



Canadian
Transportation
Agency

Office
des transports
du Canada

Canadian Transportation Agency

2006-2007

Report on Plans and Priorities

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Minister of Transport, Infrastructure and Communities

Canada

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SECTION I – OVERVIEW

1.1 Chairman's Message

The Canadian Transportation Agency faces an ambitious agenda in the years ahead. We are committed to completing actions to achieve the specific directions set out in this 2006-2007 Report on Plans and Priorities. Delivering on our priorities will ensure the Agency is well-positioned to carry out its role in ensuring a Canadian transportation system that is responsive to change supporting a high quality of life for all Canadians.

As an administrative tribunal, the Agency's mandate and powers are dictated by its enabling statutes. The Agency's activities will continue to be focused on the attainment of one strategic outcome: a fair and transparent economic regulatory regime that helps achieve a viable and accessible national transportation system.

In a highly competitive and evolving transportation marketplace, the Agency values its role as an effective regulator. The Agency is a fair and independent quasi-judicial tribunal which licenses, regulates and settles disputes in Canada's transportation system. It strives to remain in tune with the transportation industry and to function efficiently.

On a daily basis, the Agency makes important decisions on wide-ranging matters affecting the lives of many Canadians, including passengers, business people, shippers, transportation services providers and people who count on the industry for their livelihood.

In the current environment, the number and complexity of cases under review are increasing as are demands for the Agency's alternate dispute resolution mechanisms. I am confident that mediation will become even more attractive in the future, since businesses and citizens alike are demanding more efficiency in how their concerns are addressed. The Agency continues to work at streamlining and speeding up its processes to improve its effectiveness.

The Agency is fortunate to be able to rely on the dedication and expertise of its members and staff to deliver its parliamentary mandate. To support this asset, the Agency is committed to implementing the new government policy on learning, training and development.

By remaining flexible and adapting to changing needs, while at the same time respecting sound rules, the Agency contributes to the better administration of the federal transportation system. It will continue to take steps to ensure that it uses the funds allocated from Parliament in a way that allows it to attain better results for Canadians.

Gilles Dufault
A/Chairman

1.2 Management Representation Statement

I submit for tabling in Parliament, the 2006-2007 Report on Plans and Priorities (RPP) for the Canadian Transportation Agency.

This document has been prepared based on the reporting principles contained in the *Guide to the preparation of Part III of the 2006-2007 Estimates: Reports on Plans and Priorities and Departmental Performance Reports*:

- It adheres to the specific reporting requirements outlined in the Treasury Board Secretariat guidance;
- It is based on the department's approved Program Activity Architecture as reflected in its Management, Resources and Results Structure;
- It presents consistent, comprehensive, balanced and reliable information;
- It provides a basis of accountability for the results achieved with the resources and authorities entrusted to the Agency; and
- It reports finances based on approved planned spending numbers from the Treasury Board Secretariat.

Gilles Dufault
A/Chairman

July 25, 2006

1.3 Departmental Overview

1.3.1 Summary Information

Reason for Existence

In its administration of federal transportation legislation and government policies, the Canadian Transportation Agency helps create an efficient and accessible federal transportation system for the benefit of Canadians.

The Agency is an independent, quasi-judicial, administrative tribunal that makes decisions on a wide range of matters affecting Canadian transportation. It licenses rail and air carriers, and has the authority to resolve some transportation rate, service and other complaints in the rail, air and marine modes and to make regulations when required. It also has the authority to remove undue obstacles to the mobility of persons with disabilities who use the federally regulated transportation network. In addition, the Agency implements the transportation policy established by Parliament in the *Canada Transportation Act* and other legislation. It is also the aeronautical authority for Canada on matters related to the economic regulation of air carriers.

1.3.2 Financial Resources (in thousands of dollars)

2006-2007	2007-2008	2008-2009
26,817	25,829	25,829

1.3.3 Human Resources

2006-2007	2007-2008	2008-2009
267	257	257

1.3.4 Departmental Priorities by Strategic Outcome

During the planning period, the Agency’s single program activity, “**the economic regulation of the federal transport system,**” will continue to be focused on the attainment of one strategic outcome:

A fair and transparent economic regulatory regime that helps achieve a viable and accessible national transportation system.

Priority	Type	Planned Spending *		
		(in thousands of dollars)		
		2006-2007	2007-2008	2008-2009
1. Addressing Agency workload and resources challenges	Previously committed to	61	50	40
2. Participating in the development of legislative amendments and implementing new or modified requirements that fall under the Agency’s jurisdiction	Previously committed to	0	0	0
3. Succession planning	Previously committed to	183	64	0
4. Improving the dispute resolution system	New	50	50	50

* Planned spending by priority only includes operating expenses that are directly related to the identified priorities. In addition to these expenses, the organization will devote management time and effort, which have not been costed.

