



Canadian
Transportation
Agency

Office
des transports
du Canada

Canadian Transportation Agency
2025–26
Departmental Plan

The Honourable Anita Anand, P.C., M.P.
Minister of Transport and Internal Trade

Canada 

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Catalogue No. TT2-8E-PDF

ISSN 2371-8633

At a glance

A departmental plan describes a department's priorities, plans, and associated costs for the upcoming three fiscal years.

- [Vision, mission, raison d'être and operating context](#)

Key priorities

The Canadian Transportation Agency's priorities for 2025-26 are as follows:

- **Resolve the Backlog:** Develop and implement the new APPR and accelerate the timely resolution and elimination of the backlog of air travel complaints
- **Improve Accessibility in the Transportation System:** Leverage all of the Agency's tools to enhance accessibility within the transportation system.
- **Enhance Stakeholder Engagement:** Engage with participants of the transportation system to advance the Agency's mandate.
- **Cultivate a Culture of Continuous Improvement:** Develop an organizational culture of continuous improvement, innovation, and data based decision making to drive the best results for Canadians.
- **Build a Diverse and Resilient Organization:** Focus on creating an organization that is diverse, inclusive, accessible, resilient, and that fosters a sense of belonging.

Highlights

In 2025-26, total planned spending (including internal services) for the Canadian Transportation Agency (Agency) will be \$56,240,645 and total planned full-time equivalent staff (including internal services) will be 414. For complete information on Agency's total planned spending and human resources, read the [Planned spending and human resources section](#) of the full plan.

The following provides a summary of the department's targeted results for 2025-26 according to its approved Departmental Results Framework. A Departmental Results Framework consists of a department's core responsibilities, the results it plans to achieve, and the performance indicators that measure progress toward these results.

Core responsibility 1: Independent regulatory and dispute-resolution services for transportation providers and users

Planned spending: \$39,915,760

Planned human resources: 323

Departmental results:

- Departmental Result 1: An efficient, competitive national transportation system
 - 1A: Transportation Fluidity Index
 - 1B: Percentage of regulatory authorities issued and determination cases resolved within service standards
 - 1C: Percentage of disputes resolved within service standards

- Departmental Result 2: Consumers have access to justice and protection for air travel.
 - 2A: Number of air travel consumer complaints received per 100 flights
 - 2B: Percentage of air consumer protection disputes resolved within service standards
- Departmental Result 3: Persons with disabilities have access to justice and accessible transportation services
 - 3A: Number of air travel accessibility complaints received per 100 flights
 - 3B: Percentage of accessibility disputes resolved within service standards

For the 2025-2026 fiscal year, the Agency is committed to advancing priorities in our three key areas of responsibility: supporting an efficient national transportation system, providing consumer protection for air passengers, and protecting the human right of persons with disabilities to an accessible transportation system.

With respect to its responsibility to support an efficient national transportation system, in the upcoming year, the Agency will continue its engagement with railways and shippers to complete the legislatively-required review of the Railway Interswitching Regulations and to update its methodology for its major annual grain transportation determination, the Maximum Revenue Entitlement. Monitoring rail system performance will remain a priority, as the resulting insights facilitate cooperation among stakeholders, supporting effective planning and contributing to recovery from future system disruptions.

With respect to providing consumer protection for air passengers, the Agency will continue to advance work stemming from the 2023 amendments to the Canada Transportation Act (the Act). This includes continuing to mature the Air Travel Complaints Resolution Office (established September 30, 2023). The amendments to the Act also require the Agency to cost recover from airlines part, or all, of the costs of the Complaint Resolution Office; to this end, the Agency undertook consultations in Fall 2024, and will determine next steps after reviewing the feedback received. Finally, a regulatory process is underway to make changes to the APPR. After consultation with the Minister of Transport, the Agency published proposed amendments to the regulations in Canada Gazette, Part I, on December 21, 2024. Feedback received through this consultation will be considered as the regulatory process continues in the year ahead.

As it relates to accessibility, the Agency has laid the groundwork for several important initiatives which it will pursue over the coming year, the focus of which will be international collaboration, the training of employees and contractors, and the transportation of mobility aids. The Agency will support the development of a comprehensive accessibility strategy for international aviation by ICAO, and will continue to prioritize the resolution of accessibility complaints and the enforcement of accessible transportation regulations.

More information about [independent regulatory and dispute-resolution services for transportation providers and users](#) can be found in the full plan.

Canadian Transportation Agency's 2025-26 Departmental Plan

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Message from the Chair and Chief Executive Officer

2024-25 was a year of engagement for the Canadian Transportation Agency, highlighted by consultations on draft amendments to the *Air Passenger Protection Regulations* (APPR), on cost recovery, and on the *Railway Interswitching Regulations*. It was also the first full year of operation of the new Complaints Resolution Office. Looking ahead to the 2025-2026 fiscal year, the Agency is committed to advancing priorities in our three key areas of responsibility: supporting an efficient national transportation system, providing consumer protection for air passengers, and protecting the human right of persons with disabilities to an accessible transportation system.

With respect to its responsibility to support an efficient national transportation system, in the upcoming year, the Agency will continue its engagement with railways and shippers to complete the legislatively-required review of the *Railway Interswitching Regulations* and to update its methodology for its major annual grain transportation determination, the Maximum Revenue Entitlement. Monitoring rail system performance will remain a priority, as the resulting insights facilitate cooperation among stakeholders, supporting effective planning and contributing to recovery from future system disruptions.

