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Canadian Transportation Agency

Office des transports du Canada

Canadian Transportation Agency

2025–26 Departmental Results Report

The Honourable Steven MacKinnon, P.C., M.P., Minister of Transport and Leader of the Government in the House of Commons

Canada

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Canadian Transportation Agency's 2025-26 Departmental Results Report

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At a glance

This departmental results report details the Canadian Transportation Agency (Agency)'s actual accomplishments against the plans, priorities and expected results outlined in its 2025–26 Departmental Plan.

These results align with the priorities outlined in the May 21, 2025, mandate letter from the Prime Minister, as well as with the Agency's vision, mission, raison d'être and operating context.

Key priorities

The Agency identified the following key priorities for 2025–26:

- **Resolve the Backlog:** Develop and implement the new *Air Passenger Protection Regulations* (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

During the 2025-26 fiscal year, the Agency advanced a wide array of initiatives in support of fair, efficient, and accessible transportation services for Canadians. These efforts contributed to the achievement of the Agency's key priorities and enhanced outcomes for the public. Highlights of this work include:

- To support an efficient and competitive national transportation system, the Agency reviewed rail line construction approvals under section 98 of the *Canada Transportation Act* (the Act) and is implementing a new approval process that takes a spectrum approach to applications based on their level of complexity and potential risks and impacts. The Agency is also reviewing its approach to Indigenous consultation and engagement to ensure its guidance supports meaningful Indigenous engagement, clarifies responsibilities, and improves the efficiency and effectiveness of the whole review process.
- The Agency continued to prioritize the backlog of air travel complaints by further streamlining its complaints resolution processes and improving operational efficiency. By way of incorporating new tools into existing processes, the Agency is targeting 45,000 complaint closures in the 2026-27 fiscal year.
- The Agency also made important progress in advancing accessible transportation. It improved the efficiency and processing capacity of accessibility-related complaints, as well as worked closely with industry and persons with disabilities to address challenges pertaining to the transportation of mobility aids. The Agency further strengthened collaboration with stakeholders and continued to demonstrate its leadership role through its work with the International Civil Aviation Organization (ICAO). This includes contributing to the development and implementation of the accessibility strategy, which aims to strengthen consistency and improve coordination across the global aviation network.

- Total actual spending (including internal services): $57,522,782
- Total full-time equivalent staff (including internal services): 398

For detailed information on the Agency's total spending and human resources, read the Spending and human resources section of this report.

Summary of results

The following provides a summary of the results the department achieved in 2025–26 under its “core responsibility” (its main area of activity).

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

Actual spending: $43,396,216

Actual human resources: 306

- Departmental Result 1: An efficient, competitive national transportation system
  - 1A: Percentage of regulatory authorities issued and determination cases resolved within service standards
  - 1B: Percentage of disputes resolved within service standards
  - 1C: Transportation Fluidity Index
- 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: Percentage of accessibility disputes resolved within service standards
  - 3B: Number of air travel accessibility complaints received per 100 flights

During the 2025-26 fiscal year, the Agency continued to advance priorities in its three key areas of responsibility: supporting an efficient national transportation system, providing consumer protection for air passengers, and protecting the fundamental right of persons with disabilities to accessible transportation services.

With respect to supporting an efficient national transportation system, the Agency completed the legislatively-required review of the Railway Interswitching Regulations, updated the Volume-Related Composite Price Index (VRCPI) and Maximum Revenue Entitlement (MRE) methodology to support the efficient movement of western grain. On an ongoing basis, the Agency monitored rail system performance and engaged regularly with industry stakeholders to enhance early issues identification, improve planning, thereby strengthening the resilience of Canada’s transportation network. The Agency also made progress on key decisions, including the Baffinland Iron Mines Corporation and the Lac-Mégantic Rail Bypass Project.

For a second consecutive year, the Agency resolved more than 30,000 air travel complaints while continuing to refine the operations of the Complaints Resolution Office. The Agency continued to consider and pilot new tools, strategies, and technologies (including artificial intelligence (AI)) to maximize resolution capacity and improve service delivery outcomes. An ambitious target has been established to resolve 45,000 complaints in the next fiscal year.

In support of accessible transportation, the Agency continued to collaborate closely with industry to address gaps, including those related to the handling and transportation of mobility aids. This work included ensuring understanding of regulatory obligations, strengthening training efforts, and encouraging the adoption of consistent industry practices. Internationally, the Agency continued to lead the advancement of a comprehensive accessibility strategy for international aviation by ICAO.

For more information on the Agency's activities related to independent regulatory and dispute-resolution services for transportation providers and users, read the "Results: What we achieved" section of this report.

From the Chair

On June 1, 2026, I was appointed Chair of the Agency. For me, this appointment marks a return to the transportation industry and to where I began my career in the public service. I am honored to rejoin the Agency, recognizing both its longstanding history and its essential role to Canada's transportation system. As I reflect on my first months at the Agency, I have seen firsthand the professionalism and dedication of our employees and Members, whose commitment has continuously enabled the Agency to deliver on its mandate. As I assume this role, I look forward to building on these strengths as we pursue the Agency's strategic priorities and strengthen our capacity to support a competitive, efficient, and accessible national transportation system by:

1. modernizing service delivery through the use of technology, including AI, while continuously improving efficiency and outcomes;
2. driving operational excellence through continuous improvement, process optimization, performance measurement, and evidence-based, data-driven decision-making to maximize organizational effectiveness;
3. delivering fair, impartial, transparent, and predictable decisions, while promoting transparency in the Agency's operations and fostering meaningful engagement with stakeholders and those affected by our decisions, so that our decisions are predictable and our processes are transparent; and
4. attracting, developing, and retaining a diverse, inclusive, and highly skilled workforce capable of leveraging modern tools to innovate and execute its mandate with excellence.

The results described in this report were achieved under the leadership of my predecessor, France Pégeot, who led the Agency for the last 5 years. I am encouraged by the progress that has been made and highlighted in this report and proud of what our organization has achieved. They provide a solid foundation for the work that lies ahead for the organization, as we advance our mandate and pursue further improvements in the years ahead.