1.4 Departmental Plans and Priorities

1.4.1 Operating Environment and Strategic Context

The Agency's program is funded by Parliament through an operating expenditures vote. It operates within the context of the very large and complex Canadian transportation system (refer to Transport Canada's Web site at www.tc.gc.ca for details).

The Agency's mission is to administer transportation legislation and government policies to help achieve an efficient and accessible transportation system by education, consultation and essential regulation. The strategic outcome which the Agency pursues is directly aligned with one of the broader Government of Canada outcomes of assuring *A Fair and Secure Marketplace* as reported in *Canada's Performance*. It also helps improve the quality of life of all Canadians because an efficient and accessible transportation system benefits everyone.

Education and consultation are integral to the Agency's effectiveness in carrying out its mandate. The Agency works closely with those who use and provide transportation services in Canada and others directly affected by them. It helps travelers, shippers, carriers, municipalities and others to fully understand not only their rights and obligations under the *Canada Transportation Act*, but also the Agency's roles and responsibilities. When appropriate, the Agency encourages parties to resolve disputes informally before issues escalate and affect the efficient functioning of the transportation system. The Agency consults as widely as possible on issues that are important to the transportation industry. By remaining open and by listening to all affected parties, the Agency strives to ensure that its decisions are both responsive and responsible.

As an independent, quasi-judicial tribunal, the Agency makes decisions on a wide range of matters involving federally-regulated modes of transportation (air, rail and marine). Most of the Agency's activities and workload are generated by demand from users and operators of the federal transportation system. The tribunal's decisions are rendered by Agency members who are appointed by the Governor in Council. This includes the Chairman, who also acts as the Chief Executive Officer and the Vice-Chairman who are both members of the Executive Committee. The Agency's tribunal decision-making process is governed by its General Rules, entrenching the rules of fairness, which ensure that all parties to a complaint or an application are dealt with fairly and equitably. More information about this process can be found at www.cta.gc.ca/about-nous/decision_process_e.html.

A number of factors will influence the delivery of the Agency's programs during the planning period, notably:

1. Potential legislative changes

As required under the *Canada Transportation Act*, a five-member review panel was appointed in June 2000 to conduct a review of the operation of the Act and all other legislation concerning the economic regulation of any mode of transportation under Parliament's legislative authority.

While proposed amendments to the *Canada Transportation Act* and other transportation legislation didn't receive Royal Assent before Parliament was dissolved on November 29, 2005, new bills were introduced in early 2006-2007. If these bills are adopted, the Agency will take the necessary measures to implement new or modified requirements that fall under its jurisdiction.

2. Outcome of appeals on key Agency decisions

Agency decisions in respect of three significant accessible transportation cases have been appealed.

Two of these appeals were heard and decided by the Federal Court of Appeal in late 2005-2006. As a result of the Court's decision on the first case, the Agency reactivated 16 cases which it will process during 2006-2007. These cases had been stayed pending the Court's decision on the appeal, due to the similarity of the issues raised. As a result of the Court's decision on the second appeal, the applicant filed a motion for leave to appeal the Court's decision with the Supreme Court of Canada which, at year end, had not yet decided on that motion. Pending the decision of the Supreme Court on the third appeal which was heard in early 2006-2007, six other cases will be held in abeyance.

These appeals and the resulting stay of proceedings on other cases will no doubt increase the time required for the Agency to resolve accessibility complaints during fiscal year 2006-2007.

3. Managing with fewer resources

The Agency will need to respond to and implement reductions and changes resulting from the expenditure review exercise. Funding for part of the Agency's mandate, the air travel complaints program, has been provided through annual transfers from Transport Canada since the program's inception in 2000. However, as part of the expenditure review exercise, the Minister of Transport identified his intention to eliminate the Air Travel Complaints Commissioner and the funding, although the program would continue. Resources will need to be reallocated and priorities will need to be revised to ensure that the Agency can continue to deliver its parliamentary mandate and maintain the necessary stewardship and comptrollership capacity to meet central agency and legislative requirements. This represents a significant reduction for the Agency and will be especially challenging given the critical need to manage retirements over the planning period. This challenge will be addressed as part of the Agency's main key management priority: to address Agency workload and resources issues.

4. Government-wide initiatives

During the planning period, the Agency will need to respond to a number of government-wide initiatives.

