-based and promotes compliance of the rail industry with the regulatory framework through inspections, audits and, when necessary, enforcement.

Sub-Program 3.3.3: Rail Safety Awareness and Grade Crossing Improvement

Description: The Rail Safety Awareness and Grade Crossing Improvement Program provides funding for safety improvements at grade crossings and promotes public and stakeholder awareness and education in order to prevent fatalities and injuries.

2015-16 Budgetary Financial Resources (in dollars) – For Sub-Programs

Sub-Program Name	Planned Spending	Actual Spending	Difference (planned minus Actual)
3.3.1 Rail Safety Regulatory Framework	3,261,159	2,445,652	815,507
3.3.2 Rail Safety Oversight	16,938,982	96,284,267	(79,345,285)
3.3.3 Rail Safety Awareness and Grade Crossing Improvement	15,507,530	11,821,685	3,685,845

2015-16 Human Resources (Full –time Equivalents (FTEs)) – For Sub-Programs

Sub-Program Name	Planned	Actual	Difference (planned minus Actual)
3.3.1 Rail Safety Regulatory Framework	22	20	2
3.3.2 Rail Safety Oversight	149	178	(29)
3.3.3 Rail Safety Awareness and Grade Crossing Improvement	38	14	24

Performance Results – For Sub-Programs

Expected Results	Performance Indicators	Target	Actual Results
3.3.1 Rail Safety Regulatory Framework			
The regulatory framework addresses the highest risks	Percentage of rail risk-mitigation strategies developed per total number of identified risks in rail safety business plan (Improvement = increase)	90%	100%

Expected Results	Performance Indicators	Target	Actual Results
3.3.2 Rail Safety Oversight			
Rail industry is compliant	Rate of industry non-compliance found in Rail Safety oversight activities (Improvement = decrease)	2% decrease year-over-year	Not measurable ¹³
3.3.3 Rail Safety Awareness and Grade Crossing Improvement			
a) Safe railway grade crossings	Percentage of crossing collisions reduced (Improvement = increase)	5%	11.4% ¹⁴
b) Trespassing on railways eliminated	Percentage of trespassing accidents reduced (Improvement = increase)	5%	5.2% ¹⁵

Program 3.4: Motor Vehicle Safety

Sub-Program 3.4.1: Motor Vehicle Safety Regulatory Framework

Description: The Motor Vehicle Safety Legislative and Regulatory Framework Program provides a balance of tools (policies, guidelines, regulations and standards) to create and maintain a harmonized motor vehicle safety framework for Canadians and Canada's motor vehicle manufacturing industry. The framework is developed using evidence obtained from field investigations, physical testing of vehicles, collision statistics and joint regulatory development with our trading partners.

Sub-Program 3.4.2: Motor Vehicle Safety Oversight

Description: The Motor Vehicle Safety Oversight Program is risk-based and assesses compliance of the motor vehicle manufacturing industry with the regulatory framework through inspections, audits, physical testing and, where necessary, enforcement.

Sub-Program 3.4.3: Motor Carrier Safety

Description: Guided by the [Motor Vehicle Transport Act](#)^{xliii}, the Motor Carrier Safety Program achieves safer motor carrier (trucking and busing) operations by: advancing implementation of the [National Safety Code](#)^{xliiii} (performance standards for commercial vehicle operations); managing a contribution program for provinces and territories towards consistent implementation of the National Safety Code; and by maintaining the [Commercial Vehicle Drivers Hours of Service Regulations](#)^{xliiv} for commercial vehicle drivers.

2015-16 Budgetary Financial Resources (in dollars) – For Sub-Programs

Sub-Program Name	Planned Spending	Actual Spending	Difference (planned minus Actual)
3.4.1 Motor Vehicle Safety Regulatory Framework	7,779,850	8,393,027	(613,177)

¹³ This indicator is currently under review based on the revised [Railway Safety Management Systems Regulations, 2015](#).

¹⁴ Crossing collisions dropped from 188 in 2014, to 164 in 2015.

¹⁵ Trespassing accidents dropped from 55 in 2014 to 53 in 2015.