Throughout 2025-2026, the Agency remained steadfast in advancing its core mandate. With respect to supporting an efficient national transportation system, the Agency has begun transforming the way it reviews railway construction applications – applying a spectrum approach based on complexity and risk, and updating guidance to support applicants and Indigenous communities. This will yield faster, clearer, and more predictable processes, while reducing regulatory burden and red tape. The changes place emphasis on risk-based assessment – focusing regulatory effort on material impacts and issues that matter most – while maintaining rigorous, transparent, and evidence-based outcomes. The Agency has also placed significant emphasis on building relationships with the industry at all levels of the organization – these interactions are essential for the Agency to maintain its knowledge and expertise in the sector. For instance, the Agency engaged closely and regularly with

railways and shippers to facilitate early identification of potential service and performance issues and to encourage practical solutions.

In the area of air passenger protection, the Complaints Resolution Office (CRO) which launched in September 2023 introduced a more straightforward, rapid, and cost-effective approach to complaint resolution. Since its implementation, the Agency has continued refining processes and introducing operational improvements that have significantly increased productivity. During its first two full fiscal years, the CRO resolved more than 30,000 complaints annually — approximately three times the volume resolved in the final full fiscal year preceding its creation, when 11,158 complaints were closed.

This was made possible by investments made by the Agency – such as in information technology (IT) tools, AI, and advanced data analytics to improve both air passenger protection and regulatory oversight. The Agency continues explore and implement strategies to maximize the number of complaints that can be resolved. An ambitious target of closing 45,000 complaints has been set for the next fiscal year. The Agency also leveraged AI and data-driven insights to strengthen its compliance monitoring and enforcement activities, enabling the advance identification of potential non-compliance and emerging issues, and supporting more targeted inspections.

With respect to accessible transportation, the Agency has deepened engagements with stakeholders through regular consultation, including through the Accessibility Advisory Committee, using it as a key forum to inform the Agency’s work, grounding it in lived experience. In the area of dispute resolution, the Agency implemented a plan to improve the processing efficiency and overall capacity of its process, resulting in 20 percent more complaints being resolved than in the previous fiscal year. Additionally, the Agency advanced initiatives for improved handling of mobility aids and continued to play its leadership role through its work with the ICAO to develop an international accessibility strategy.

Furthermore, in 2026, for the third consecutive year, the Agency was recognized as one of the Top Employers in the National Capital Region. This distinction reflects our ongoing commitment to fostering a positive and inclusive work environment, offering competitive benefits, supporting professional development, and promoting a strong workplace culture.

Alain Langlois
Chair of the Canadian Transportation Agency

Results: What we achieved

Core responsibility 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
- Progress on results
- Details on results
- Key risks
- Resources required 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

Progress on results

This section details the department's performance against its targets for each departmental result under Core responsibility 1: Independent regulatory and dispute-resolution services for transportation providers and users.

Table 1: An efficient, competitive national transportation system

Departmental result indicator	Target	Date to achieve target	Actual result
Percentage of regulatory authorities issued, and determination cases resolved within service standards	85%	March 2026	2023–24: 98% 2024–25: 99% 2025–26: 99%
Percentage of disputes resolved within service standards	80%	March 2026	2023–24: 77% 2024–25: 48% 2025–26: 55%*
Transportation Fluidity Index	TBD**	September 2026	2023–24: Not available** 2024–25: Not available** 2025–26: Not available**

Table 1 shows the target, the date to achieve the target and actual result for each indicator under an efficient, competitive national transportation system in the last three fiscal years.

*The percentage of disputes resolved within service standards did not meet the Agency's set target. While the Agency is committed to resolving rail and marine disputes in a timely manner, factors beyond its control, such as the complexity of incoming cases, as well as requests by parties for timeline extensions can prolong the process.

**The Transportation Fluidity Index was intended to measure the overall performance of Canada's transportation network across all modes that the Agency regulates, with a focus on both efficiency and competitiveness. However, establishing targets for and reporting on this indicator proved overly complex and challenging, as the Agency does not have access to the data required to determine results. Accordingly, the indicator has been removed from the Agency's Departmental Results Framework (DRF), a change that was reflected in the 2026-27 Departmental Plan.

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

Departmental result indicator	Target	Date to achieve target	Actual result
Number of air travel consumer complaints per 100 flights	TBD****	March 2026	2023–24: 4.10 2024–25: 4.32

Departmental result indicator	Target	Date to achieve target	Actual result
			2025–26: 4.10
Percentage of air consumer protection disputes resolved within service standards	85%	March 2026	2023–24: Not available*** 2024–25: Not available*** 2025–26: 99%

Table 2 shows the target, the date to achieve the target and actual result for each indicator under consumers have access to justice and protection for air travel in the last three fiscal years.

***As a result of *Budget Implementation Act*, 2023, No. 1 (BIA), the Agency implemented a new streamlined complaints process which officially launched on September 30, 2023. As service standards had not yet been established for the new process, results for this indicator were reported as “not available” for fiscal years 2023-24 and 2024-25. Under the enabling legislation, complaints must be processed within 90 days from the day a resolution officer begins work on a file. As of July 2026, the Agency updated the service standard for this process, which is available on the Agency’s website.

****When this indicator was initially established, no target was set due to the indicator’s immaturity. A target has subsequently been established in the Agency’s Departmental Results Framework, and is reflected in the 2026-27 Departmental Plan.

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

Departmental result indicator	Target	Date to achieve target	Actual result
Percentage of accessibility disputes resolved within service standards	80%	March 2026	2023–24: 84% 2024–25: 82% 2025–26: 92%
Number of air travel accessibility complaints per 100 flights	TBD*****	March 2026	2023–24: 0.04 2024–25: 0.04 2025–26: 0.06

Table 3 shows the target, the date to achieve the target and actual result for each indicator under persons with disabilities have access to justice and accessible transportation services in the last three fiscal years.

*****When this indicator was initially established, no target was set due to the indicator’s immaturity. A target has subsequently been established in the Agency’s Departmental Results Framework, and is reflected in the 2026-27 Departmental Plan.