The Agency has struggled to fully participate and respond to the numerous government horizontal reviews and policy initiatives (e.g. shared corporate services, procurement reform, reclassifications, proactive disclosure, etc.) with limited resources.

The Agency will meet the reporting requirements of the new Expenditure Management Information System. This includes providing more detailed financial and performance information. Although work accomplished to date in establishing a performance measurement framework has significantly assisted the Agency in responding to this initiative, the Agency will continue to work with the Treasury Board Secretariat to improve and refine this framework. This will allow the Agency to better demonstrate its contribution to Canadians in its future Departmental Performance Reports and to better manage results.

The Agency placed particular emphasis on the implementation of the *Public Service Modernization Act* and the *Public Service Employment Act*. While the mandatory requirements were met by the coming into force date, the Agency must still pursue full implementation and integration with business planning, accountability and performance reporting, as well as supporting cultural change. Strategic Human Resources goals, outcomes and performance expectations will be redefined to align with the new management accountability framework. The Agency will be implementing a new 3-Year Strategic Human Resource Plan to address the human resources management priorities stemming from the Human Resource Modernization initiative and the Agency's own planning needs.

Given the expectations on departments and agencies to implement the new government policy on learning, training and development, the Agency will be working to define its strategic approach towards meeting policy obligations.

In light of the limited capacity of small departments and agencies to manage day-to-day operations, success will also be dependent on central agency support, through the provision of funding, policies and tools for learning and communication.

5. Key partners

The Agency is one of many players involved in transportation and maintains close ties with its various co-delivery partners primarily Transport Canada, the Department of Foreign Affairs and International Trade, the Canada Border Services Agency and the Canadian Human Rights Commission. Refer to the Agency's Web site for details on these relationships at: www.cta.gc.ca/about-nous/partners_e.html.

1.4.2 Departmental Priorities

Like other government bodies mandated to administer laws, the Agency's priorities and the actions it can take are dictated to a large degree by statutes. For the planning period, the Agency's activities will continue to be focused on the attainment of one strategic outcome:

A fair and transparent economic regulatory regime that helps achieve a viable and accessible national transportation system.

The Agency is committed to the achievement of this strategic outcome through the delivery of its ongoing activities, which are focused on:

- resolving transportation disputes fairly, effectively and efficiently by making sound decisions or through mediation and other informal processes;
- improving the accessibility of the federal transportation system for persons with disabilities; and
- performing its other administrative roles and legislative responsibilities that protect the economic and other interests of the federal transportation users, carriers and other affected parties.

More information about the expected results of the Agency's ongoing activities can be found under Section II of this report.

Based on the risks and challenges facing the Agency, four priorities have been identified for 2006-2007:

1. Addressing Agency workload and resources challenges.
2. Participating in the development of legislative amendments and implementing new or modified requirements that fall under the Agency's jurisdiction.
3. Succession planning.
4. Improving the dispute resolution system.

1.4.3 Departmental Plans

The Agency has developed and updated its implementation plan, which describes its management and program priorities in detail. Resources are allocated to specific initiatives as required, responsibilities are clearly defined and expected results and time lines are established.

Implementation plan progress will be monitored and reported to the Agency's Executive Committee on a regular basis and results will be included in the Departmental Performance Report.

Priority 1: Addressing Agency workload and resources challenges

Over the past few years, the Agency has taken important steps to ensure that it uses the funds allocated from Parliament in a way that allows it to attain better results for Canadians. Internal resources are allocated annually following an internal review process where requests for existing and new resources are challenged and where risk principles are used as a key basis for resource allocation decisions. In addition, a results chain was developed along with a performance measurement framework and a detailed Performance Measurement Plan. Progress was also made to improve the Agency's organizational effectiveness following initiatives undertaken in the fall of 2003.

However, further improvements are required over the course of the next years to ensure that the Agency can improve its efficiency and ensure capacity to manage an increasing caseload and complexity of issues with fewer resources. To pursue this priority the Agency will:

- continue to implement streamlined and more effective work processes, to further improve its organizational effectiveness and better use its resources;
- continue to develop meaningful performance indicators and better integrate resource to results (refer to Item 4.1.1 under Section IV for the Agency's results chain); and
- take measures to ensure the Agency can quickly reallocate human resources to meet temporary workload pressures.

As the impact of expenditure review reductions becomes more acute, we will explore all opportunities to reduce the Agency's dependence on annual transfers from Transport Canada to fund our air travel complaints program. Without funding, the quality of service and the performance in the handling of complaints risk being affected.