Sub-Program Name	Planned Spending	Actual Spending	Difference (planned minus Actual)
3.4.2 Motor Vehicle Safety Oversight	9,781,553	11,621,531	(1,839,978)
3.4.3 Motor Carrier Safety	5,161,845	3,656,636	1,505,209

2015-16 Human Resources (Full –time Equivalents (FTEs)) – For Sub-Programs

Sub-Program Name	Planned	Actual	Difference (planned minus Actual)
3.4.1 Motor Vehicle Safety Regulatory Framework	51	38	13
3.4.2 Motor Vehicle Safety Oversight	51	38	13
3.4.3 Motor Carrier Safety	7	5	2

Performance Results – For Sub-Programs

Expected Results	Performance Indicators	Targets	Actual Results
3.4.1 Motor Vehicle Safety Regulatory Framework			
A performance-based regulatory framework that is harmonized with international vehicle safety regimes where appropriate	Percentage of standards that are harmonized with international motor vehicle safety standards (Improvement = increase)	80%	88%
3.4.2 Motor Vehicle Safety Oversight			
Motor vehicle industry is compliant with the regulatory framework	Percentage of the motor vehicle industry that is compliant with the regulatory framework (Improvement = increase)	80% ¹⁶	97%
3.4.3 Motor Carrier Safety			
Harmonized safety regime for motor carriers among provinces and territories	Percentage of jurisdictions that have adopted all of the 16 standards under the National Safety Code (Improvement = increase)	80%	80%

Explanation of Variance

For 3.4.2: While compliance remained above target levels, year-over-year recalls and defect complaints increased by 5% and 7% respectively, and 37 compliance testing files are still under review.

¹⁶ Transport Canada regulates thousands of vehicle manufacturers, importers and distributors. The initial level of compliance was set at 80% to reflect the challenge of informing such a diverse number of small businesses of their legal obligations. Enforcement activities, such as obtaining and auditing certification documents from new manufacturers and importers to assess compliance with Canadian safety standards, and working closely with [Canada Border Services Agency](#) to prevent entry of non-compliant vehicle shipments, detect and prevent the entry into commerce of non-compliant vehicles until they meet regulatory requirements.

Program 3.5: Transportation of Dangerous Goods

Sub-Program 3.5.1: Transportation of Dangerous Goods Regulatory Framework

Description: The Transportation of Dangerous Goods Regulatory Framework Program provides a balance of tools (policies, guidelines, regulations and standards) to promote a harmonized regulatory framework for the safe transportation of dangerous goods within Canada and imported to Canada.

Sub-Program 3.5.2: Transportation of Dangerous Goods Oversight

Description: The Transportation of Dangerous Goods Oversight Program is risk-based and, supports compliance of industry with the regulatory framework through services, assessments and validations, inspections, audits and, when necessary, enforcement.

Sub-Program 3.5.3: Emergency Response for Transportation of Dangerous Goods

Description: Required by the [Transportation of Dangerous Goods Act, 1992](#)^{xlv}, the Transportation of Dangerous Goods Emergency Response Program: protects the safety of human life and health, of property and the environment, by providing immediate 24-hour scientific advice, safety precautions and action measures to first responders through the [Canadian Transport Emergency Centre](#)^{xlvi} (CANUTEC) following an incident involving dangerous goods; attends to dangerous goods incidents and provides onsite response direction by the Transportation of Dangerous Goods' Remedial Measure Specialist; produces the [Emergency Response Guidebook](#)^{xlvii} as a tool for initial response during the first 15 minutes at the scene of an accident involving dangerous goods; responds to security threats in partnership with industry; and conducts research on emergency response to releases of chemicals.