The Results section of the Infographic for the Agency on GC Infobase provides additional information on results and performance related to its program inventory.

Details on results

The following section describes the results for independent regulatory and dispute-resolution services for transportation providers and users in 2025–26 compared with the planned results set out in the Agency's departmental plan for the year.

An efficient, competitive national transportation system

One of the Agency's key roles is to help ensure that the national transportation system runs efficiently and smoothly in the interests of all Canadians – those who work and invest in it, the producers, shippers, travellers and businesses who rely on it, and the communities where it operates. In so doing, the Agency is guided by the National Transportation Policy, which is part of the Act and affirms that competition and market forces are the primary drivers in providing viable and effective transportation services.

Results achieved

Rail:

- Conducted a public consultation on commercial market factors to be considered in determining fair and reasonable interswitching rates;
- Set the VRCPIs for the 2025-26 crop year:
    - In 2025, the VRCPI determination (R-2025-76) identified increases of 1.72 percent for Canadian National Railway (CN) and 3.11 percent for the Canadian Pacific Kansas City Railway Company (CPKC) over the previous crop year, primarily due to updates from forecasted 2024 price changes to actual price changes and incorporating revised forecasts for 2025;
- Resolved 21 rail disputes (six through mediation and 15 through adjudication);
- Addressed 122 enquiries via its Rail Helpline;
- Issued a Certificate of Fitness on December 4, 2025 confirming adequate liability insurance for Baffinland Iron Mines Corporation to support the completion of the Steensby railway line in Nunavut;
- Held a public comment period from November 12, 2025 to January 30, 2026:
    - Received over 120 submissions following CPKC's filing of its final application to the Agency for the Lac-Mégantic Rail Bypass Project;
- Drafted a new guide related to the Crown's Duty to Consult to support Indigenous consultations; and,
- Determined the MRE for CN and CPKC:
    - Determination (R-2025-214) found that CN's revenues were below its maximum grain revenue entitlement, while CPKC's revenues exceeded its respective entitlement for the 2024-25 crop year.

    - Regulations require that any revenue collected above the entitlement, plus a 5 percent penalty, be paid to the Western Grains Research Foundation; accordingly, CPKC was required to pay penalties totaling $2,793,262.

Marine:

- Processed 84 coasting trade applications, marking a 13.5 percent increase from the previous year:
    - Of the contested applications, two were withdrawn by the applicants, and one was denied by the Agency.

Air:

- Approved 95 air licence applications, including 33 foreign carrier licence applications;
- Issued 1,232 permits for passenger resaleable, passenger non-resaleable, and cargo charters;
- Processed 3,930 charter flight notifications; and
- Participated in the negotiation and implementation of international air transport agreements.

Consumers have access to justice and protection for air travel

The Agency is responsible for administering and enforcing Canada's air passenger protection framework. This includes resolving complaints and disputes between passengers and air carriers, and monitoring and enforcing compliance with the Air Passenger Protection Regulations (APPR) through a wide array of activities, including inspections, investigations, and enforcement actions. Together, these activities help ensure that passengers receive the protections to which they are entitled and that air carriers meet their regulatory and legislative obligations.

Results achieved

- Air Passenger Protection Regulations (APPR):
    - Launched a newly enhanced Air Passenger Protection website to better serve passengers and improve access to important information about air travel rights and entitlements;
- Air Travel Complaints Resolution Office:
    - Closed 32,363 air travel complaints; and,
    - Strengthened operational performance through automation, structured workflows, and improved data analytics including the introduction of a suite of tools leveraging AI;
- Compliance Monitoring and Enforcement:
    - Completed 609 inspections and investigations;
    - Conducted compliance verification activities and enforcement actions to identify and address cases where air carriers may have been operating without the required licensing and flight operating authorities; and

- Issued 37 Notices of Violation (NOVs) with Administrative Monetary Penalties (AMPs) totalling $1,429,350;

Persons with disabilities have access to justice and accessible transportation services

The Agency plays an essential role in protecting the fundamental right of persons with disabilities to accessible transportation. It does so by providing dispute resolution services, as well as monitoring compliance and enforcing regulatory requirements to remove barriers. Through ongoing engagement, consultation, and outreach with industry stakeholders and persons with disabilities, the Agency helps promote practical solutions, and improve overall accessibility of the federal transportation network.

Results achieved

- Supported the implementation of the Accessible Transportation for Persons with Disabilities Regulations through a confidential toll-free accessible transportation complaints help line:
  - Received 258 calls, with 10 percent leading to complaints filed;
- Resolved 631 accessibility complaints, nearly a 20 percent increase from 2024-25:
  - Of these complaints, 96 percent were resolved through mediation, and the remainder through adjudication;
- Evaluated and applied lessons learned from a pilot project that involved shadowing persons with disabilities throughout their travel journey to better understand the challenges they face:
  - Expanded the initiative into an ongoing activity encompassing all disability types and modes of transportation;
- Supported the advancement of accessible air travel internationally through its engagement with ICAO:
  - Participated in a range of ICAO activities, including meetings of the General Assembly and the Facilitation Panel, as well as accessibility-focused panels;
  - Supported initiatives that position accessibility as a fundamental part of air travel and encouraged collaboration among Member States to address barriers experienced by travellers with disabilities;
- Continued verification of Transportation Service Provider (TSP) compliance with the Accessible Transportation Planning and Reporting Regulations:
  - Resulted in a compliance rate of over 95 percent among the TSPs;
- Developed job aids for mobility aid handlers in partnership with the National Research Council Canada (NRC), Transport Canada, and Algonquin College’s Human-Centred Design Lab:
  - Produced two visual aids to help handlers quickly recall their training during operations;

- Completed two NRC deliverables in February 2025 – one on job aids and the other on providing stickers to use on wheelchairs; and,
- Published the research report on the Agency's website, with downloadable stickers scheduled for publication next year.

Key risks

Financial resilience: About 40 percent of the Agency's funding is temporary. This presents ongoing challenges in attracting and retaining specialized expertise in critical transportation and accessibility domains. This may affect its ability to sustain the capacity required to effectively deliver on key areas of its mandate.