With respect to providing consumer protection for air passengers, the Agency will continue to advance work stemming from the 2023 amendments to the *Canada Transportation Act* (the Act). This includes continuing to mature the Air Travel Complaints Resolution Office (established September 30, 2023), which has already achieved significant improvements in productivity. In the first year following its launch, more than 25,000 complaints were closed, more than double the previous twelve-month period. The amendments to the Act also require the Agency to cost recover from airlines part, or all, of the costs of the Complaint Resolution Office; to this end, the Agency undertook consultations in Fall 2024, and will determine next steps after reviewing the feedback received. Finally, a regulatory process is underway to make changes to the APPR. After consultation with the Minister of Transport, the Agency published proposed amendments to the regulations in *Canada Gazette, Part I*, on December 21, 2024. Feedback received through this consultation will be considered as the regulatory process continues in the year ahead.

As it relates to accessibility, the Agency has laid the groundwork for several important initiatives which it will pursue over the coming year, the focus of which will be international collaboration, the training of employees and contractors, and the transportation of mobility aids. Leveraging its participation in the National Aviation Accessibility Summit in May 2024, the Accessibility Symposium of the International Civil Aviation Agency (ICAO) in December 2024, and its continuing engagement with its Accessibility Advisory Committee, the Agency will support the development of a comprehensive accessibility strategy for international aviation by ICAO, and will continue to prioritize the resolution of accessibility complaints and the enforcement of accessible transportation regulations.

As the Agency advances its priorities and engages with the public and its stakeholders, I am grateful to be able to count on a highly professional staff of public servants and appointed Members, without whom this period of change and renewal would not have been possible. We will continue cultivating our

diverse workforce, ensuring it is inclusive and equitable, works collegially, and fosters employee satisfaction and well-being.

I am confident that Canadians will continue to be well served by the professionalism, integrity, and dedication of the team at the Canadian Transportation Agency.

France Pégeot

Chair and CEO of the Canadian Transportation Agency

Plans to deliver on core responsibilities and internal services

Core responsibilities and internal services

- Core responsibility 1: Independent regulatory and dispute-resolution services for transportation providers and users
- Internal services

Core responsibility 1: Independent regulatory and dispute-resolution services for transportation providers and users

In this section

- Description
- Quality of life impacts
- Indicators, results and targets
- Plans to achieve results
- Key risks
- Planned resources to achieve results
- Related government priorities
- Program inventory

Description

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

Quality of life impacts

Domain: Prosperity

Indicator: GDP per capita

Domain: Society

Indicator: Accessible environments

Domain: Good Governance

Indicator: Confidence in institutions

Indicators, results and targets

This section presents details on the Agency's indicators, the actual results from the three most recently reported fiscal years, the targets and target dates approved in 2025-26 for independent regulatory and dispute-resolution services for transportation providers and users. Details are presented by departmental result.

Table 1: An efficient, competitive national transportation system

Tables 1, 2, and 3 provides a summary of the target and actual results for each indicator associated with the results under independent regulatory and dispute-resolution services for transportation providers and users.

Departmental Result Indicators	Actual Results	Target	Date to achieve target
Percentage of regulatory authorities issued, and determination cases resolved within service standards	2021–22: 94% 2022–23: 95% 2023–24: 98%	85%	March 2024
Percentage of disputes resolved within service standards	2021–22: 26% 2022–23: 48% 2023–24: 59%	80%	March 2025
Transportation Fluidity Index	2021-22: Not available 2022-23: Not available 2023-24: Not available	TBD	September 2025

Table 2: Consumers have access to justice and protection for air travel

Departmental Result Indicators	Actual Results	Target	Date to achieve target
Number of air travel consumer complaints per 100 flights	2021–22: Not available 2022–23: 4.24 2023–24: 4.10	TBD	March 2026
Percentage of air consumer protection disputes resolved within service standards	2021–22: 28% 2022–23: 3% 2023–24: Not available*	85%	March 2024

Table 3: Persons with disabilities have access to justice and accessible transportation services

Departmental Result Indicators	Actual Results	Target	Date to achieve target
Percentage of accessibility disputes resolved within service standards	2021-22: 75% 2022-23: 91% 2023-24: 84%	80%	March 2024
Number of air travel accessibility complaints per 100 flights	2021–22: Not available 2022–23: 0.03 2023–24: 0.04	TBD	March 2026

*During the 2023-2024 fiscal year, and as a result of the Budget Implementation Act (BIA), the Agency implemented a new streamlined complaints process which launched officially on September 30, 2023. The Agency will amend its departmental results framework over the coming year to reflect the changes. The enabling legislation requires that complaints processed under the new Complaints Resolution Office be processed within a maximum of 90 days of their start.

Additional information on the [detailed results and performance information](#) for the Agency's program inventory is available on GC InfoBase.

Plans to achieve results

The following section describes the planned results for independent regulatory and dispute-resolution services for transportation providers and users in 2025-26.

An efficient, competitive national transportation system

The Agency contributes to ensuring an efficient transportation system for Canada. The Agency is guided by the Act, which includes the National Transportation Policy, which recognizes that competition and market forces are the primary drivers in providing viable and effective transportation services. It also says that regulation may be necessary to achieve public policy objectives that competition and market forces alone cannot fulfill.