2015-16 Budgetary Financial Resources (in dollars) – For Sub-Programs

Sub-Program Name	Planned Spending	Actual Spending	Difference (planned minus Actual)
3.5.1 Transportation of Dangerous Goods Regulatory Framework	3,770,296	4,452,529	(682,233)
3.5.2 Transportation of Dangerous Goods Oversight	9,039,462	16,954,591	(7,915,129)
3.5.3 Emergency Response for Transportation of Dangerous Goods	2,512,865	5,213,450	(2,700,585)

2015-16 Human Resources (Full –time Equivalentents (FTEs)) – For Sub-Programs

Sub-Program Name	Planned	Actual	Difference (planned minus Actual)
3.5.1 Transportation of Dangerous Goods Regulatory Framework	30	59	(29)
3.5.2 Transportation of Dangerous Goods Oversight	92	136	(44)
3.5.3 Emergency Response for Transportation of Dangerous Goods	25	33	(8)

Performance Results – For Sub-Programs

Expected Results	Performance Indicators	Targets	Actual Results
3.5.1 Transportation of Dangerous Goods Regulatory Framework			
The harmonization of the Transportation of Dangerous Goods Regulations ^{xlviii} with international regulations and national standards	Percentage of proposed regulatory requirements that harmonize with international standards, codes, practices or requirements (Improvement = increase)	85% ¹⁷	90%
3.5.2 Transportation of Dangerous Goods Oversight			
The dangerous goods industry is compliant	Percentage of inspections that do not require a follow-up inspection as per the Compliance Estimation Program ¹⁸ (Improvement = increase)	90%	96%
3.5.3 Emergency Response for Transportation of Dangerous Goods			
Clients are satisfied with the response provided by CANUTEC	Percentage of calls to CANUTEC that do not require follow up (Improvement = increase)	90%	No data (see explanation below)

Explanation of Variance

For 3.5.3: In the 2015-16 fiscal year, CANUTEC developed tools that will enable us to measure results against a new performance indicator which was approved for implementation in the fiscal 2016-17 year. The new performance indicator, “Percentage of calls to CANUTEC Emergency Centre that meet service standards”, is more reflective of CANUTEC’s operations.

Program 3.6: Aviation Security**Sub-Program 3.6.1: Aviation Security Regulatory Framework**

Description: The Aviation Security Regulatory Framework Program develops and uses a balance of tools (policies, guidelines, regulations and standards) to promote a harmonized aviation security regulatory framework for Canadians and the Canadian aviation industry.

Sub-Program 3.6.2: Aviation Security Oversight

Description: The Aviation Security Oversight Program supports the aviation industry’s compliance with the regulatory framework through services, assessments and validations, inspections, audits and enforcement. The Program also contributes to aviation security through incidence management procedures, plans and tools.

¹⁷ While we expect to increase the target over time, given Canadian specificity, the target cannot be 100%.

¹⁸ The Program uses a risk-based approach to target inspections complemented by a random compliance estimation program. While there is significant year-to-year variation in compliance rates, every incident of non-compliance results in a corrective action as per the Transportation of Dangerous Goods non-compliance follow-up policy. The level of severity of non-compliance can vary significantly. For example, non-compliance can range from missing a placard on a means of containment, to not having an approved Emergency Response Plan where one is required.

Sub-Program 3.6.3: Aviation Security Technological Infrastructure

Description: The Aviation Security Technological Infrastructure Program develops, evaluates and provides stakeholders access to standards, research data and best practices for technologies that assist the effective, consistent management of aviation security risks.

2015-16 Budgetary Financial Resources (in dollars) – For Sub-Programs

Sub-Program Name	Planned Spending	Actual Spending	Difference (planned minus Actual)
3.6.1 Aviation Security Regulatory Framework	3,808,631	5,745,782	(1,937,151)
3.6.2 Aviation Security Oversight	18,481,257	21,454,247	(2,972,990)
3.6.3 Aviation Security Technological Infrastructure	7,501,850	1,841,095	5,660,755

2015-16 Human Resources (Full –time Equivalent (FTEs)) – For Sub-Programs

Sub-Program Name	Planned	Actual	Difference (planned minus Actual)
3.6.1 Aviation Security Regulatory Framework	39	58	(19)
3.6.2 Aviation Security Oversight	197	201	(4)
3.6.3 Aviation Security Technological Infrastructure	53	10	43

Performance Results – For Sub-Programs

Expected Results	Performance Indicators	Targets	Actual Results
3.6.1 Aviation Security Regulatory Framework			
Regulatory framework meets international standards	Percentage of the regulatory framework which meets international standards (Improvement = increase)	100%	100%
3.6.2 Aviation Security Oversight			
Stakeholders understand the compliance requirements within the security regulatory framework	Percentage of completed inspections that did not result in a deficiency (Improvement = increase)	85%	92%
3.6.3 Aviation Security Technological Infrastructure			
Stakeholders are compliant with standards	Percentage of completed technology verification reviews that are compliant with standards (Improvement = increase)	90%	83%

Explanation of Variance

For 3.6.3: One Air Cargo Security equipment qualification was not completed as a result of a fiscal realignment of operational priorities and resources.

