



Canadian
Transportation
Agency

Office
des transports
du Canada

Canadian Transportation Agency

2023–24

Departmental Plan

The Honourable Omar Alhabra, P.C., M. P.
Minister of Transport

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Message from the Chair and Chief Executive Officer

The last few years have seen the Canadian Transportation Agency (CTA) expanding the regulatory framework for which it is responsible, particularly with respect to air passenger protection and accessibility of the transportation system. Most elements of the regulatory framework are now in place, including the *Accessible Transportation Planning and Reporting Regulations*ⁱ and the *Regulations Amending the Air Passenger Protection Regulations*ⁱⁱ regarding refunds. Along with the continuing COVID-19 pandemic, these enhanced regulatory requirements have resulted in the CTA receiving record volumes of consumer complaints.

Through innovation and process improvements, over the last year, the CTA has been able to increase its efficiency, while continuing to manage the other aspects of the economic regulatory framework for the air and rail sectors, which are part of the CTA's regular activities. Both as an administrative tribunal and as a regulator, the CTA will continue to look at how it can improve how it uses the resources that it is provided - innovating and updating CTA processes, and increasing the use of data and digitalization throughout the organization. It will work to eliminate the complaints backlog and provide timely dispute resolution services and access to justice based on procedures that are commensurate to the impact and complexity of the cases.

The CTA will continue in its efforts to increase accessibility in Canada's transportation system by working with persons with disabilities and the organizations that represent them as well as with industry to implement the new regulations that focus on barrier-free travel for persons with disabilities. I am proud to say that notwithstanding the increased volume of overall complaints the CTA has received, it has been able to prioritize and resolve accessibility disputes in a timely manner, resulting in zero backlog for those cases.

Supporting the efficient and effective management of the supply chain will continue to be a priority. The CTA has formalized its approach to rail monitoring with a focus on service and performance indicators using publicly available data. This data helps assess the overall health of the transportation system, provides evidence of service timeliness, and may point to service disruptions that potentially require further investigation. In addition to monitoring the data, the CTA engages and will continue to engage regularly with industry and other stakeholder groups to discuss rail performance issues.

Finally, I would like to recognize the employees and the appointed Members of the CTA. Both the CTA, and the transportation system at large, have had to adapt to, and operate in, a rapidly changing environment. The travel industry was returning to pre-pandemic levels of service, supply chain challenges were felt throughout the world, and the CTA itself was finding and implementing new ways of working to maximize efficiency. There is no doubt that the reason the CTA has been so successful in leveraging its resources is its highly dedicated and professional workforce. In 2023–24, we will continue to find and implement efficiencies and to diligently work

to advance our mandate. We will continue cultivating our diverse workforce, ensuring it is inclusive and equitable, works collegially, and fosters employee satisfaction and well-being.

Plans at a glance

The CTA’s decisions and activities are advancing the National Transportation Policy as stated in the *Canada Transportation Act*ⁱⁱⁱ. They contribute to achieving an accessible, competitive, economic and efficient national transportation system that serves the needs of participants and communities, and in which people trust.

The CTA is an independent, high-performing, outcome-driven organization that uses its expertise in the Canadian transportation system to provide high value to Canadians,

- as a regulatory agency that works with regulated industry, communities and other participants in the transportation system, using a wide variety of regulatory and non-regulatory instruments;
- as an administrative tribunal that provides timely dispute resolution services and access to justice, based on procedures that are commensurate with the impact and complexity of the cases; and
- as a diverse, inclusive and equitable organization that fosters employee satisfaction.

The CTA has three core mandates:

- It helps 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.
- It protects the human right of persons with disabilities to an accessible transportation network.
- It provides consumer protection for air passengers.

In fulfilling these mandates, the CTA is guided by its strategic priorities for 2023–24 and beyond:

- Timely resolution and elimination of the backlog of complaints;
- Implementation of the regulatory framework;
- Process and service innovation and modernization;
- A data-driven and digitally integrated and proficient organization;
- A diverse workforce, and an inclusive and equitable workplace.