Results we plan to achieve

- The Agency will continue to provide regulatory determinations and dispute resolution services for the federal railway industry and related stakeholders. This includes a renewed focus on effective monitoring and enforcement of rail provisions, the timely delivery of determinations, and the timely and effective resolution of formal and informal complaints.
- In the upcoming year, the Agency will initiate a review of the Railway Interswitching Regulations (RIR) as required by legislation. Pre-consultations are expected to be completed by Spring 2025, with any required regulatory amendments addressed in 2025-2026.
- A key Agency process is the annual forecasting for the Volume-Related Composite Price Index (VRCPI), a key component of the Maximum Revenue Entitlement (MRE) program. The VRCPI formula accounts for price trends over time by incorporating both historical (observed) price changes and forecasts of anticipated future price growth. The methods used for forecasting market prices were last reviewed through a consultation in 2011. Recognizing the need to reflect recent developments and advancements in data and analytical tools, the Agency will undertake a comprehensive review of these forecasting methods in early 2025 to ensure they remain robust and effective. All relevant stakeholders will be engaged and consulted with during this process
- The Agency will continue to collaborate on on-going rail construction approval processes in 2025-26, including for a 12.5-km bypass at Lac-Mégantic, QC, a logistics park in Pitt Meadows, BC, and a 149-km railway project in Nunavut. If a railway company intends to construct a railway line subject to section 98 of the Act, it must apply to the Agency for approval. Once the applications are complete, the Agency will initiate its rigorous regulatory approval process, which includes a public consultation to assess the interests of the localities.
- The Agency has conducted a preliminary review of its approach to Indigenous consultation and engagement, specifically focusing on how it applies to rail line construction approvals under section 98 of the Act. Over the coming year, the Agency anticipates consulting with Indigenous groups and stakeholders on the approach and once finalized will update its procedures and guides.

Consumers have access to justice and protection for air travel

The Agency will continue to advance work required as a result of the amendments to the Act passed on June 22, 2023 related to: the implementation of the Air Travel Complaints Resolution Office (CRO), the

development of amendments to the Air Passenger Protection Regulations, and the implementation of Cost Recovery for eligible air travel complaints.

The Agency undertook consultations in Fall 2024 related to the cost recovery of the Complaint Resolution Office, and will determine next steps based on feedback received. Finally, a regulatory process is underway to make changes to the Air Passenger Protection Regulations (APPR). After consultation with the Minister of Transport, the Agency published proposed amendments to the regulations in *Canada Gazette, Part I*, and a 75-day consultation was initiated. Feedback received through this consultation will be considered, as the regulatory process continues in the year ahead.

Results we plan to achieve

- **Air Travel Complaints Resolution Office:** The Agency has successfully implemented the CRO, marking a significant milestone in the transformation of the air travel complaints resolution process. Launched on September 30, 2023, the CRO has established a faster and more cost-effective approach. Although the Agency continues to receive a high volume of complaints, in the first year following its launch, more than 25,000 complaints were closed compared to 11,758 cases for the previous equivalent period, that is, from September 30, 2022, to September 29, 2023. The Agency will continue to mature the CRO model with a key focus on maintaining process efficiency, while refining quality control procedures based on the lessons learned from the first year of implementation and ensuring process consistency.
- **Air Passenger Protection Regulations (APPR):** After consultation with the Minister of Transport, the Agency published proposed amendments to the regulations in *Canada Gazette, Part I*, and a 75-day consultation was initiated. The Agency will consider feedback received through this consultation in developing final regulations.
- **Cost Recovery:** In the upcoming fiscal year (2025-26), the Agency will explore and advance options for cost recovery that take into consideration input and feedback provided from its Fall 2024 consultation.

Persons with disabilities have access to justice and accessible transportation services

The Agency contributes to protecting and advancing the right of persons with disabilities to accessible transportation services. As a regulator and a tribunal, the Agency plays an essential role in establishing and implementing accessible transportation in Canada and in rendering decisions that shape accessible transportation services for Canadians.

Results we plan to achieve

- Complete and implement the lived travel experience oversight program for persons with disabilities (PWD), integrating insights gained from the educational walk-throughs and shadowing activities conducted in early 2024. In 2024, the Agency completed a pilot project, wherein Designated Enforcement Officers (DEO) shadowed passengers travelling by air who use a mobility aid, to gain a deeper understanding of the unique challenges they face when travelling. The pilot involved shadowing three volunteer participants. It covered 11 separate observation activities, that included three separate carriers. The Agency will take into account the lessons learned during the pilot in its enforcement priorities and activities. . Over time, the program will include cross-disability and cross-modal considerations. This broad range of perspectives will ensure that the Agency's DEOs are better able to identify, and assist in removing, the barriers encountered by persons with disabilities when they travel.

- Pilot with voluntary air carriers the implementation and the assessment of a mobility handlers job aid. In the previous year and in partnership with the National Research Council of Canada and Transport Canada, a job aid for mobility aid handlers in air travel was developed. It is a physical card with visual instructions that help baggage handlers quickly recall their training during operations at airports to reduce the incidents of damage while loading or unloading a mobility aid in the cargo hold.
- Support the development of technical guidelines on the secure storage of mobility aids and the accessibility of walkway connections for travel vessels. Funded by Accessibility Standards Canada, the project is led by a team of scientists and engineers from the University Health Network. The project is split into two main parts:
 - Part one aims to investigate potential causes of damage to mobility devices in airplane cargo holds, and develop recommendations and technical guidelines for the securement of those mobility devices. This research will be supported by scientific evidence based on laboratory simulations and data collection. It will also include training materials for handlers of mobility aids. This project is supported by the Canadian Mobility Aid Working Group established by the Agency, and its members, by sharing their expertise, knowledge and lived experience.
 - Part two of the project aims to investigate the use of walkway or bridge connections for getting passengers on and off travel ferries and cruises. This portion of the project will develop recommendations and technical guidelines for gangway surface finishes, handrail shape and height, and maximum allowable slopes for passenger ferries and cruises to be accessible to people with mobility-related disabilities.
- Launch the new initiative, "Train the Trainer". This voluntary program will involve working with expert trainers, from the community of persons with disabilities, to develop a model for training staff from small transportation service providers (STSPs) who would then serve as in-house accessibility trainers for their organizations. This will support STSPs in the delivery of accessibility training for their organizations by helping to provide them tools, trainers and associated materials.