Change management: The Agency is managing change driven by legal and policy shifts, coupled with the rapid emergence of transformative technologies. This dynamic environment challenges the Agency's ability to adapt its processes, systems, and workforce. To mitigate the risks associated with the high rate of change and maintain agility, the Agency is reassessing its investment plans for technology and systems, as well as its strategies for employee development and training, with a view to further investing in and strengthening these areas. Additionally, the Agency is optimizing stakeholder engagement and external communications products.

Maintaining expertise: Sustaining a sufficient level of specialized technical professionals across critical transportation domains and accessibility may pose future challenges to the Agency's ability to deliver on some of its key areas of responsibility. To mitigate these risks, the Agency is developing a reliable talent pipeline, promoting knowledge sharing and development, and proactively planning for future workforce needs. At the same time, structured knowledge transfer and cross-training reduce reliance on individual employees, while strategic workforce planning helps anticipate skill gaps early so staffing risks can be addressed before they become critical.

Digital and technology: The Agency continued to manage several technology-related risks. Going into 2026-27, cybersecurity remains a priority, with challenges in retaining specialized resources and adapting to evolving threats. To mitigate these risks, the Agency is building partnerships and investing in modern, automated security solutions to strengthen resilience. Budget constraints and shifts in government policy may influence procurement processes and lead to delays; the Agency will focus on strengthening change management with Shared Services Canada (SSC) to maintain continuity. The Agency is also addressing end-of-life technologies, such as unsupported website and intranet technologies, by prioritizing modernization and onboarding Canada.ca. Rapid AI adoption and data governance requirements are introducing privacy and compliance complexities, which are, and will be, managed through policy development, mandatory training, and process reviews. Finally, enterprise software delivery faces capacity challenges and varying readiness across business units. The Agency will continue to use its Digital Strategy to better align priorities and resources.

Resources required to achieve results

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

Table 4: Snapshot of resources required for independent regulatory and dispute-resolution services for transportation providers and users

Resource	Planned	Actual
Spending	40,085,163	43,396,216
Full-time equivalents	325	306

The Finances section of the Infographic for the Agency on GC Infobase page and the People section of the Infographic for the Agency on GC Infobase page provide complete financial and human resources information related to its program inventory.

Related government priorities

This section highlights government priorities that are being addressed through this core responsibility.

Gender-based Analysis Plus

The Agency continued to incorporate Gender-based Analysis Plus (GBA Plus) considerations into its activities to support fair, accessible, and inclusive outcomes for transportation system users. In exercising its mandate, the Agency considered the diverse circumstances and accessibility needs of transportation users, when developing policies, regulations, guidance and services.

During 2025-26, the Agency continued to implement its Accessibility Plan and monitor feedback, including those obtained through consultations, feedback processes, and accessibility-related activities. Outreach activities and ongoing discussions have helped the Agency identify barriers and issues raised have informed improvements to accessibility, service delivery, and organizational practices. Accessibility considerations were also integrated, where appropriate, into corporate planning, workforce management, and policy development activities.

Given that the Agency is a small organization, it does not maintain dedicated GBA Plus resources. However, where applicable, GBA Plus considerations continued to be incorporated into decision-making processes and initiatives that support accessibility, equity, diversity, and inclusion.

Artificial intelligence (AI)

In 2025–26, the Agency advanced its use of AI to improve productivity, enhance service delivery, and support more efficient government operations. Key accomplishments included:

- A governance framework for AI-enabled projects and initiatives affecting Agency services;
- A new Digital Strategy to guide and formalize the Agency's adoption of AI;
- Implementation of Microsoft Copilot as an Agency-wide productivity tool for administrative tasks; and,
- Enhanced AI-enabled tools and processes to support Complaint Resolution Officers and improve complaint resolution.

To support the responsible adoption of AI and prepare employees for its use, the Agency also:

- Delivered introductory workshops on AI tools and their potential applications, and engaged business areas across the Agency to identify opportunities for AI adoption within their operational mandates;
- Developed, communicated, and published a Directive governing the use of Microsoft Copilot;
- Secured access to OpenAI technology to support the development of Agency-specific AI tools for internal business processes; and
- Developed AI-enabled quality assurance and document summarization tools to improve the efficiency of complaint resolution services, as well as delivered targeted training to Complaint Resolution Officers on the effective and responsible use of AI tools.

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
- Progress on results
- Resources required to achieve results
- Risk and compliance process
- Contracts awarded to Indigenous businesses

Description

Internal services are the activities and resources that support a department in meeting its corporate obligations and delivering its programs. The 10 categories of internal services are:

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

Progress on results

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

- Supported employees and managers through a period of fiscal restraint, workforce adjustment activities and organizational change while maintaining the skilled and resilient workforce needed to deliver the Agency's regulatory, adjudicative and dispute resolution mandate;
- Continued implementing the Agency's Accessibility Plan and advancing employment equity, diversity and inclusion initiatives;
- Promoted employee well-being, fostered a respectful and inclusive workplace, and provided learning and development opportunities to help employees adapt to evolving organizational and operational requirements;
- Advanced the adoption of digital tools and emerging technologies, including the use of AI to improve productivity, streamline administrative processes and support service delivery; and,
- Continued fostering a positive workplace culture and employee experience. In recognition of these efforts, the Agency was named one of the Top Employers in the National Capital Region, for the third consecutive year in 2026.

Resources required to achieve results

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

Table 5: Resources required for internal services for 2025–26

Resource	Planned	Actual
Spending	16,386,368	14,126,566
Full-time equivalents	91	92

The Finances section of the Infographic for the Agency on GC Infobase and the People section of the Infographic for the Agency on GC Infobase provide complete financial and human resources information related to its program inventory.

Risk and compliance process

The Risk and Compliance Process (RCP) is a self-assessment designed to help deputy heads verify that they have controls and practices in place to meet their accountabilities under legislation and Treasury Board policy, and to effectively manage risks in their organizations.