The following sections lay out the CTA's responsibilities and plans for 2023–24, including its use of resources to deliver results and its risk management strategies.

For more information on the Canadian Transportation Agency’s plans, see the “Core responsibilities: planned results and resources, and key risks” section of this plan.

Core responsibilities: planned results and resources, and key risks

This section contains information on the department’s planned results and resources for each of its core responsibilities. It also contains information on key risks related to achieving those results.

Independent regulatory and dispute-resolution services for transportation service providers and users

Description

Establish 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.

Planning highlights

Between 2016 and 2019, the CTA pursued an ambitious regulatory review exercise resulting in new regulation in the areas of air passenger protection and accessibility of the transportation system. These new regulatory requirements came into force as the pandemic hit. This has resulted in the CTA handling an unprecedented level of consumer complaints, while continuing to manage the economic regulatory framework for the air and rail sectors.

In 2022-23, the CTA started to review and implement changes to its processes that have increased its capacity to handle complaints. In the years ahead, the CTA will continue to advance this change agenda with a view to tackling the backlog of complaints, improving the efficiency of the delivery of our services, while implementing the regulatory framework. This will allow the organization to be ready for the future as a high number of complaints is expected to be the norm under the current legislation.

As part of our ongoing commitment to public service renewal and building on lessons from how the public service adapted, worked and delivered services since 2020, the CTA will test and implement a management model that leverages hybrid work and that is grounded in operational requirements and service excellence; benefits from ongoing employee engagement; and serves to strengthen the enterprise as a whole.

Specifically, the CTA will pursue the following strategic priorities:

- **Timely resolution of complaints and elimination of the backlog of complaints.** Over the last year, Canadians filed air passenger complaints in record numbers, at a rate that stretched CTA resources beyond that which was sustainable – resulting in a backlog. In part by emphasizing informal facilitation and mediation, through which 97 per cent of

cases are addressed, the CTA will continue to focus its limited resources on processing as many complaints as possible, as quickly as possible, while ensuring fairness to all parties.

- **Implementation of the regulatory framework.** The CTA will continue in its efforts to make Canada's transportation system the most accessible in the world by implementing the *Accessible Transportation for Persons with Disabilities Regulations*^{iv} for large transportation service providers (TSP), while developing an approach for smaller TSPs, and by implementing *new planning and reporting regulations*^v that require transportation service providers to develop – in consultation with the community of persons with disabilities – accessibility plans for achieving barrier-free operations. The CTA will continue to implement the new regulatory amendment that came into force on September 8, 2022, requiring that a refund be offered to passengers in the case of certain flight disruptions outside of air carrier control, if the airline is not able to provide an alternative flight within 48 hours of the original departure. The CTA will also continue to closely monitor rail performance and service issues in the freight rail system.
- **Compliance and Enforcement:** One of the tools the CTA uses to implement its regulatory framework is its Compliance Monitoring and Enforcement Program. When undertaking compliance monitoring and enforcement activities the CTA is guided by the following principles:
 - Results-Based Enforcement – In securing compliance, the CTA adopts measures that are most likely to advance the outcomes pursued by the CTA according to its mandate and to best serve the public interest, in light of the specific circumstances of each case. This means that enforcement decisions account for a number of factors beyond findings of non-compliance.
 - Data-Driven Risk-Informed Decision Making – The CTA's work is informed by data. The allocation of limited compliance and enforcement resources is optimized by developing, using and updating risk profiles of entities and performing data analysis to identify where potential non-compliance may be present or occur in the future.
 - Fair, Objective and Consistent Processes – Rules and processes for inspections, investigations and enforcement are clear, effectively communicated and applied in a consistent and impartial manner, noting that consistency is a feature of the manner of the compliance and enforcement process and not necessarily the result.
 - Transparency – Consistent with statutory provisions and best practices, the CTA undertakes to publish on its website the results of its formal enforcement actions at such time as the non-compliant actor is deemed to have committed a violation.
- **Process and service innovation and modernization.** The CTA will continue to maximize complaint processing capacity and timeliness by developing and implementing innovative measures to improve the efficiency of dispute resolution. For example, the

CTA is undertaking a full process review, and developing a new case management system.