Key risks

Unpredictability of air travel complaint volumes: In recent years, the Agency has experienced a consistent and significant increase in air travel complaints. Despite receiving supplemental temporary funding to address the growing volume of air travel complaints, the number of incoming complaints has exceeded the projections. Consequently, the backlog of cases continues to grow despite the additional resources provided. This unpredictability in complaint volumes poses challenges in planning for case processing times and delivering accurate information to the public. To mitigate this risk, the Agency continually reviews and streamlines its business processes and procedures, while also adopting new technologies and tools to enhance efficiency.

Managing in the context of significant change: Over the past year, and in a short period of time, the Agency has transformed significant aspects of its air related consumer protection responsibilities. The Complaints Resolution Office (CRO) for air travel complaints was established just three months after the legislative amendments were enacted requiring substantial organizational and procedural changes, recruitment and training of new personnel, and enhanced stakeholder engagement. Additionally new proposed amendments to the APPR have recently been published in Canada Gazette Part I. The implementation of the final regulations could require additional changes to the Agency's systems and

procedures. To mitigate the risks related to the high rate of change and in order to remain agile the Agency is currently reviewing its plans and forecasts for investments in technology and systems, and its plans for employee development and training. Additionally, efforts are being deployed into stakeholder engagement and external communications products.

Sunsetting temporary funds: Budget 2023 announced that the Agency would receive \$75.9 million over three years, starting in 2023-2024, to increase its capacity to process air travel complaints. The Agency over the last two years has and continues to receive twice the number of complaints it anticipated. With the temporary funding coming to an end in fiscal year 2025-2026, the Agency continues to aggressively seek efficiencies and will pursue long-term funding options in order to ensure the delivery of its mandate in an effective and timely manner. The significant portion of the Agency's budget being temporary (37% in 2023-24), also leads to a higher rate of turnover, and requires greater allocation of time and resources to staffing and training, accompanied by a decrease in productivity. The Agency is diligently monitoring and managing its financial resources to optimize staffing, onboarding, and training processes within the constraints of available funding.

Planned resources to achieve results

Table 4: Planned resources to achieve results for independent regulatory and dispute-resolution services for transportation providers and users

Table 4 provides a summary of the planned spending and full-time equivalents required to achieve results.

Resource	Planned
Spending	39,915,760
Full-time equivalents	323

[Complete financial](#) and [human resources information](#) for the Agency’s program inventory is available on GC InfoBase.

Related government priorities

Gender-based analysis plus

The Agency has included gender-based analysis plus (GBA+) in the mandatory training curriculum for all staff to ensure the Agency is taking the necessary steps to advance gender equality and build policies, programs and services that respect GBA+ values.

Human resources

- Given that the Agency is a small organization, the Agency currently has no resources solely dedicated to GBA+. However, GBA+ is prioritized and where required, internal resources are assigned to conduct GBA+ analyses, mostly in the context of Workforce and Workplace Services, and contributions to Treasury Board Submissions and Memoranda to Cabinet of other government departments.

Planned initiatives

- In 2024–25, GBA+ continued to be applied and monitored in the context of cost-benefit analyses within the Treasury Board Submissions process.

Reporting capacity and data

- Data related to employment equity, diversity and inclusion will be collected and tracked on an ongoing basis.

Innovation

The Agency will continue to innovate in how it connects with Canadians and fulfills its core responsibilities, and conducts its activities.

- Accessibility:** The Agency has adopted and will continue to develop measures to improve accessibility in outreach and communication activities, namely:
 - Create guides on how to use its services in plain language and screen reader-friendly formats (Word and HTML);
 - Include American Sign Language (ASL) and Quebec Sign Language (LSQ) videos on website explaining how to use the Agency’s services;
 - Update disability and accessibility training for managers, using course offerings available through Canada School of Public Service (CSPS);

- Review and revise its workplace accommodations directives and guidelines to improve ease of access and use for employees with disabilities;
 - Review its current policies, practices and trainings around Diversity, Equity, and Inclusion (DEI) initiatives, and identify opportunities for expansion and improvement on disability-specific content;
 - Have a staff member with lived experience with disability acting as a Disability Advisor on the Agency's operations, similar to the role of a Health and Safety officer;
 - Review and revise workplace accommodations directives and guidelines to include a commitment that work tools within its control are or will be made accessible by an employee's start date.
- **Complaints Resolution Office Process:** The Agency will continue to enhance the complaint handling efficiency, specifically:
 - Leveraging data and technology to further enhance and streamline the complaints resolution process, including:
 - Enhancing the complaint intake form to get more complete information, documentation and evidence from passengers and airlines at the outset of the complaints process and, ultimately, to expedite complaint handling, analysis and consistency
 - Enhancing the utility and functionality of its eServices Portal to ensure an intuitive, quick and effective user experience for anyone using the Agency's services
 - Using advance data science techniques to automate and complete an array of administrative steps and procedures during the complaint resolution process
 - Fully automating the early resolution process to enable air carriers and passengers to quickly and seamlessly resolve complaints before the Agency's process kicks in
 - Systematically identifying and processing groups of similar complaints to increase processing speed and decision-making consistency
 - Using data analysis and enhanced performance monitoring to advance consistency, accuracy, and quality of decisions
 - Pro-actively addressing emerging risks or major events (e.g., CrowdStrike, major weather events, labour disruptions)

Program inventory

Independent regulatory and dispute-resolution services for transportation providers and users is supported by the following programs:

- Determinations and Compliance
- Dispute Resolution

Additional information related to the program inventory for independent regulatory and dispute-resolution services for transportation providers and users is available on the [Results page on GC InfoBase](#).