Priority 2: Participating in the development of legislative amendments and implementing new or modified requirements that fall under the Agency's jurisdiction

Proposed changes to the *Canada Transportation Act* and other transportation legislation were tabled in Parliament in early 2006-2007 and others are expected to be introduced during the year. To pursue this priority, the Agency will:

- assist Transport Canada in the development of legislative proposals; and
- secure resources and capability to effectively implement the legislative changes.

Priority 3: Succession planning

Like the majority of federal government departments and agencies, the Agency competes with other public organizations and the private sector in the recruitment of knowledge workers. The majority of employers foresee a loss of corporate memory and expertise because of the predicted retirements and departures of the baby boom generation which make up part of today's work force.

The Agency continues to face a very challenging period where a number of key senior officials and senior subject-matter experts have retired or will be retiring over the next three years. The Agency must sustain its action plan to ensure it retains the level of competency and capacity needed to support its quasi-judicial mandate and role.

Based on the 5-year Succession Plan implemented in 2002, and through integrated business and human resource planning processes, the Agency continues to focus on strategic workforce management approaches designed to address potential vulnerabilities in key positions and areas

of critical expertise. With the coming into force of the *Public Service Employment Act* on December 31, 2005, the Agency is also broadening its strategic approaches and plans to benefit from a more flexible staffing regime to optimize succession strategies. With the current succession plan as a basis, the Agency also designed a comprehensive, integrated human resource planning framework that focuses on corporate priorities in human resource management, and reflects the intent of the new staffing philosophy for more strategic staffing and recruitment. During the planning period, the following measures will be taken to address key succession issues identified within the Agency:

- Internal language training will continue to ensure a sufficient pool of qualified candidates with adequate language skills;
- The Agency's Management Development Assignment Program will be reviewed and refocused. This program was developed to provide Agency staff with the opportunity to develop the competencies required for executive and management positions. Despite national areas of selection for these positions, we expect it will allow Agency staff to compete on equal ground for Agency management positions that become vacant and optimize corporate retention of our valued human resources;
- The implementation of the newly developed 3-Year Strategic Human Resources Plan will begin. This plan integrates the human resources management priorities stemming from the Human Resources Modernization initiative and the Agency's own planning needs.

Priority 4: Improving the dispute resolution system

A significant portion of the Agency's workload is externally generated and can be difficult to predict.

In the current environment, our caseload is increasing as are demands for our alternate dispute resolution mechanisms and the complexity of cases under review. With limited resource flexibility, backlogs can result.

The purpose of this priority is to improve the timeliness with which dispute files are resolved by the Agency. During 2006-2007, the Agency will undertake a thorough analysis and develop a plan to improve our service levels including:

- establishing baseline data;
- identifying changes that can be made to improve the time-lines to resolve disputes both informally (through facilitation and mediation) and formally (through quasi-judicial decisions);
- identifying performance targets for upcoming years and developing and implementing a plan to attain them.

**SECTION II – ANALYSIS OF PROGRAM ACTIVITIES BY
STRATEGIC OUTCOME**

2.1 Analysis by Program Activity

The Canadian Transportation Agency's program activity architecture is simple. The Agency pursues **one strategic outcome**:

A fair and transparent economic regulatory regime that helps achieve a viable and accessible national transportation system.

The architecture contains **one program activity**:

The economic regulation of the federal transportation system.

2.1.1 Financial Resources (in thousands of dollars):

	2006-2007	2007-2008	2008-2009
Air Transportation	6,675	5,687	5,687
Rail Transportation	4,918	4,918	4,918
Marine Transportation	810	810	810
Accessible Transportation	2,047	2,047	2,047
Members and regulatory support	5,643	5,643	5,643
Corporate services	6,724	6,724	6,724
Total Program Activity	26,817	25,829	25,829

2.1.2 Human Resources

2006-2007	2007-2008	2008-2009
267	257	257

2.1.3 Program Activity Description

The Canadian Transportation Agency manages the economic regulation of air, rail and marine transportation through the administration of laws, regulations, voluntary codes of practice, educational and outreach programs and through the resolution of disputes. As an independent quasi-judicial administrative tribunal reporting to the Parliament of Canada through the Minister of Transport, Infrastructure and Communities, the Canadian Transportation Agency makes its decisions independently, on a wide range of matters affecting Canadian transportation.

All decisions on matters before the Agency, whether they relate to air, rail, marine or accessible transportation matters, are made by Agency members appointed by the Governor in Council.