- **A data-driven and digitally integrated and proficient organization.** The CTA aims to be a more data-driven organization, and will enhance and leverage its data assets to improve its capacity in all aspects of its operations. This includes an assessment of its performance in managing complaints and implementing a risk-analysis approach to targeting compliance monitoring and enforcement resources.
- **A diverse workforce, and an inclusive and equitable workplace.** The CTA will continue its efforts to ensure that its workforce reflects the full diversity of Canadian society. It will provide its staff with a welcoming workplace and stimulating work experience to generate a high degree of employee satisfaction. In particular, the CTA will leverage its move to a new, accessible facility, to become the hybrid workplace of choice in the National Capital Region post-pandemic.

Gender-based analysis plus

- **Governance structures**
The CTA's Executive Committee has included gender-based analysis plus (GBA+) in the mandatory training curriculum for all staff to ensure the CTA continues to advance gender equality and build policies, programs and services that respect GBA+ values.
- **Human resources**
Given that it is a small organization, the CTA currently has no resources solely dedicated to GBA+. However, GBA+ is prioritized and where required, internal resources are assigned to conduct GBA+ analyses, mostly in the context of Workforce and Workplace Services, and contributions to Treasury Board Submissions and Memoranda to Cabinet.
- **Planned initiatives**
In 2023–24, GBA+ will also continue to be applied and monitored in the context of cost-benefit analyses within the Treasury Board Submissions process.
- **Reporting capacity and data**
Data related to employment equity, diversity and inclusion will continue to be collected and tracked.

United Nations 2030 Agenda for Sustainable Development and the UN Sustainable Development Goals

The CTA will contribute to implementing the 2030 Agenda and advancing the Sustainable Development Goals (SDGs) in 2023–24. Specifically, the CTA is [linked^{vi}](#) to:

- Goal 10: Advance reconciliation with Indigenous Peoples and take action to reduce inequality; and
- Goal 13: Take action on climate change and its impacts.

At the time of writing this plan, the CTA is engaged in drafting its first Departmental Sustainable Development Strategy (DSDS) under the amended *Federal Sustainable Development Act*^{vii}. The DSDS will be tabled in Parliament in November 2023.

Innovation

The CTA will continue to advance innovative approaches to improve the delivery of services and to ensure that it meets the evolving needs of regulated industry and of Canadians. For example:

- **Complaints Processing:** Following an in-depth review of the current state of the dispute resolution process, the CTA has developed and started to implement an efficiency strategy. It has made progress in the past year to streamline its processes through improvements at intake, and in case management. For example, we were able to streamline the intake of complaints and reduce incomplete and inaccurate applications from 50% of all applications received to 10%, which results in less administrative back and forth and shorter wait times for applicants. In addition, we have also found ways to streamline our adjudication process and reduce our administrative burden, substantially reducing the time to issue an adjudication decision (e.g. adjudication decisions have been reduced from 8-10 pages to 2-3 pages). In the coming year, the CTA plans on moving ahead with further information technology enhancements to its case management system. Such improvements would automate steps and activities in the dispute resolution process, improve the user experience for passengers as well as increase access to justice.
- **Accessibility:** The CTA has adopted and will continue to develop measures to improve accessibility in outreach and communication activities, namely:
 - Use of American Sign Language (ASL) and Quebec Sign Language (QSL) simultaneous interpretation in stakeholder meetings;
 - Development of alternative text (alt-text) for images on our social media platforms;
 - Use of simplified and accessible complaint forms;
 - Read-aloud functionality on our website and communications products;
 - Use of MathML to make economic information more accessible;
 - PDF accessibility;
 - Ensuring our website is AA+ or higher Web Content Accessibility Guidelines (WCAG) compliant.
- **Public Engagement and Consultation:** The CTA engages and consults with Canadians using a variety of innovative approaches, such as online questionnaires, written submissions, and videoconference consultation for those unable to attend in-person sessions, and/or because of public health risk mitigation. Through these activities, the CTA gains a greater understanding of the perspectives of a wide range of citizens,

stakeholders, regulated industry and experts, and is better positioned to develop more informed and effective policies and programs. As just one example of public engagement, the CTA's Accessibility Advisory Committee, which includes representatives from the community of persons with disabilities, the transportation industry and government, helps develop regulations, best practices and industry guidelines on accessibility.