In 2025–26, the Agency completed the RCP self-assessment, which confirmed effective foundational controls and generally sound compliance practices, with most areas demonstrating moderate to strong maturity. Key strengths include financial management, internal controls, transparency, and technology planning. Internal controls over financial management were fully assessed in 2024–25, with no new risks identified. Procurement controls demonstrated a high level of compliance, and proactive disclosure processes continued to support transparency and accountability. In addition, established data, financial, and digital planning structures, together with regular monitoring of cyber and security practices, support informed decision making and effective governance.

The assessment also identified areas for improvement related to documentation and consistency, particularly in procurement, security planning, and people management. In response, the Agency has taken targeted actions, including approving and implementing its Departmental Security Plan in May 2026, approving and implementing its Procurement Management Framework, strengthening reporting and management action plans, and enhancing workforce capacity through training and skills development. These measures are expected to improve consistency, resilience, and alignment with Government of Canada policy expectations while supporting the achievement of departmental results.

Contracts awarded to Indigenous businesses

Government of Canada departments are required to award at least 5% of the total value of contracts to Indigenous businesses every year.

As shown in Table 6, the Agency awarded 21.14% of the total value of all contracts to Indigenous businesses for the fiscal year.

Table 6: Total value of contracts awarded to Indigenous businesses

Contracting performance indicator	2025–26 result
Total value of contracts awarded to Indigenous businesses (A)	$465,889
Total value of contracts awarded to Indigenous and non-Indigenous businesses (B)	$2,203,313
Value of exceptions approved by deputy head (C)	$0

Contracting performance indicator	2025–26 result
Proportion of contracts awarded to Indigenous businesses [A / (B−C) × 100]	21.14%

Notes

For the purposes of the minimum 5% target, Indigenous Services Canada defines “Indigenous businesses” as:

- businesses owned and operated by Elders, band and tribal councils
- businesses registered in the Government of Canada’s Indigenous Business Directory
- registered on a modern treaty beneficiary business list

A “contract” is a binding agreement for the procurement of a good, service or construction and does not include real property leases. It includes contract amendments and contracts entered into by means of acquisition cards of more than $10,000.

For the 2025-26 fiscal year, the Agency’s result exceeded both, Government of Canada’s minimum 5% target and the amount forecasted in its Departmental Plan. As a key component of the Agency’s 2025-26 procurement strategy, procurement officials continued to actively identify opportunities to award contracts to Indigenous businesses when qualified suppliers were known to exist in the marketplace. Progress toward the Agency’s 5% target was monitored through an internal reporting mechanism.

In its 2026–27 Departmental Plan, the Agency estimated that it would award 5% of the total value of its contracts to Indigenous businesses by the end of 2025–26.

Spending and human resources

In this section

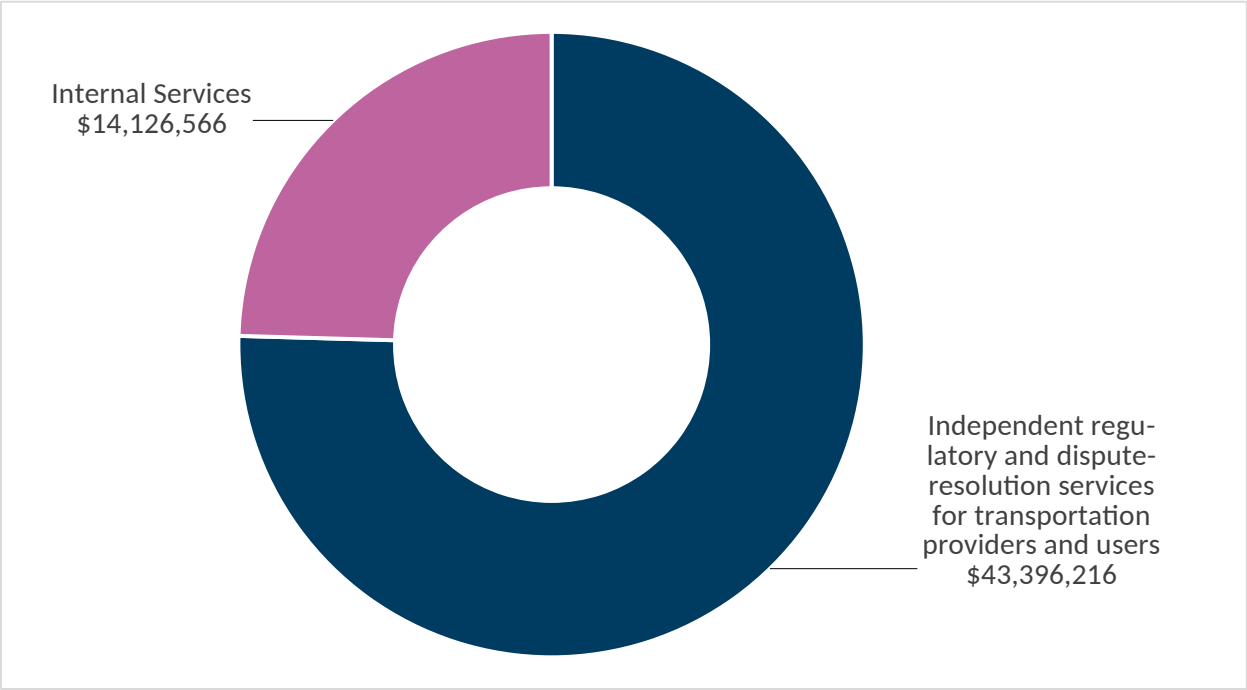
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Spending

This section presents an overview of the department’s actual and planned expenditures from 2023–24 to 2028–29.

Figure 1 shows how much the department spent in 2025–26 to carry out its core responsibility and internal services.

Figure 1: Actual spending by core responsibility in 2025–26



Text version of Figure 1

Core responsibility and internal services	2025–26 actual spending
Core responsibility: Independent regulatory and dispute-resolution services for transportation providers and users	$43,396,216
Internal services	$14,126,566

Analysis of actual spending by core responsibility

As noted in Figure 1, the Agency's total actual spending for 2025-26 was $57.5 million:

- **Core Responsibility – Independent regulatory and dispute-resolution services for transportation providers and users:** 75.4% of the total spending was allocated in support of the Agency's programs, thereby allowing it to advance its responsibilities – including, but not limited to those related to complaints resolution and compliance monitoring and enforcement.
- **Internal Services:** the remaining 24.6% was allocated to internal services, which includes investments in modernizing the Agency's technological tools.