2.1.4 Performance Measurement Strategy

As part of its action plan on Modern Comptrollership and with funding received from Treasury Board Secretariat, the Agency developed its own Performance Measurement Framework. Results chains and performance measures were developed for all Agency business operations. (Reference can be made to Item 4.1.1 under Section IV for the Agency's overall results chain.)

Although the Agency is in its early implementation stage of its performance measurement plan, a number of important steps have already been undertaken:

- Reports were made to the Agency's executives on key performance information.
- Performance measures, key performance targets and workload indicators are now incorporated into the Agency's operational plan review process, which forms the basis for the annual resource allocation exercise.
- The Agency's application information system, the primary source for actual performance data and information, was improved to provide more pertinent performance information including reporting by sub-activity, level of complexity, average time to process cases, to name a few.

Generating and using better performance information is a key element of the Agency's management priority to address workload and resource issues. Over time, we are confident that it will allow the Agency to improve its management practices and make better use of its resources for improved results.

2.1.5 Expected Results

The three results expected from the Agency's ongoing activities are:

1. The fair, effective and efficient resolution of federal transportation issues.
2. The removal of undue obstacles for persons with disabilities from federally-regulated transportation.
3. The protection of the economic and other interests of transportation users, carriers and other affected parties.

All three expected results directly contribute to the Agency's ongoing business priority to deliver its mandate, the key element of which is to make sound decisions within the time frames established in the legislation on issues and disputes affecting the transportation system and on matters specified in the legislation under the Agency's responsibility.

To do so, the Agency applies a decision-making process that is governed by the rules of fairness and the legislation, regulations and legal principles applicable to the case. The Agency also ensures that Agency members and staff maintain a high level of expertise in the transportation field and keep abreast of the constant evolution of the industry and its players.

Where possible, the Agency offers mediation as an alternative to its formal process. This allows parties to resolve their issues in an informal manner that is simple, rapid, less litigious and less costly than the Agency's traditional hearing process. The mediator and the disputing parties work together to develop solutions and produce collaborative outcomes resulting in better understanding between the parties and in agreements that inspire high levels of satisfaction and commitment.

The "Accessible Transportation" sub-activity contributes to one expected result. The other key program sub-activities (Air, Rail and Marine Transportation) each support more than one expected result. The sub-activity "Members and regulatory support" contributes to all three expected results.

Result 1: Fair, effective and efficient resolution of federal transportation issues

Part of the Agency's mandate is to resolve transportation issues affecting all modes of transportation under the federal transportation network: air, rail and marine transportation. It does so either by investigating and making formal tribunal decisions on complaints and ordering corrective measures as required, or by assisting parties in resolving their issues through mediation or other informal processes. During the planning period, one of the Agency's priorities will be to improve its dispute resolution system in order to provide more timely resolution of disputes.

Issues addressed by the Agency include:

Air transportation:

- complaints related to carriers' application of their tariff provisions and on prices applied by air carriers on non-competitive routes within Canada (to ensure that air carriers licensed to operate in Canada meet the legislative requirements in place to protect Canadians); and
- appeals of increases in air navigational charges imposed by Nav Canada (to ensure that principles used to establish the charges are in compliance with the legislation).

Rail transportation:

- disputes between shippers and rail carriers regarding issues such as: interswitching, competitive or single line rates; joint rates; running rights; joint track usage; and level of service; and
- disputes between railway companies and municipalities, road authorities, landowners and others that interact with them.

Marine transportation:

- complaints about user fees charged by Canadian port authorities and the St. Lawrence Seaway Management Corporation (to determine if they are unjustly discriminatory);

- opposition to proposed pilotage charges (to determine whether the pilotage authority has based its fees to continue operations on a self-sustaining financial basis, and if the proposed user charges are fair, reasonable and in the public interest); and
- complaints about agreements between shipping conferences or actions by a member of a cartel of shipping lines (to ensure that no such agreement or action reduces competition or results in an unreasonable increase in price or reduction in service).

Agency performance in attaining this result will be monitored by examining:

- the nature of key decisions on air, rail and marine transportation disputes and complaints;
- the number and trends of air, rail and marine transportation disputes and complaints resolved and in process through either formal or informal methods;
- the number and nature of Agency decisions and orders on air, rail and marine disputes and complaints that are appealed and the number and percentage that are upheld or overturned on appeal;
- the percentage of cases resolved within the relevant statutory deadline; and
- the comments of parties involved in mediation and informal dispute resolution processes undertaken by the Agency and the level of resolution of the disputes.