- **Videoconference Hearings:** When there's a decision to hold hearings as part of a dispute adjudication or regulatory determination process, the CTA uses videoconference tools.

Key risk(s)

Risks	Risk Response Strategy	Links to Department's Programs	Link to Departmental Priorities
<p>Resource Levels</p> <p>Description: Insufficient capacity to address in a timely manner the number of complaints that are being submitted, resulting in a continually - increasing backlog of complaints and increasing wait times for dispute resolution.</p>	<p>The CTA:</p> <ul style="list-style-type: none"> • will continue to review and streamline business processes and procedures, including triage, batching complaints, etc 	<p>All programs</p>	<p>Timely resolution and elimination of the backlog of complaints</p> <p>Implementation of the regulatory framework</p> <p>Process and service innovation and modernization</p> <p>A data-driven and digitally integrated and proficient organization</p>
<p>Level of Temporary Funding</p> <p>Description: Because a high proportion of the CTA's budget is temporary, many staff are not permanent and are departing the CTA for indeterminate positions outside the organization, resulting in increased time and resources dedicated to</p>	<p>The CTA will closely monitor and manage its financial resources to optimize staffing, onboarding, and training of staff, in light of available resources.</p> <p>The CTA will implement initiatives to create a workplace of choice.</p>	<p>All programs</p>	<p>Timely resolution and elimination of the backlog of complaints</p> <p>Implementation of the regulatory framework</p> <p>A diverse workforce and an inclusive and equitable workplace</p>

Risks	Risk Response Strategy	Links to Department's Programs	Link to Departmental Priorities
<p>staffing and training, and a loss of productivity.</p>			
<p>Implementation of the Hybrid Working Model</p> <p>Description: Uncertainty regarding particular challenges associated with new work arrangements and the reality of a true hybrid work model.</p>	<p>The CTA continues to engage employees on workplace issues and on how to ensure that the hybrid mode of work and the new facility enables their effectiveness and satisfaction at work.</p> <p>The CTA has also established a Destination 60 Laval website, where employees can send any questions regarding the move to the team of subject matter experts, and continues to consult and involve staff in decision-making regarding the future work environment.</p> <p>The CTA continues to engage with all staff regularly, through Town Hall meetings, internal surveys, "Ask the Experts" sessions and other specific requests for input, where staff can ask questions, seek clarification, and provide comments on any aspect of the move to 60 Laval and/or the hybrid work model.</p>	<p>All programs</p>	<p>A diverse workforce and an inclusive and equitable workplace</p>

Planned results for Independent regulatory and dispute-resolution services for transportation providers and users

The following table shows, for Independent regulatory and dispute-resolution services for transportation providers and users, the planned results, the result indicators, the targets and the target dates for 2023–24, and the actual results for the three most recent fiscal years for which actual results are available.

Departmental result	Departmental result indicator	Target	Date to achieve target	2019–20 actual result	2020–21 actual result	2021–22 actual result
An efficient, competitive national transportation system	Transportation Fluidity Index	TBD	September 2025	Not available	Not available	Not available
	Percentage of regulatory authorities issued, and determination cases resolved within service standards	85%	March 2024	93%	93%	94%
	Percentage of disputes resolved within service standards	80%	March 2025	Not available	Not available	Not available
Persons with disabilities have access to justice and accessible transportation services	Percentage of accessibility disputes resolved within service standards	80 %	March 2024	84%	82%	75%
	Number of air travel accessibility complaints per 100 flights	TBD	March 2025	Not available	Not available	Not available
Consumers have access to justice and protection for air travel	Number of air travel consumer complaints per 100 flights	TBD	March 2025	Not available	Not available	Not available
	Percentage of air consumer protection disputes resolved within service standards	85%	March 2024	50%	33%	28%

The financial, human resources and performance information for the Canadian Transportation Agency’s program inventory is available on [GC InfoBase](#).^{viii}

Planned budgetary spending for Independent regulatory and dispute-resolution services for transportation providers and users

The following table shows, for Independent regulatory and dispute-resolution services for transportation providers and users budgetary spending for 2023–24, as well as planned spending for that year and for each of the next two fiscal years.