Budgetary performance summary

Table 7 shows the money that the Agency spent in each of the past three years on its core responsibility and on internal services.

Table 7: Actual three-year spending on core responsibility and internal services (dollars)

Core responsibility and internal services	2025–26 Main Estimates	2025–26 total authorities available for use	Actual spending over three years (authorities used)
Independent regulatory and dispute-resolution services for transportation providers and users	$40,537,437	$44,729,378	• 2023–24: $38,592,596 • 2024–25: $44,118,074 • 2025–26: $43,396,216
Internal services	$16,551,181	$14,560,544	• 2023–24: $16,683,128 • 2024–25: $14,587,438 • 2025–26: $14,126,566
Total	**$57,088,618**	**$59,289,922**	• **2023–24: $55,275,724** • **2024–25: $58,705,512** • **2025–26: $57,522,782**

Analysis of the past three years of spending

Budget 2023 provided $75.9 million to the Agency over three years, beginning in 2023-24. This funding enabled the Agency to increase its workforce to address the high volume of air passenger and accessible transportation-related complaints, make investments to modernize its systems, as well as increase its capacity to better advance its compliance monitoring and enforcement priorities.

Personnel expenditures increased from 2023-24 to 2024-25 as the Agency continued to ramp up staffing and related activities following the announcement of renewed funding on March 28, 2023. Given the timing of the funding decision near the end of 2022-23, staffing actions continued throughout 2023-24 and into 2024-25, contributing to higher personnel costs in 2024-25. Personnel expenditures also increased in 2024-25 as a result of the renewal of collective agreements, including retroactive compensation adjustments.

In 2025-26, overall expenditures decreased compared with the previous year. This decrease was primarily due to the one-time retroactive compensation payments and reduced costs for software licences, including Microsoft products, which are now supported by SSC.

The Finances section of the Infographic for the Agency's on GC Infobase provides more financial information from previous years.

Planned spending for next three years

Table 8 shows the Agency's planned spending for each of the next three years on its core responsibility and on internal services.

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

Core responsibility and internal services	2026–27 planned spending	2027–28 planned spending	2028–29 planned spending
Independent regulatory and dispute-resolution services for transportation providers and users	$26,379,787	$26,408,625	$26,378,447
Internal services	$9,322,381	$9,332,572	$9,321,907
Total	**$35,702,168**	**$35,741,197**	**$35,700,354**

Analysis of the next three years of planned spending

For fiscal years 2026-27 and 2027-28, the planned spending shown above reflects funding approved by the Treasury Board to support the Agency's strategic outcome and programs as of March 13, 2026, when the 2026-27 Departmental Plan was tabled in Parliament. However, in April 2026, the Government's Spring Economic Update announced that the Agency would receive supplemental funding of $26 million annually for two years, beginning in 2026-27. This funding is to support the Agency's responsibilities – including allowing it to retain the higher air travel complaints processing capacity that was built using supplementary funding provided in 2023. With this additional funding, total planned spending increases to $60.0 million annually in 2026-27 and 2027-28.

For fiscal year 2028-29, planned spending is expected to decrease by approximately $24.3 million, reflecting the sunsetting of temporary funding provided through the Government's Spring Economic Update. Thereafter, planned spending is expected to remain relatively stable, at approximately $36 million per year.

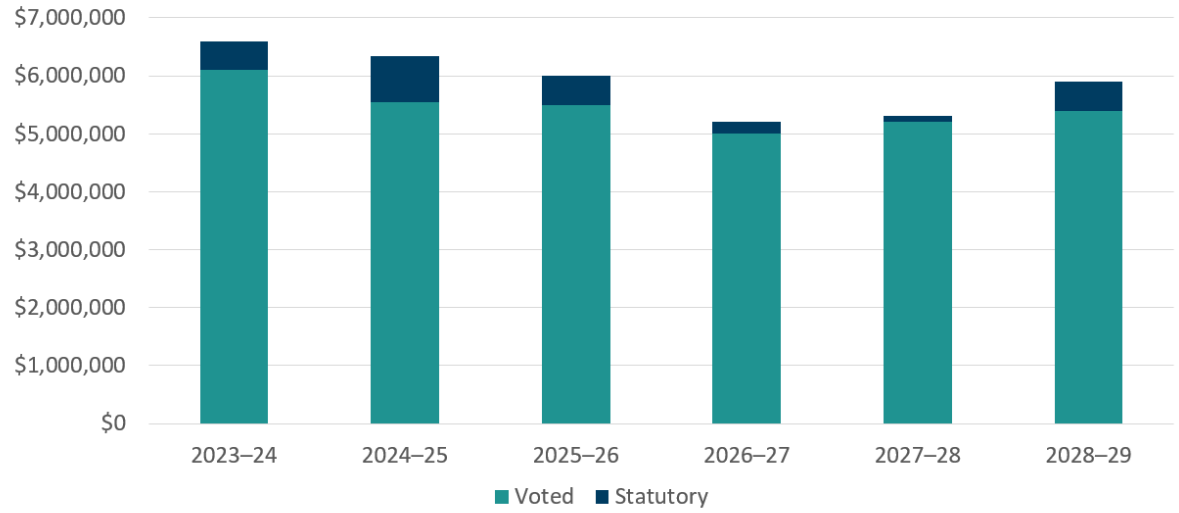
The Finances section of the Infographic for the Agency on GC Infobase provides more detailed financial information related to future years.

Funding

This section provides an overview of the department's voted and statutory funding for its core responsibility and for internal services.

Graph 1 summarizes the department's approved voted and statutory funding from 2023–24 to 2028–29.