Program 3.7: Marine Security**Sub-Program 3.7.1: Marine Security Regulatory Framework**

Description: The Marine Security Regulatory Framework Program provides a balance of tools (policies, guidelines, regulations and standards) to promote a harmonized maritime security regulatory framework for Canadians and the marine industry.

Sub-Program 3.7.2: Marine Security Oversight

Description: The Marine Security Oversight Program is risk-based and supports the marine security industry's compliance with the regulatory framework through services, assessments and validations, inspections, audits and, when necessary, enforcement.

Sub-Program 3.7.3: Marine Security Operations Centres

Description: The [Marine Security Operations Centres](#)^{xlix} Program works to detect, assess, and support a response to threats in Canada's maritime domain and approaches as a key partner in the Marine Security Operations Centres, by conducting threat and risk assessments of vessels entering Canadian waters, and threat assessments of facilities within Canada. The Centres also serve as a maritime-centric interface between national and international partners and stakeholders, and support the Marine Security Oversight Program. Transport Canada is a partner in the Marine Security Operations Centres along with [Canada Border Services Agency](#)^l, the [Canadian Coast Guard](#)ⁱⁱ, the [Department of National Defence](#)ⁱⁱⁱ and the [Royal Canadian Mounted Police](#)ⁱⁱⁱⁱ. The threat assessment and the risk assessment performed by inspectors, provides the basis for the establishment of restricted areas within marine facilities and the subsequent access control. Only those who have acquired a marine transportation security clearance would have access to restricted areas. The access control systems would be audited and tested by inspectors in the regions. Failure to control access could lead to enforcement.

2015-16 Budgetary Financial Resources (in dollars) – For Sub-Programs

Sub-Program Name	Planned Spending	Actual Spending	Difference (planned minus Actual)
3.7.1 Marine Security Regulatory Framework	4,865,322	1,577,824	3,287,498
3.7.2 Marine Security Oversight	6,942,364	7,056,364	(114,000)
3.7.3 Marine Security Operations Centres	1,064,443	3,626,474	(2,562,031)

2015-16 Human Resources (Full –time Equivalents (FTEs)) – For Sub-Programs

Sub-Program Name	Planned	Actual	Difference (planned minus Actual)
3.7.1 Marine Security Regulatory Framework	44	16	28
3.7.2 Marine Security Oversight	66	62	4
3.7.3 Marine Security Operations Centres	7	33	(26)

Performance Results – For Sub-Program

Expected Results	Performance Indicators	Targets	Actual Results
3.7.1 Marine Security Regulatory Framework			
A risk-based regulatory framework consistent with international conventions	Percentage of the regulatory framework aligned with domestic legislation and/or adopted international conventions (Improvement = increase)	85%	85%
3.7.2 Marine Security Oversight			
Stakeholders are compliant with the requirements within the Marine Security regulatory framework	Percentage of inspections completed that do not result in an administrative monetary penalty ¹⁹ (Improvement = increase)	90%	100%
3.7.3 Marine Security Operations Centres			
The Government of Canada has the necessary information to address marine security threats and/or incidents	Percentage of vessels entering Canadian waters for which a regulatory compliance matrix is completed ²⁰ (Improvement = increase)	100%	100%

Program 3.8: Surface and Intermodal Security

Description: The Surface and Intermodal Security Program does not have any lower-level Sub-Programs.