2023–24 budgetary spending (as indicated in Main Estimates)	2023–24 planned spending	2024–25 planned spending	2025–26 planned spending
22,451,377	22,451,377	22,451,377	22,451,377

Financial, human resources and performance information for Canadian Transportation Agency’s program inventory is available on [GC InfoBase](#).^{ix}

Planned human resources for Independent regulatory and dispute-resolution services for transportation providers and users

The following table shows, in full-time equivalents, the human resources the department will need to fulfill this core responsibility for 2023–24 and for each of the next two fiscal years.

2023–24 planned full-time equivalents	2024–25 planned full-time equivalents	2025–26 planned full-time equivalents
186	186	186

Financial, human resources and performance information for Canadian Transportation Agency’s program inventory is available on [GC InfoBase](#).^x

Internal services: planned results

Description

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

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

Planning for Contracts Awarded to Indigenous Businesses

The Procurement Team at the CTA promotes the inclusion of Indigenous businesses in all competitive bidding processes, whenever possible. An internal report is used to track the percentage of contracts and additional measures, such as reserving tenders for indigenous companies, may be taken if the percentage is not on track with the CTA's planned target of 5%.

5% reporting field description	2021–22 actual % achieved	2022–23 forecasted % target	2023–24 planned % target
Total percentage of contracts with Indigenous businesses	N/A	5%	5%

Planned budgetary spending for internal services

The following table shows, for internal services, budgetary spending for 2023–24, as well as planned spending for that year and for each of the next two fiscal years.

2023–24 budgetary spending (as indicated in Main Estimates)	2023–24 planned spending	2024–25 planned spending	2025–26 planned spending
8,894,185	8,894,185	8,894,185	8,894,185

Planned human resources for internal services

The following table shows, in full-time equivalents, the human resources the department will need to carry out its internal services for 2023–24 and for each of the next two fiscal years.

2023–24 planned full-time equivalents	2024–25 planned full-time equivalents	2025–26 planned full-time equivalents
52	52	52

Planned spending and human resources

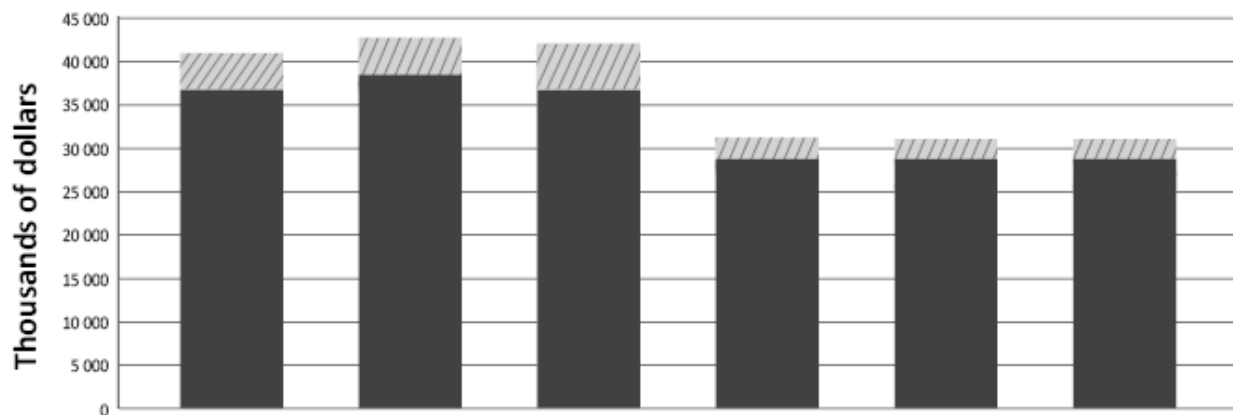
This section provides an overview of the department’s planned spending and human resources for the next three fiscal years and compares planned spending for 2023–24 with actual spending for the current year and the previous year.