Internal services

In this section

- Description
- Plans to achieve results
- Planned resources to achieve results
- Planning for contracts awarded to Indigenous businesses

Description

Internal services are the services that are provided within the Agency 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
- material management services
- acquisition management services

Plans to achieve results

This section presents details on how the Agency plans to achieve results and meet targets for internal services.

The Agency's internal services will continue to evolve to meet the changing context in which they operate by adapting their processes, services, controls and oversight practices. The Agency's enabling corporate and internal services will provide support and solutions to meet employee and business needs by continuing to provide more efficient and user-centric services.

Enhancing data management, analytics and cybersecurity

The Agency continues to enhance its approach to digital service enablement by initiating the development of both a Digital Strategy and a Data Strategy. These strategies aim to ensure alignment with business priorities, optimize resources, improve system efficiency, and fully leverage technological capabilities. Additionally, the Agency remains committed to collaborating with internal and external partners to combat cyber risks and strengthen the security of its services, including onboarding Shared Services Canada's SDA43 initiative which aims to enhance IT security and digital services for 43 selected small departments and agencies.

Financial sustainability

Budget 2023 announced that the Agency would receive \$75.9 million over three years, starting in 2023-2024, in order to increase its capacity to process air travel complaints. The temporary funding comes to

an end in fiscal year 2025-2026. The Agency is pursuing funding options to ensure the delivery of its mandate in an effective and timely manner.

Building a modern, diverse workforce

The Agency will continue to build a diverse, inclusive, accessible, and resilient organization that fosters a sense of belonging. This will be accomplished through identification of the workplace needs and skills of the future and the modernization of human resource programs and services.

User centric communications and web services

In order to support the mandate of the Agency, communication services will continue to deliver communication and web services that enhance engagement and accessibility while striving to provide an enhanced user-friendly website to ensure easy access to information for Canadians.

Planned resources to achieve results

Table 5: Planned resources to achieve results for internal services this year

Table 5 provides a summary of the planned spending and full-time equivalents required to achieve results.

Resource	Planned
Spending	16,324,885
Full-time equivalents	91

[Complete financial](#) and [human resources information](#) for the Agency’s program inventory is available on GC InfoBase.

Planning for contracts awarded to Indigenous businesses

Government of Canada departments are to meet a target of awarding at least 5% of the total value of contracts to Indigenous businesses each year. This commitment is to be fully implemented by the end of 2024-25.

A key part of the Agency's procurement strategy for the 2025-26 fiscal year is to continue to utilize Voluntary Set-Asides for Indigenous Businesses, whereby federal departments and agencies may designate any procurement as being restricted exclusively to qualified Indigenous suppliers. The Agency procurement officials will continue to work with contracting officers from Public Services and Procurement Canada to meet and exceed the 5% performance objectives under the program, by identifying opportunities for voluntary Procurement Strategy for Indigenous Business (PSIB) set-asides, when qualified Indigenous suppliers were known to exist in the marketplace. An internal report is used to track the percentage of contracts and additional measures may be taken if the percentage is not on track with the Agency's planned target of 5%.

Table 6: Percentage of contracts planned and awarded to Indigenous businesses

Table 6 presents the current, actual results with forecasted and planned results for the total percentage of contracts the Agency awarded to Indigenous businesses.

5% Reporting Field	2023-24 Actual Result	2024-25 Forecasted Result	2025-26 Planned Result
Total percentage of contracts with Indigenous businesses	13.35%	5%	5%

Planned spending and human resources

This section provides an overview of the Agency’s planned spending and human resources for the next three fiscal years and compares planned spending for 2025-26 with actual spending from previous years.

In this section

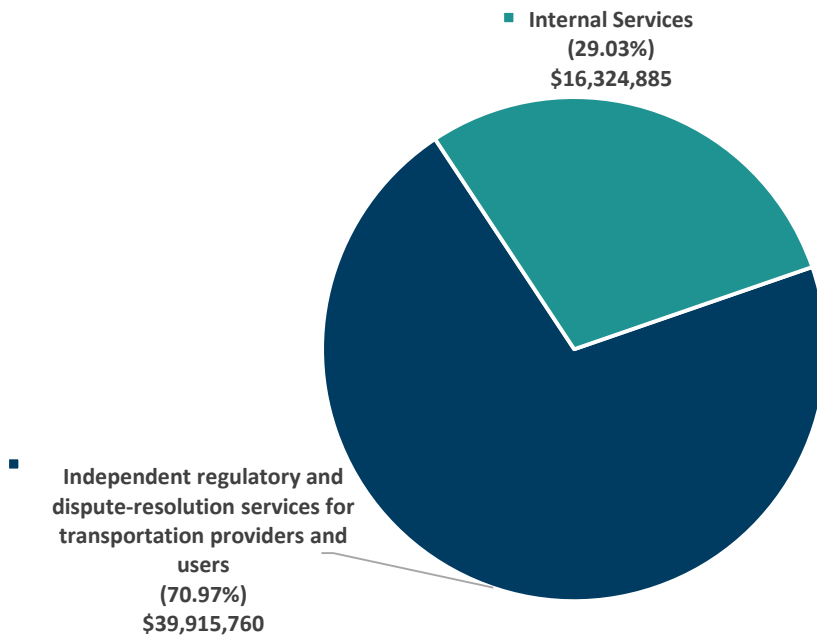
- Spending
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Spending

This section presents an overview of the Agency’s planned expenditures from 2022-23 to 2027-28.

Graph 1 Planned spending by core responsibility in 2025-26 [optional]

Graph 1 presents how much the Agency plans to spend in 2025-26 to carry out core responsibilities and internal services.