Program 3.9: Multimodal Safety and Security**Sub-Program 3.9.1: Multimodal Strategies and Integrated Services**

Description: The Multimodal Strategies and Integrated Services Program provides strategic direction and advice on, and leads the coordination of, cross-cutting issues, the delivery of departmental enforcement services and regulatory and policy initiatives affecting transportation in safety and security. This Program also directs integrated planning and reporting initiatives for safety and security. It serves as the main departmental point of contact for security and intelligence matters through its liaison with the Canadian intelligence community and its central role in the sharing and analysis of intelligence information. In addition, this Program is responsible for processing requisite transportation security clearances for workers within the national transportation infrastructure.

¹⁹ Administrative monetary penalties are typically used for medium or high gravity violations or in cases where the person refuses to accept responsibility for the violation.

²⁰ The Regulatory Compliance Matrix (RCM) is used to assign a risk score to all vessels that have identified their intent to enter Canadian waters. The RCM assesses the vessel's Pre-Arrival Information Report (PAIR) submission against risk indicators for the purpose of determining compliance with *Marine Transportation Security Regulations*. The RCM is completed on all regulated vessels prior to their arrival in Canadian waters and the resulting risk score is used to provide recommendations for vessel inspections based on the risk of regulatory non-compliance.

Sub-Program 3.9.2: Emergency Preparedness and Situation Centres

Description: The Emergency Preparedness and Situation Centres Program works to ensure that Transport Canada is prepared for and able to respond to emerging threats and situations that may impact the national transportation system by collaborating closely with partners throughout the Department, industry, stakeholders and other government departments and/or agencies. The Program seeks to ensure that the Department continues to successfully meet its responsibilities under the [Emergency Management Act](#)^{div}, including the Government of Canada's emergency management agenda, focusing primarily on preparedness and response activities.

Sub-Program 3.9.3: Integrated Technical Training

Description: The Multimodal Integrated Technical Training Program is responsible for maintaining an integrated technical training branch that is accountable for assessing training needs and designing, developing, delivering and evaluating technical training products and services. The Program is also responsible for the management of an integrated Learning Management System to manage, track and report technical learning, including the hosting of e-learning courses.

2015-16 Budgetary Financial Resources (in dollars) – For Sub-Programs

Sub-Program Name	Planned Spending	Actual Spending	Difference (planned minus Actual)
3.9.1 Multimodal Strategies and Integrated Services	8,303,091	11,194,293	(2,891,202)
3.9.2 Emergency Preparedness and Situation Centres	1,817,702	3,687,467	(1,869,765)
3.9.3 Integrated Technical Training	770,104	4,889,476	(4,119,372)

2015-16 Human Resources (Full –time Equivalents (FTEs)) – For Sub-Programs

Sub-Program Name	Planned	Actual	Difference (planned minus Actual)
3.9.1 Multimodal Strategies and Integrated Services	91	95	(4)
3.9.2 Emergency Preparedness and Situation Centres	19	37	(18)
3.9.3 Integrated Technical Training	8	45	(37)

Performance Results – For Sub-Programs

Expected Results	Performance Indicators	Targets	Actual Results
3.9.1 Multimodal Strategies and Integrated Services			
Internal stakeholders have the information they need to manage safety and security transportation issues in an integrated and consistent manner across modes	Percentage of safety and security modes' clients indicating a satisfactory rate (at least 80%) on services, expertise and guidance provided (Improvement = increase)	85%	N/A (see explanation below)

Expected Results	Performance Indicators	Targets	Actual Results
3.9.2 Emergency Preparedness and Situation Centres			
a) Transport Canada meets its preparedness responsibilities under the <i>Emergency Management Act</i>	Rating on the preparedness sections of Public Safety Canada's assessment of the Transport Canada Strategic Emergency Management Plan (Improvement = increase)	80%	81.25% ²¹
b) Transport Canada is able to respond to emergency situations	Rating on Transport Canada Situation Centres' readiness status (Improvement = increase)	80%	82%
3.9.3 Integrated Technical Training			
Core and multimodal-specialized technical training received by inspectors and technical experts is standardized	Number of core and multimodal specialized technical training courses developed	5 courses by March 2016	20: includes 5 e-Learning and 15 classroom courses

Explanation of Variance

For 3.9.1: Since the publication of the [2015-16 Report on Plans and Priorities](#), a new performance indicator was developed: "Percentage of Transport Canada safety and security programs' National Oversight Plans approved by Strategic Outcome 3 Management Board before the beginning of the fiscal year." The 2015-16 target was set at 85% and the actual result of National Oversight Plans were approved was 100%.