Planned spending

Departmental spending 2020–21 to 2025–26

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

Departmental Spending Graph



Fiscal year	2020-21	2021-2022	2022-2023	2023-2024	2024-2025	2025-26
Statutory	4,630	4,434	5,596	3,589	3,589	3,589
Voted	36,767	38,464	36,985	27,757	27,757	27,757
Total	41,397	42,888	42,582	31,346	31,346	31,346

For fiscal years 2020–21 and 2021–22, the amounts shown represent the actual expenditures as reported in the Public Accounts.

For fiscal year 2022–23, the forecast spending represents the planned budgetary and statutory expenditures as presented in the Estimates documents (Main Estimates and Supplementary Estimates) as well as amounts approved by the Treasury Board as at December 1, 2022. The 2022–23 forecast spending is fairly consistent with the actual expenditures in the previous year primarily due to the one-year renewal of temporary funding received in order to help respond to a higher number of service- and accessibility-related complaints.

For fiscal year 2023–24, the planned spending reflects a decrease of approximately \$11.2 million in comparison to the previous year forecast spending. This decrease is primarily attributable to the sunseting temporary funds received in 2022–23 (\$10.5 million) in order to respond to a higher number of service and

accessibility related complaints. The planned spending does not include the reimbursement of eligible payroll expenditures and the operating budget carry-forward since these cannot be estimated with certainty.

For the period 2024–25 to 2025–26, the planned spending reflects approved funding by Treasury Board to support the CTA's Strategic Outcome and Programs. These expenditures do not include the reimbursement of eligible payroll expenditures and operating budget carry forwards as these cannot be estimated with certainty.

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

The following table shows information on spending for each of Canadian Transportation Agency's core responsibilities and for its internal services for 2023–24 and other relevant fiscal years.

Core responsibilities and internal services	2020–21 actual expenditures	2021–22 actual expenditures	2022–23 forecast spending	2023–24 budgetary spending (as indicated in Main Estimates)	2023–24 planned spending	2024–25 planned spending	2025–26 planned spending
Independent regulatory and dispute-resolution services for transportation providers and users	30,404,751	29,722,148	32,970,863	22,451,377	22,451,377	22,451,377	22,451,377
Internal Services	10,992,478	13,165,739	9,610,893	8,894,185	8,894,185	8,894,185	8,894,185
Total	41,397,229	42,887,887	42,581,756	31,345,562	31,345,562	31,345,562	31,345,562

The decrease in the budgetary and planned spending for fiscal year 2023–24 is primarily attributable to the sunsetting temporary funds received in 2022–23 (\$10.5 million) in order to respond to a higher number of service and accessibility related complaints.

Planned human resources

The following table shows information on human resources, in full-time equivalents (FTEs), for each Canadian Transportation Agency’s core responsibilities and for its internal services for 2023–24 and the other relevant years.

Human resources planning summary for core responsibilities and internal services

Core responsibilities and internal services	2020–21 actual full-time equivalents	2021–22 actual full-time equivalents	2022–23 forecast full-time equivalents	2023–24 planned full-time equivalents	2024–25 planned full-time equivalents	2025–26 planned full-time equivalents
Independent regulatory and dispute-resolution services for transportation providers and users	253	245	230	186	186	186
Internal Services	66	68	75	52	52	52
Total	319	313	305	238	238	238

The planned full-time equivalents are expected to decrease over the next couple of years in correspondence with the one-year sunsetting funds provided to help respond to a higher number of service and accessibility related complaints (\$10.5 million in 2022–23).

Estimates by vote

Information on Canadian Transportation Agency’s organizational appropriations is available in the [2023–24 Main Estimates](#).^{xi}

Future-oriented condensed statement of operations

The future-oriented condensed statement of operations provides an overview of Canadian Transportation Agency's operations for 2022–23 to 2023–24.