Result 2: The removal of undue obstacles for persons with disabilities from federally-regulated transportation

The *Canada Transportation Act* gives the Agency the power to eliminate undue obstacles to the mobility of Canadians with disabilities. It does so in two ways:

- on a case-by-case basis by resolving individual complaints formally and ordering remedial actions as required, or through mediation or other informal processes; and
- on a systemic basis by developing regulations, codes of practice and standards concerning the level of accessibility in all modes of transport under federal jurisdiction.

Agency performance will be monitored by examining:

- the nature of key decisions on accessibility dispute cases;
- the number and trends of accessibility complaints resolved and in process through both formal and informal methods;
- the trends and type of undue obstacles found by the Agency;
- feedback from people with disabilities on the accessibility of public air, rail or ferry travel;
- the results of monitoring of the transportation industry's compliance with Agency codes of practice (air, rail, ferry and communications); and
- the number and nature of Agency decisions and orders on accessibility complaints that are appealed and the number and percentage that are upheld or overturned on appeal.

Result 3: Protection of the economic and other interests of transportation users, carriers and other affected parties

Although the government's transportation policy favours competition and market forces, it also recognizes that certain measures are required to protect consumers, shippers and Canadian carriers. As such, the Agency's activities include:

Air transportation:

- licensing air carriers that provide domestic or international publicly available air transportation services (to ensure that carriers hold liability insurance, a valid Canadian aviation document and that Canadian carriers are owned and controlled by Canadian citizens);
- administering a permit system for international charter operations (to protect international passenger charter flight advance payments); and
- participating in bilateral air transport negotiations and implementing agreements and arrangements (to ensure that bilateral agreements are implemented fairly, balancing the interests of all parties).

Rail transportation:

- making an independent and fair assessment of the annual revenue caps for Canadian National Railway Company (CN) and Canadian Pacific Railway Company (CP) for the movement of Western grain and determining if the railway companies have exceeded their revenue entitlement for the movement of Western grain;
- issuing rail certificates of fitness to federally-regulated rail carriers (to ensure that they hold adequate liability insurance); and
- assessing the environmental impacts of proposed railway construction projects and ordering corrective measures as required.

Marine transportation:

- determining if Canadian ships are available to operate commercial services proposed to be provided by foreign ships in Canadian waters (to ensure that no foreign ships will be allowed to operate commercial services in Canadian waters if a suitable Canadian ship is available to carry out the services).

Agency Performance will be monitored by examining:

- the number and trends in licence applications denied, licence suspensions, new licences issued and charter permits issued and denied;
- feedback from shippers, producers and carriers who participate in the Agency's process to develop the Western grain transportation revenue cap and the number and nature of decisions related to Western grain transportation;
- the volume of rail certificates of fitness issued, monitored, amended, suspended, revoked and denied;

- the volume and nature of environmental assessments of rail construction projects;
- the volume of decisions on coasting trade applications and the number of applications that result in rulings that Canadian ships, as opposed to foreign ships, are available to deliver cargo within Canada; and
- the number and nature of Agency decisions and orders on air, rail and marine matters that are appealed and the number and percentage that are upheld or overturned on appeal.

SECTION III – SUPPLEMENTARY INFORMATION

3.1 Organizational Information

The Agency exercises its powers through its seven members, appointed by the Governor in Council: a chairman, a vice-chairman and five full-time members. The Minister of Transport, Infrastructure and Communities can also appoint up to three temporary members.

The Chairman is accountable for the Agency's single program activity. All Agency members are accountable for making quasi-judicial decisions on matters before the Agency.

The Agency's organizational structure comprises four branches: the Rail and Marine Transportation Branch, the Air and Accessible Transportation Branch, the Legal Services and Secretariat Branch, and the Corporate Management Branch. The head of each branch, as well as Communications and Internal Audit, report to the Chairman.

The two program branches, the Rail and Marine Transportation Branch and the Air and Accessible Transportation Branch, relate to the Agency's regulatory functions. The Legal Services and Secretariat Branch performs regulatory activities and the Corporate Management Branch provides administrative support.

The Agency's headquarters are located in the National Capital Region. Agency personnel working in field offices in six cities across Canada carry out air and accessibility enforcement activities. More information about the role and the structure of the Agency can be found on the Agency's Web site at www.cta.gc.ca/about-nous/index_e.html.