Graph 1: Approved funding (statutory and voted) over a six-year period



Text version of Graph 1

Fiscal year	Statutory	Voted	Total
2023–24	$6,064,145	$49,211,579	$55,275,724
2024–25	$6,801,199	$51,904,313	$58,705,512
2025–26	$6,837,825	$50,684,957	$57,522,782
2026–27	$4,522,937	$31,179,231	$35,702,168
2027–28	$4,523,502	$31,217,695	$35,741,197
2028–29	$4,494,664	$31,205,690	$35,700,354

Analysis of statutory and voted funding over a six-year period

For fiscal years 2023-24, 2024-25 and 2025-26, the amounts represent the actual expenditures as reported in the Public Accounts. Total funding increased from $55.3 million in 2023-24 to $58.7 million in 2024-25, due to higher voted funding, then decreased to $57.5 million in 2025-26 as voted funding decreased. For fiscal year 2025-26, the majority of the Agency’s approved funding consists of voted funds, representing approximately 88% ($50.7 million) of total funding, while statutory funding accounts for approximately 12% ($6.8 million).

For fiscal years 2026-27 and 2027-28, the planned spending shown above reflects funding approved by the Treasury Board as of March 2026, when the 2026-27 Departmental Plan was tabled in Parliament. However, following the tabling of the Departmental Plan, the Government’s Spring Economic Update – in April 2026, announced that the Agency would receive temporary funding of $26 million annually for two years, beginning in 2026-27. Therefore, taking into account the renewal of funding that was announced in April 2026, the voted funding is $60 million in 2026-27 and 2027-28 respectively.

For fiscal year 2028-29, voted funds are expected to decrease by approximately $24.3 million, as a result of the sunsetting of temporary funding provided through the Government’s Spring Economic Update in April 2026.

The Agency's planned spending does not include the reimbursement of eligible paylist expenditures and the operating budget carry-forward, as these cannot be estimated with certainty. Additionally, the Agency's statutory spending, as indicated in the graph above, includes the Employee Benefit Plan, which is based on planned salary spending and fluctuates with voted spending.

Consult the Public Accounts of Canada for further information on the Agency's departmental voted and statutory expenditures.

Financial statement highlights

This section presents the Agency's Financial statements (Unaudited) for the year ended March 31, 2026.

Table 9 summarizes the expenses and revenues for 2025–26, which net to the cost of operations before government funding and transfers.

Table 9: Condensed Statement of Operations (unaudited) for the year ended March 31, 2026 (dollars)

Financial information	2025–26 actual results	2025–26 planned results	Difference (actual results minus planned)
Total expenses	$63,981,862	$63,313,130	$668,732
Total revenues	$301	$-	$301
Net cost of operations before government funding and transfers	$63,981,561	$63,313,130	$668,431

Analysis of expenses and revenues for 2025–26

The 2025-26 planned results of $63.3 million reflect figures from the Agency's 2025-26 Departmental Plan. However, following the tabling of the plan, the Agency received additional funding to cover retroactive compensation adjustments resulting from the renewal of collective agreements, as well as funding through the operating budget carry-forward mechanism. Therefore, the 2025-26 actual results were greater than planned.

The 2025-26 actual expenditures mainly comprised $57.5 million (89.8%) for salaries and employee benefits, $2.2 million (3.5%) for accommodation, $1.3 million (2.0%) for professional and special services, and $1.3 million (2.0%) for rentals. Other operating expenditures totaled $1.7 million (2.7%) and included information, transportation, communications, and the acquisition and amortization of capital assets, among other expenses.

The 2025–26 planned results information is provided in the Agency's Future-Oriented Statement of Operations and Notes 2025–26.

Table 10 summarizes actual expenses and revenues and shows the net cost of operations before government funding and transfers.

Table 10: Condensed Statement of Operations (unaudited) for 2024–25 and 2025–26 (dollars)

Financial information	2025–26 actual results	2024–25 actual results	Difference (2025–26 minus 2024–25)
Total expenses	$63,981,862	$65,451,877	$ (1,470,015)
Total revenues	$301	$24	$277
Net cost of operations before government funding and transfers	$63,981,561	$65,451,853	$ (1,470,292)

Analysis of differences in expenses and revenues between 2024–25 and 2025–26

The Agency’s total expenses were approximately $64.0 million in 2025–26, a decrease of approximately $1.5 million (2.3%) compared to the previous year. The Agency’s total revenues remained minimal, increasing from $24 in 2024–25 to $301 in 2025–26. As a result, the Agency’s net cost of operations before government funding and transfers decreased by approximately 2.3 percent from 2024-25 to 2025-26.

In 2025-26, overall expenditures decreased compared with the previous year, 2024-25. This decrease was primarily due to the one-time retroactive compensation payments and reduced costs for software licences, including Microsoft products and Wide Area Network services, which are now supported by SSC.

Table 11 provides a brief snapshot of the amounts the department owes or must spend (liabilities) and its available resources (assets), which helps to indicate its ability to carry out programs and services.

Table 11: Condensed Statement of Financial Position (unaudited or audited) as at March 31, 2026 (dollars)

Financial information	Actual fiscal year (2025–26)	Previous fiscal year (2024–25)	Difference (2025–26 minus 2024–25)
Total net liabilities	$7,889,226	$8,542,672	$ (653,446)
Total net financial assets	$4,176,794	$4,971,018	$ (794,224)
Departmental net debt	$3,712,432	$3,571,654	$140,778

Financial information	Actual fiscal year (2025–26)	Previous fiscal year (2024–25)	Difference (2025–26 minus 2024–25)
Total non-financial assets	$2,092,519	$1,635,367	$457,152
Departmental net financial position	$ (1,619,913)	$ (1,936,287)	$316,374

Analysis of department’s liabilities and assets since last fiscal year

The decrease in total net liabilities of $0.7 million is mainly attributable to a decrease in accounts payable and accrued liabilities related to employer contributions to employee benefit plans.

The decrease in total net financial assets of $0.8 million is primarily attributable to the decrease in the amount due from the Consolidated Revenue Fund to discharge accounts payable and accrued liabilities.

The increase in non-financial assets of $0.5 million is primarily attributable to the acquisition of IT infrastructure equipment.