Text description of Graph 1

The graph depicts a pie chart divided into two as follows:

- Internal services: \$16,324,885 or 29.03%.
- Independent regulatory and dispute-resolution services for transportation providers and users: \$39,915,760 or 70.97%

Core responsibilities and internal services	2025-26 planned spending
Independent regulatory and dispute-resolution services for transportation providers and users	39,915,760
Internal services	16,324,885

Analysis of planned spending by core responsibility

For fiscal year 2025-26, the planned spending by core responsibility remains fairly consistent with the previous fiscal year, with the exception of an overall decrease of \$2.0 million primarily attributable to a \$2.9 million reduction in funding for compensation adjustment arising from the renewal of collective agreements which occurred in 2023-24 and 2024-25.

Budgetary performance summary

Table 7: Three-year spending summary for core responsibilities and internal services (dollars)

Table 7 presents how much money the Agency spent over the past three years to carry out its core responsibilities and for internal services. Amounts for the current fiscal year are forecasted based on spending to date.

Core responsibilities and Internal services	2022-2023 Actual Expenditures	2023-24 Actual Expenditures	2024-2025 Forecast Spending
Independent regulatory and dispute-resolution services for transportation providers and users	29,219,423	37,734,022	41,618,760
Internal services	11,910,894	17,926,830	16,586,270
Total	41,130,317	55,660,852	58,205,030

Analysis of the past three years of spending

Budget 2023 announced that the Agency would receive \$75.9 million over three years, starting in 2023-2024, primarily to increase the Agency’s capacity to process air travel complaints. The increase in the 2023-2024 actual expenditures is primarily attributable to this renewed temporary funding as well as funding received following the renewal of various collective agreements.

The increase in the forecasted spending for fiscal year 2024-25 is primarily a result of the increase in temporary funding (approximately \$4.1 million) announced in Budget 2023. This increase is offset by the planned spending reductions in support of the government’s efforts to refocus spending towards the priorities that matter most to Canadians, including health care, dental care, and investments in Canada’s economic plan.

More financial information from previous years is available on the [Finances section of GC Infobase](#).

Table 8: Planned three-year spending on core responsibilities and internal services (dollars)

Table 8 presents how much money the Agency’s plans to spend over the next three years to carry out its core responsibilities and for internal services.

Core responsibilities and Internal services	2025-26 Planned Spending	2026-27 Planned Spending	2027-28 Planned Spending
Independent regulatory and dispute-resolution services for transportation providers and users	39,915,760	24,086,324	24,112,923
Internal services	16,324,885	9,850,908	9,861,786
Total	56,240,645	33,937,232	33,974,709

Analysis of the next three years of spending

For fiscal year 2025-26, the planned spending reflects a decrease of \$2.0 million primarily attributable to a \$2.9 million reduction in funding for compensation adjustment arising from the renewal of collective agreements which occurred in 2023-24 and 2024-25 as well as an increase in the planned spending reductions in support of the government’s efforts to refocus government spending.

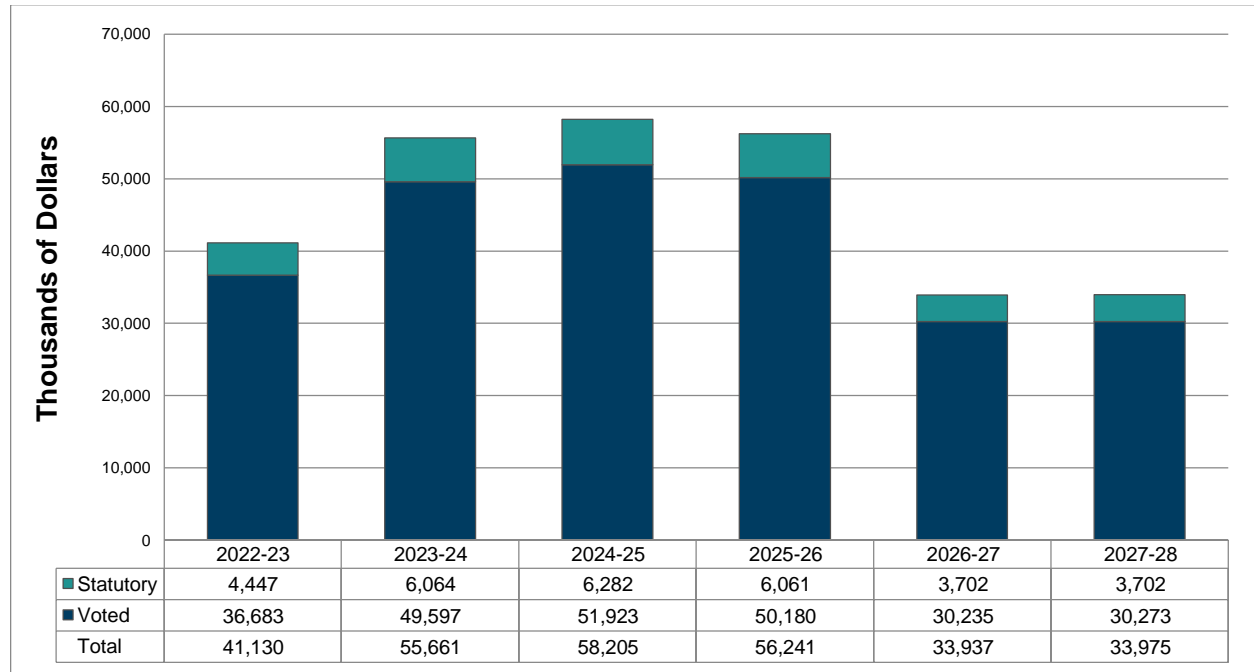
For fiscal years 2026-27 and 2027-28, the planned spending reflects a decrease of approximately \$22 million due to the sunsetting temporary funds that were used primarily to expand the Agency’s capacity to process air passengers complaints, as per Budget 2023.

More [detailed financial information on planned spending](#) is available on the Finances section of GC Infobase.