3.2 Tables

3.2.1 Table 1: Departmental Planned Spending and Full Time Equivalents

(in thousands of dollars)	Forecast Spending 2005-2006 *	Planned Spending 2006-2007	Planned Spending 2007-2008	Planned Spending 2008-2009
Economic regulation of the federal transportation system	24,383	26,817	25,829	25,829
Budgetary Main Estimates (gross)	24,383	26,817	25,829	25,829
Total Main Estimates	24,383	26,817	25,829	25,829
<i>Adjustments</i>				
Frozen allotment:				
Expenditure Review Committee Savings - Procurement	(20)	0	0	0
Release of frozen allotment	20	0	0	0
Governor General Special Warrants:				
Economic regulation of the federal transportation system	3,766	0	0	0
Other:				
Contribution to Employee Benefit Plan (EBP)	230	0	0	0
Spending of proceeds from disposal of surplus Crown assets	67	0	0	0
Operating Surplus	(813)	0	0	0
<i>Total Adjustments</i>	3,250	0	0	0
Total Planned Spending	27,633	26,817	25,829	25,829
Total Planned Spending				
Total Planned Spending	27,633	26,817	25,829	25,829
Less: Non-Respendable Revenue	(129)	(87)	(87)	(87)
Plus: Cost of services received without charge	3,710	3,483	3,444	3,454
Total Agency Spending	31,214	30,213	29,186	29,196
Full Time Equivalents				
	269	267	257	257

* The Forecast Total Planned Spending for 2005-2006 reflects actual spending as published in the Public Accounts.

3.2.2 Table 2: Resources by Program Activity

(in thousands of dollars)						
2006-2007						
	Budgetary					
Program Activity	Operating	Contributions and other Transfer Payments	Gross	Net	Total Main Estimates	Total Planned Spending
Economic regulation of the federal transportation system	23,173	3,644	26,817	26,817	26,817	26,817
Total	23,173	3,644	26,817	26,817	26,817	26,817

3.2.3 Table 3: Voted and Statutory Items

(in thousands of dollars)			
Vote or Statutory Item	Truncated Vote or Statutory Wording	2006-2007 Main Estimates	2005-2006 Main Estimates
40	Program expenditures	23,173	20,971
(S)	Contributions to employee benefit plans	3,644	3,412
	Total for the Agency	26,817	24,383

3.2.4 Table 4: Services Received Without Charge

(in thousands of dollars)	2006-2007
Accommodation provided by Public Works and Government Services Canada	1,985
Contributions covering employer's share of employees' insurance premiums and expenditures paid by Treasury Board of Canada Secretariat (excluding revolving funds)	1,438
Employer's contribution to employees' insured benefits plans and expenditures paid by Treasury Board Secretariat	
Worker's compensation coverage provided by Human Resources and Social Development Canada	34
Salary and associated expenditures of legal services provided by the Department of Justice	26
Total 2006-2007 Services received without charge	3,483

3.2.5 Table 5: Sources of Non-Respendable Revenue

(in thousands of dollars)	Forecast Revenue 2005-2006 *	Planned Revenue 2006-2007	Planned Revenue 2007-2008	Planned Revenue 2008-2009
Refunds of previous years' expenditures	105	0	0	0
Administrative Monetary Penalties	24	15	15	15
Sales of Goods and Services **	0	0	0	0
Total Non-Respendable Revenue	129	15	15	15

* The forecasted Total Non-Respendable Revenue for 2005-2006 reflects actual revenue as published in the Public Accounts

** Less than \$100 per year

3.2.6 Table 6: Resource Requirement by Branch or Sector

2006-2007	
Branches	Total planned spending for economic regulation of the federal transportation system (in thousands of dollars)
Chairman's Office*	3,584
Corporate Management	5,626
Rail and Marine Transportation	5,867
Air and Accessible Transportation	8,576
Legal Services and Secretariat	3,164
Total	26,817

* This includes the Members, Communications Directorate and Internal Audit.

3.2.7 Table 7: Internal Audits

Internal Audits
2006-2007 <ul style="list-style-type: none">• Records Management• Performance Indicators and Measurement• International Agreements• Accessible Transportation Directorate follow-up
2007-2008 <ul style="list-style-type: none">• Rail Economics Directorate• Other audits to be determined upon development of Internal Audit Plan
2008-2009 <ul style="list-style-type: none">• Internal Audit Plan still in development

Planned internal audits may be modified in light of the announcement by the Centre for Excellence for Internal Audit to conduct one or more horizontal and/or organization-specific audits commencing in 2006-2007.