For 3.9.2 b): The Transport Canada Situation Centre successfully responded to 50,000 phone calls and emails from various stakeholders, industry and other government departments, generating 5,000 notifications; however, due to staffing shortages, quality assurance / control was limited.

For 3.9.3: Greater opportunities for multimodality were identified through common learning requirements established in the Safety and Security Learning Continuum. In addition, some multimodal courses previously offered within a specific program were expanded to others to address similar competencies.

²¹ This result is from 2012-13; an action plan was developed to address [Public Safety Canada's](#) (PS) recommendations for strengthening Transport Canada's strategic emergency management plan however, PS is in the process of updating their planning guide and new assessment program focused on priority areas.

Program 4: Internal Services²²

Description: Internal Services are groups of related activities and resources that are administered to support the needs of programs and other corporate obligations of an organization. These groups are reported on at the Program level and can be found within the 2015-16 Departmental Performance Report.

²² Performance measurement information is not provided as the Treasury Board Secretariat is currently developing government-wide standardized Internal Services Performance Measurement Framework.

Endnotes

- ⁱ Transport Canada website: <http://www.tc.gc.ca/>
- ⁱⁱ NAV CANADA website: <http://www.navcanada.ca/>
- ⁱⁱⁱ *Canada Transportation Act*: <http://laws-lois.justice.gc.ca/eng/acts/C-10.4/>
- ^{iv} *Air Canada Public Participation Act*: <http://laws-lois.justice.gc.ca/eng/acts/a-10.1/index.html>
- ^v Gateways and Corridors Initiatives: <http://www.tc.gc.ca/eng/policy/anre-menu-3023.htm>
- ^{vi} Blue Sky International air policy: <http://www.tc.gc.ca/eng/policy/air-bluesky-menu-2989.htm>
- ^{vii} International Civil Aviation Organization: <http://www.icao.int/Pages/default.aspx>
- ^{viii} *Canada Marine Act*: <http://laws-lois.justice.gc.ca/eng/acts/c-6.7/>
- ^{ix} *Marine Liability Act*: <http://laws-lois.justice.gc.ca/eng/acts/M-0.7/>
- ^x The International Maritime Organization website: <http://www.imo.org/en/Pages/Default.aspx>
- ^{xi} *International Bridges and Tunnels Act*: <http://laws-lois.justice.gc.ca/eng/acts/I-17.05/>
- ^{xii} Global Markets Action Plan: <http://www.international.gc.ca/global-markets-marches-mondiaux/index.aspx?lang=eng>
- ^{xiii} Canada's Strategy for Engagement in the Americas: <http://www.international.gc.ca/americas-ameriques/strategy-strategie.aspx?lang=eng>
- ^{xiv} Canada's Mission to the International Civil Aviation Organization: <http://www.tc.gc.ca/eng/policy/ap-pmc-3144.html>
- ^{xv} Prime Minister's Mandate Letter to the Minister of Transport: <http://pm.gc.ca/eng/minister-transport-mandate-letter>
- ^{xvi} Natural Resources Canada website: <http://www.nrcan.gc.ca/>
- ^{xvii} Comprehensive Energy Use Database Tables: http://oee.nrcan.gc.ca/corporate/statistics/neud/dpa/trends_egen_ca.cfm
- ^{xviii} Asia-Pacific Gateway and Corridor Initiative: <http://www.asiapacificgateway.gc.ca/>
- ^{xix} Gateways and Border Crossings Fund: <http://www.tc.gc.ca/eng/policy/acq-acqd-menu-infrastructure-2170.htm>
- ^{xx} Port of Vancouver website: <http://www.portvancouver.com/>
- ^{xxi} Prince Rupert Port Authority website: <http://www.rupertport.com/>
- ^{xxii} Montreal Port Authority website: <http://www.port-montreal.com/en/the-montreal-port-authority.html>
- ^{xxiii} Port of Halifax website: <http://portofhalifax.ca/>
- ^{xxiv} National Airports Policy: <http://www.tc.gc.ca/eng/programs/airports-policy-menu-71.htm>
- ^{xxv} National Airports System: <http://www.tc.gc.ca/eng/programs/airports-policy-nas-1129.htm>
- ^{xxvi} Transport Canada-owned airports: http://www.tc.gc.ca/eng/programs/airports-map_tc_airports-65.htm
- ^{xxvii} Airports Capital Assistance Program: <http://www.tc.gc.ca/eng/programs/airports-acap-menu-327.htm>
- ^{xxviii} St. Lawrence Seaway Management Corporation website: <http://www.greatlakes-seaway.com/>
- ^{xxix} Marine Atlantic website: <http://www.marineatlantic.ca/en/>
- ^{xxx} Ferry Services Contribution Program: <http://www.tc.gc.ca/eng/programs/ferry-services-contribution-program-menu2362.htm>
- ^{xxxi} VIA Rail Canada website: <http://www.viarail.ca/>
- ^{xxxii} *Railway Safety Act*: <http://laws-lois.justice.gc.ca/eng/acts/r-4.2/>
- ^{xxxiii} *Canada Shipping Act, 2001*: <http://laws-lois.justice.gc.ca/eng/acts/c-10.15/>
- ^{xxxiv} *Aeronautics Act*: <http://www.tc.gc.ca/eng/acts-regulations/acts-1985ca-2.htm>
- ^{xxxv} Environment and Climate Change Canada's website: <http://ec.gc.ca/>
- ^{xxxvi} *Arctic Waters Pollution Prevention Act*: <http://laws-lois.justice.gc.ca/eng/acts/A-12/>
- ^{xxxvii} *Ballast Water Control and Management Regulations*: <http://laws-lois.justice.gc.ca/eng/regulations/SOR-2011-237/>
- ^{xxxviii} *Canadian Aviation Regulations*: <http://www.tc.gc.ca/eng/acts-regulations/regulations-sor96-433.htm>
- ^{xxxix} Navigation Protection Program: <http://www.tc.gc.ca/eng/programs-621.html>
- ^{xl} *Navigation Protection Act*: <http://laws-lois.justice.gc.ca/eng/acts/N-22/>
- ^{xli} *Private Buoy Regulations*: <http://laws-lois.justice.gc.ca/eng/regulations/sor-99-335/>
- ^{xlii} *Motor Vehicle Transport Act*: <http://laws-lois.justice.gc.ca/eng/acts/m-12.01/>