Funding

This section provides an overview of the Agency's voted and statutory funding for its core responsibilities and for internal services. For further information on funding authorities, consult the [Government of Canada budgets and expenditures](#).

Graph 2: Approved funding (statutory and voted) over a six-year period
 Graph 2 summarizes the Agency's approved voted and statutory funding from 2022-23 to 2027-28.



Text description of graph 2

Fiscal year	Total	Voted	Statutory
2022-23	41,130	36,683	4,447
2023-24	55,661	49,597	6,064
2024-25	58,205	51,923	6,282
2025-26	56,241	50,180	6,061
2026-27	33,937	30,235	3,702
2027-28	33,975	30,273	3,702

Analysis of statutory and voted funding over a six-year period
 For fiscal years 2022-23 and 2023-24, the amounts shown represent the actual expenditures as reported in the Public Accounts.

For fiscal year 2024-25, the forecast spending represents the planned budgetary and statutory expenditures as presented in the Estimates documents (Main Estimates and Supplementary Estimates) as well as amounts approved by the Treasury Board as November 1, 2024, such as a \$4.1 million increase in temporary funding to expand the Agency’s capacity to process air passengers complaints, as per Budget 2023. This increase is offset by the planned spending reductions in support of the government’s efforts to refocus government spending.

For fiscal year 2025-26, the planned spending reflects a decrease of \$2.0 million primarily attributable to a \$2.9 million reduction in funding for compensation adjustment arising from the renewal of collective agreements which occurred in 2023-24 and 2024-25 as well as an increase in the planned spending reductions in support of the government’s efforts to refocus government spending.

For fiscal years 2026-27 and 2027-28, the planned spending reflects a decrease of approximately \$22 million due to the sunseting temporary funds, as announced in Budget 2023.

Generally speaking, the Agency's planned spending does not include the reimbursement of eligible payroll expenditures and the operating budget carry-forward since these cannot be estimated with certainty. In addition, the Agency's statutory spending, as indicated in the graph above, relates to the Employee Benefit Plan, which is a function of planned salary spending. Therefore, it fluctuates along with voted spending.

For further information on the Agency’s departmental appropriations, consult the [2025-26 Main Estimates](#).

Future-oriented condensed statement of operations

The future-oriented condensed statement of operations provides an overview of the Agency’s operations for 2024-25 to 2025-26.

Table 9: Future-oriented condensed statement of operations for the year ended March 31, 2026 (dollars)
 Table 9 summarizes the expenses and revenues which net to the cost of operations before government funding and transfers for 2024-25 to 2025-26. 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.

Financial information	2024-25 Forecast results	2025-26 Planned results	Difference (Planned results minus forecasted)
Total expenses	65,465,335	63,060,085	(2,405,250)
Total revenues	-	-	-
Net cost of operations before government funding and transfers	65,465,335	63,060,085	(2,405,250)

Analysis of forecasted and planned results

For fiscal year 2025-26, the planned spending reflects a decrease of \$2.4 million primarily attributable to a \$2.9 million reduction in funding for compensation adjustment arising from the renewal of collective agreements which occurred in 2023-24 and 2024-25.

A more detailed Future-Oriented Statement of Operations and associated Notes for 2025-26, including a reconciliation of the net cost of operations with the requested authorities, is available on the Agency’s website.

A more detailed [Future-Oriented Statement of Operations and associated Notes for 2025-26](#), including a reconciliation of the net cost of operations with the requested authorities, is available on [the Agency’s website](#).

Human resources

This section presents an overview of the Agency’s actual and planned human resources from 2022-23 to 2027-28.

Table 10: Actual human resources for core responsibilities and internal services

Table 10 shows a summary of human resources, in full-time equivalents, for the Agency’s core responsibilities and for its internal services for the previous three fiscal years. Human resources for the current fiscal year are forecasted based on year to date.

Core responsibilities and internal services	2022-23 Actual full-time equivalents	2023-24 Actual full-time equivalents	2024-25 Forecasted full-time equivalents
Independent regulatory and dispute-resolution services for transportation providers and users	224	287	323
Internal services	70	93	91
Total	294	380	414

Analysis of human resources over the last three years

In 2023-24 and 2024-25, there is an increase in actual and forecasted full-time equivalents as a result of the \$10.1 million increase in 2023-24 and the \$4.1 million increase in 2024-25 of temporary funding provided to the Agency primarily to expand its capacity to process air passengers complaints, as per Budget 2023.

Table 11: Human resources planning summary for core responsibilities and internal services

Table 11 shows information on human resources, in full-time equivalents, for each of the Agency’s core responsibilities and for its internal services planned for the next three years.

Core responsibilities and internal services	2025-26 Planned full-time equivalents	2026-27 Planned full-time equivalents	2027-28 Planned full-time equivalents
Independent regulatory and dispute-resolution services for transportation providers and users	323	257	257
Internal services	91	81	81
Total	414	338	338

Analysis of human resources for the next three years

The planned full-time equivalents are expected to decrease over the next couple of years in correspondence with the sunseting funds provided to the Agency in Budget 2023, as well as the further increase in planned spending reductions in support of the government’s efforts to refocus government spending.