Human resources

This section presents an overview of the department’s actual and planned human resources from 2023–24 to 2028–29.

Table 12 shows a summary in full-time equivalents of human resources for the Agency’s core responsibility and for its internal services for the previous three fiscal years.

Table 12: Actual human resources for core responsibility and internal services for the last three years

Core responsibility and internal services	2023–24 actual full-time equivalents	2024–25 actual full-time equivalents	2025–26 actual full-time equivalents
Independent regulatory and dispute-resolution services for transportation providers and users	287	317	306
Internal services	93	91	92
Total	**380**	**408**	**398**

Analysis of human resources for the last three years

In 2024-25, actual full-time equivalents increased, primarily due to the $4.1 million in temporary funding provided to the Agency through Budget 2023 to strengthen its capacity to process air passenger complaints. In 2025-26, full-time equivalents decreased slightly due to employee turnover, ongoing challenges related to recruitment and retention, as well as staffing constraints.

Table 13 shows the planned full-time equivalents for each of the Agency's core responsibility and for its internal services for the next three years. Human resources for the current fiscal year are forecast based on year to date.

Table 13: Human resources planning summary for core responsibility and internal services for the next three years

Core responsibility and internal services	2026–27 planned full-time equivalents	2027–28 planned full-time equivalents	2028–29 planned full-time equivalents
Independent regulatory and dispute-resolution services for transportation providers and users	198	198	198
Internal services	60	60	60
Total	**258**	**258**	**258**

Analysis of human resources for the next three years

For fiscal years 2026-27 and 2027-28, the planned spending shown above reflects funding approved by the Treasury Board as of March 2026, when the 2026-27 Departmental Plan was tabled in Parliament. However, following the tabling of the Departmental Plan, the Government's Spring Economic Update – in April 2026, announced that the Agency would receive temporary funding of $26 million annually for two years, beginning in 2026-27. As a result, number of planned full-time equivalents are expected to increase above those presented in the Departmental Plan, approaching 400 full-time equivalents.

For fiscal year 2028-29, planned spending is expected to decrease by approximately $24.3 million due to the sunsetting of the temporary funding announced in the Government's Spring Economic Update. As a result, planned spending and associated staffing levels are expected to return to levels more closely aligned with the Agency's permanent reference levels.

Supplementary information tables

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

- Gender-based Analysis Plus

Federal tax expenditures

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

Corporate information

Departmental profile

Appropriate minister(s): The Honourable Steven MacKinnon, P.C., M.P., Minister of Transport and Leader of the Government in the House of Commons

Institutional head: Alain Langlois, Chair

Ministerial portfolio: Transport

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

Year of incorporation or 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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Telephone: 1-888-222-2592

Fax: 819-997-6727

Email: info@otc-cta.gc.ca

Website: https://www.otc-cta.gc.ca

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 of a department. The departmental results listed for a core responsibility reflect the outcomes that the department seeks to influence or achieve.

Departmental Plan (plan ministériel)

A report that outlines the anticipated activities and expected performance of an appropriated department over a three-year period. Departmental Plans are usually tabled in Parliament in spring.

departmental priority (priorité)

A plan, project or activity that a department focuses and reports on during a specific planning period. Priorities represent the most important things to be done or those to be addressed first to help achieve the desired departmental results.

departmental result (résultat ministériel)

A high-level outcome related to the core responsibilities of a department.

departmental result indicator (indicateur de résultat ministériel)

A quantitative or qualitative measure that assesses progress toward 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 outlining a department’s accomplishments against the plans, priorities and expected results set out in the corresponding Departmental Plan.

Full-time equivalent (équivalent temps plein)

Measures the person years in a departmental budget. An employee’s scheduled hours per week divided by the employer’s hours for a full-time workweek calculates a full-time equivalent. For example, an employee who works 20 hours in a 40-hour standard workweek represents a 0.5 full-time equivalent.

Gender-based Analysis Plus (GBA Plus) (analyse comparative entre les sexes plus [ACS Plus])

An analytical tool that helps to understand the ways diverse individuals experience policies, programs and other initiatives. Applying GBA Plus to policies, programs and other initiatives helps to identify the different needs of the people affected, the ways to be more responsive and inclusive, and the methods to anticipate and

mitigate potential barriers to accessing or benefitting from the initiative. GBA Plus 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.

government priorities (priorités gouvernementales)

For the purpose of the 2025–26 Departmental Results Report, government priorities are the high-level themes outlining the government's agenda as announced in the 2025 Speech from the Throne.

horizontal initiative (initiative horizontale)

A program, project or other initiative where two or more federal departments receive funding to work collaboratively on a shared outcome usually linked to a government priority, and where the ministers involved agree to designate it as horizontal. Specific reporting requirements apply, including that the lead department must report on combined expenditures and results.

Indigenous business (entreprise autochtones)

Requirements for verifying Indigenous businesses for the purposes of the departmental result report are available through the Indigenous Services Canada Mandatory minimum 5% Indigenous procurement target website.

non-budgetary expenditures (dépenses non budgétaires)

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

performance (rendement)

What 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 measure that assesses progress toward a departmental-level or program-level result, or the expected outputs or outcomes of a program, policy or initiative.

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 the amounts presented in Main Estimates. Departments must determine their

planned spending and be able to defend the financial numbers presented in their Departmental Plans and Departmental Results Reports.

program (programme)

An Individual, group, or combination of services and activities managed together within a department and focused on a specific set of outputs, outcomes or service levels.

program inventory (répertoire des programmes)

A listing that identifies all the department's programs and the resources that contribute to delivering on the department's core responsibilities and achieving its results.

result (résultat)

An outcome or output related to the activities of a department, policy, program or initiative.

statutory expenditures (dépenses législatives)

Spending approved through legislation passed in Parliament, other than appropriation acts. The legislation sets out the purpose and the terms and conditions of the expenditures.

target (cible)

A quantitative or qualitative, measurable goal that a department, program or initiative plans to achieve within a specified time period.

voted expenditures (dépenses votées)

Spending approved annually through an appropriation act passed in Parliament. The vote also outlines the conditions that govern the spending.