- xliii National Safety Code: <http://www.tc.gc.ca/eng/motorvehiclesafety/safevehicles-motorcarriers-safetycode-index-290.htm>
- xliv *Commercial Vehicle Drivers Hours of Service Regulations*: <http://laws-lois.justice.gc.ca/eng/regulations/SOR-2005-313/>
- xlv *Transportation of Dangerous Goods Act, 1992*: <http://www.tc.gc.ca/eng/acts-regulations/acts-1992c34.htm>
- xlvi Canadian Transport Emergency Centre (CANUTEC): <http://www.tc.gc.ca/eng/canutec/menu.htm>
- xlvii Emergency Response Guidebook: <http://www.tc.gc.ca/eng/canutec/guide-menu-227.htm>
- xlviii *Transportation of Dangerous Goods Regulations*: <http://laws-lois.justice.gc.ca/eng/regulations/sor-2001-286/>
- xliv Marine Security Operations Centres: <http://www.msoc-cosm.gc.ca/>
- l Canada Border Services Agency website: <http://www.cbsa-asfc.gc.ca/>
- li Canadian Coast Guard website: <http://www.ccg-gcc.gc.ca/>
- lii Department of National Defence website: <http://www.forces.gc.ca/>
- liii Royal Canadian Mounted Police website: <http://www.rcmp-grc.gc.ca/>
- liv *Emergency Management Act*: <http://laws-lois.justice.gc.ca/eng/acts/E-4.56/>