Corporate information

Departmental profile

Appropriate minister(s): The Honourable Anita Anand, MP., Minister of Transport

Institutional head: France Pégeot, Chair and Chief Executive Officer

Ministerial portfolio: Transport

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

Year of incorporation / commencement: 1904

Other:

The Agency shares responsibility for the following acts:

- [Accessible Canada Act, 2019](#)
- [Canada Marine Act](#)
- [Canadian Environmental Assessment Act, 2012](#)
- [Civil Air Navigation Services Commercialization Act](#)
- [Coasting Trade Act](#)
- [Energy Supplies Emergency Act](#)
- [Pilotage Act](#)
- [Railway Relocation and Crossing Act](#)
- [Railway Safety Act](#)
- [Shipping Conferences Exemption Act, 1987](#)

The Agency has sole responsibility for the following regulations:

- [Accessible Transportation for Persons with Disabilities Regulations](#), SOR/2019-244
- [Accessible Transportation Planning and Reporting Regulations](#), SOR/2021-243
- [Air Passenger Protection Regulations](#), SOR/2019-150
- [Air Transportation Regulations](#), SOR/88-58
- [Canadian Transportation Agency Designated Provisions Regulations](#), SOR/99-244
- [Regulations on Operational Terms for Rail Level of Services Arbitration](#), SOR/2014-192
- [Personnel Training for the Assistance of Persons with Disabilities Regulations](#), SOR/94-42
- [Railway Costing Regulations](#), SOR/80-310

- [Railway Interswitching Regulations](#), SOR/88-41
- [Railway Third Party Liability Insurance Coverage Regulations](#), SOR/96-337
- [Railway Traffic and Passenger Tariffs Regulations](#), SOR/96-338
- [Railway Traffic Liability Regulations](#), SOR/91-488

The Agency shares responsibility for the following regulations:

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

The Agency has promulgated the following Rules:

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

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

Departmental contact information

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60 Laval Street, Unit 01, Gatineau, Québec J8X 3G9

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Fax: 819-997-6727

Email: info@otc-cta.gc.ca

Website(s): <https://www.otc-cta.gc.ca>

Supplementary information tables

The following supplementary information tables are available on the Agency's website:

- Gender-based analysis plus

Information on the Agency's departmental sustainable development strategy can be found on [the Agency's website](#).

Federal tax expenditures

The Agency's Departmental Plan does not include information on tax expenditures.

The tax system can be used to achieve public policy objectives through the application of special measures such as low tax rates, exemptions, deductions, deferrals and credits. The Department of Finance Canada publishes cost estimates and projections for these measures each year in the [Report on Federal Tax Expenditures](#).

This report also provides detailed background information on tax expenditures, including descriptions, objectives, historical information and references to related federal spending programs as well as evaluations and GBA Plus of tax expenditures.

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, departments or individuals; and payments to Crown corporations.

core responsibility (responsabilité essentielle)

An enduring function or role performed by a department. The intentions of the department with respect to a core responsibility are reflected in one or more related departmental results that the department seeks to contribute to or influence.

Departmental Plan (plan ministériel)

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

departmental result (résultat ministériel)

A consequence or outcome that a department seeks to achieve. A departmental result is often outside departments' immediate control, but it should be influenced by program-level outcomes.

departmental result indicator (indicateur de résultat ministériel)

A quantitative measure of progress on a departmental result.

departmental results framework (cadre ministériel des résultats)

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

Departmental Results Report (rapport sur les résultats ministériels)

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

full-time equivalent (équivalent temps plein)

A measure of the extent to which an employee represents a full person-year charge against a departmental budget. For a particular position, the full-time equivalent figure is the ratio of number of hours the person actually works divided by the standard number of hours set out in the person's collective agreement.

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

Is an analytical tool used to support the development of responsive and inclusive policies, programs, and other initiatives. GBA Plus is a process for understanding who is impacted by the issue or opportunity

being addressed by the initiative; identifying how the initiative could be tailored to meet diverse needs of the people most impacted; and anticipating and mitigating any barriers to accessing or benefitting from the initiative. GBA Plus is an intersectional analysis that goes beyond biological (sex) and socio-cultural (gender) differences to consider other factors, such as age, disability, education, ethnicity, economic status, geography (including rurality), language, race, religion, and sexual orientation.

Using GBA Plus involves taking a gender- and diversity-sensitive approach to our work. Considering all intersecting identity factors as part of GBA Plus, not only sex and gender, is a Government of Canada commitment.

government priorities (priorités gouvernementales)

For the purpose of the 2025-26 Departmental Plan, government priorities are the high-level themes outlining the government's agenda in the [November 23, 2021, Speech from the Throne](#): building a healthier today and tomorrow; growing a more resilient economy; bolder climate action; fight harder for safer communities; standing up for diversity and inclusion; moving faster on the path to reconciliation; and fighting for a secure, just and equitable world.

horizontal initiative (initiative horizontale)

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

Indigenous business (entreprise autochtones)

For the purpose of the Directive on the Management of Procurement Appendix E: Mandatory Procedures for Contracts Awarded to Indigenous Businesses and the Government of Canada's commitment that a mandatory minimum target of 5% of the total value of contracts is awarded to Indigenous businesses, a department that meets the definition and requirements as defined by the [Indigenous Business Directory](#).

non-budgetary expenditures (dépenses non budgétaires)

Non-budgetary authorities that comprise assets and liabilities transactions for loans, investments and advances, or specified purpose accounts, that have been established under specific statutes or under non-statutory authorities in the Estimates and elsewhere. Non-budgetary transactions are those expenditures and receipts related to the government's financial claims on, and obligations to, outside parties. These consist of transactions in loans, investments and advances; in cash and accounts receivable; in public money received or collected for specified purposes; and in all other assets and liabilities. Other assets and liabilities, not specifically defined in G to P authority codes are to be recorded to an R authority code, which is the residual authority code for all other assets and liabilities.

performance (rendement)

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

performance indicator (indicateur de rendement)

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

plan (plan)

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

planned spending (dépenses prévues)

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

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

program (programme)

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

program inventory (répertoire des programmes)

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

result (résultat)

A consequence attributed, in part, to a department, policy, program or initiative. Results are not within the control of a single department, policy, program or initiative; instead they are within the area of the department'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 a department, 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.