SECTION IV – OTHER ITEMS OF INTEREST

4.1 Other Information

4.1.1 Canadian Transportation Agency Results Chain

Strategic Outcome

A fair and transparent economic regulatory regime that helps achieve a viable and accessible national transportation system



Intermediate Outcomes

- Federal transportation issues are resolved fairly, effectively and efficiently
- Undue obstacles for persons with disabilities are removed from federally regulated transportation
- Economic and other interests of transportation users, carriers and other affected parties are protected



Outputs

- Decisions and Orders
- Licences, permits, certificates of fitness and other determinations
- Codes of practice, tools and regulations
- Educational material
- Revenue caps for western grain by rail
- Processed and resolved complaints
- Advice regarding administration of the Act
- Administrative Monetary Penalties issued
- Reports



Activities

- Conduct hearings
- Mediate disputes
- Process air travel complaints
- Communication activities, including speeches, presentations, publication and dissemination of information, etc.
- Monitoring and investigation activities to ensure compliance with regulations, legislation and international agreements
- Issue licences, permits, certificates, recommendations and other determinations
- Administrative determinations
- Develop and implement regulations
- Develop codes of practice, guidelines and similar tools
- Consultations with key stakeholders

4.1.2 Annual Reports

Annual Reports for 1997 to 2004 (covering each calendar year) are available on the Agency's Web site at www.cta.gc.ca.

4.1.3 Contacts for Further Information

Postal address: Canadian Transportation Agency Web site: www.cta.gc.ca
Ottawa, Ontario, Canada K1A 0N9

Performance Area	Contact Name	Title	Telephone Number and E-Mail Address
Regulatory Support	Claude Jacques	General Counsel and Secretary	(819) 997-9323 claud.jacques@cta-otc.gc.ca
Air and Accessible Transportation	Joan MacDonald	Director General	(819) 953-5074 joan.macdonald@cta-otc.gc.ca
Rail and Marine Transportation	Seymour Isenberg	Director General	(819) 953-4657 seymour.isenberg@cta-otc.gc.ca
Corporate Management	Sue Stimpson	Director General	(819) 997-6764 sue.stimpson@cta-otc.gc.ca
Planning	Carole Girard	Director	(819) 953-2829 carole.girard@cta-otc.gc.ca
Communications	Jacqueline Bannister	Director	(819) 953-7666 jacqueline.bannister@cta-otc.gc.ca

4.1.4 Legislation and Regulations Administered

The Agency has primary responsibility for the following Act:

<i>Canada Transportation Act</i>	<i>S.C. 1996, c. 10</i>
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The Agency shares responsibility for the following Acts:

<i>Access to Information Act</i>	<i>R.S. 1985, c. A-1</i>
<i>Canada Marine Act</i>	<i>S.C. 1998, c. 10</i>
<i>Canadian Environmental Assessment Act</i>	<i>S.C. 1992, c. 37</i>
<i>Civil Air Navigation Services Commercialization Act</i>	<i>S.C. 1996, c. 20</i>
<i>Coasting Trade Act</i>	<i>S.C. 1992, c. 31</i>
<i>Energy Supplies Emergency Act</i>	<i>R.S. 1985, c. E-9</i>
<i>Financial Administration Act</i>	<i>R.S. 1985, c. F-11</i>
<i>Official Languages Act</i>	<i>R.S. 1985, c. 31 (4th Supp.)</i>
<i>Pilotage Act</i>	<i>R.S. 1985, c. P-14</i>
<i>Privacy Act</i>	<i>R.S. 1985, c. P-21</i>
<i>Public Service Modernization Act</i>	<i>S.C. 2003, c. 22</i>
<i>Railway Relocation and Crossing Act</i>	<i>R.S. 1985, c. R-4</i>
<i>Railway Safety Act</i>	<i>R.S. 1985, c. 32 (4th Supp.)</i>
<i>Shipping Conferences Exemption Act, 1987</i>	<i>R.S. 1985, c. 17 (3rd Supp.)</i>

The Agency has sole responsibility for the following regulations and other statutory instruments:

Air Transportation Regulations

Canadian Transportation Agency Designated Provisions Regulations

Canadian Transportation Agency General Rules

Personnel Training for the Assistance of Persons with Disabilities Regulations

Railway Costing Regulations

Railway Interswitching Regulations

Railway Third Party Liability Insurance Coverage Regulations

Railway Traffic and Passenger Tariffs Regulations

Railway Traffic Liability Regulations

Uniform Classification of Accounts and Related Railway Records

The Agency shares responsibility for the following regulations:

Carriers and Transportation and Grain Handling Undertakings Information Regulations

The Jacques-Cartier and Champlain Bridges Inc. Regulations

The Seaway International Bridge Corporation, Ltd. Regulations

These Acts and Regulations are available in the “Legislation” section of the Agency’s Web site at www.cta.gc.ca/legislation/index_e.html.