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

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

Future-oriented condensed statement of operations for the year ending March 31, 2024 (dollars)

Financial information	2022–23 forecast results	2023–24 planned results	Difference (2023–24 planned results minus 2022–23 forecast results)
Total expenses	48,251,047	35,497,737	(12,753,310)
Total revenues	-	-	-
Net cost of operations before government funding and transfers	48,251,047	35,497,737	(12,753,310)

For fiscal year 2023–24, the planned results reflect a decrease of approximately \$12.8 million in comparison to the 2022–23 forecast results. This decrease is primarily attributable to the decrease in temporary funds received in 2022–23 (\$10.5 million) in order to help respond to a higher number of service and accessibility related complaints. The 2023–24 planned results do not include the reimbursement of eligible payroll expenditures and the 2022–23 operating budget carry-forward, if any, since these cannot be estimated with certainty.

Corporate information

Organizational profile

Appropriate minister(s): The Honourable Omar Alghabra, P.C, M.P., Minister of Transport

Institutional head: France Pégeot, Chair and Chief Executive Officer

Ministerial portfolio: Transport

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

Year of incorporation / commencement: 1904

Other:

The CTA shares responsibility for the following acts:

- *Accessible Canada Act, 2019*^{xiv}
- *Canada Marine Act*^{xv}
- *Canadian Environmental Assessment Act, 2012*^{xvi}
- *Civil Air Navigation Services Commercialization Act*^{xvii}
- *Coasting Trade Act*^{xviii}
- *Energy Supplies Emergency Act*^{xix}
- *Pilotage Act*^{xx}
- *Railway Relocation and Crossing Act*^{xxi}
- *Railway Safety Act*^{xxii}
- *Shipping Conferences Exemption Act, 1987*^{xxiii}

The CTA has sole responsibility for the following regulations:

- *Accessible Transportation for Persons with Disabilities Regulations*, SOR/2019-244^{xxiv}
- *Air Passenger Protection Regulations*, SOR/2019-150^{xxv}
- *Air Transportation Regulations*, SOR/88-58^{xxvi}
- *Canadian Transportation Agency Designated Provisions Regulations*, SOR/99-244^{xxvii}
- *Regulations on Operational Terms for Rail Level of Services Arbitration*, SOR/2014-192^{xxviii}
- *Personnel Training for the Assistance of Persons with Disabilities Regulations*, SOR/94-42^{xxix}
- *Railway Costing Regulations*, SOR/80-310^{xxx}
- *Railway Interswitching Regulations*, SOR/88-41^{xxxi}
- *Railway Third Party Liability Insurance Coverage Regulations*, SOR/96-337^{xxxii}
- *Railway Traffic and Passenger Tariffs Regulations*, SOR/96-338^{xxxiii}
- *Railway Traffic Liability Regulations*, SOR/91-488^{xxxiv}

The CTA shares responsibility for the following regulations:

- *Transportation Information Regulations, SOR/96-334*^{xxxv}
- *Railway Company Pay Out of Excess Revenue for the Movement of Grain Regulations, SOR/2001-207*^{xxxvi}
- *The Jacques-Cartier and Champlain Bridges Inc. Regulations, SOR/98-568*^{xxxvii}
- *The Seaway International Bridge Corporation, Ltd. Regulations, SOR/98-569*^{xxxviii}

The CTA has promulgated the following Rules:

- *Canadian Transportation Agency Rules (Dispute Proceedings and Certain Rules Applicable to All Proceedings), SOR/2014-104*^{xxxix}
- *Rules of Procedure for Rail Level of Service Arbitration, SOR/2014-94*^{xl}

These acts and regulations are available on the Department of Justice website, and are accessible through the “[Acts and Regulations](#)”^{xli} section of the [CTA's website](#)^{xlii}.

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

Information on Canadian Transportation Agency’s raison d’être, mandate and role is available on the Canadian Transportation Agency’s [website](#)^{xliii}.

Operating context

Information on the operating context is available on Canadian Transportation Agency’s [website](#)^{xliv}.

Reporting framework

Canadian Transportation Agency’s approved departmental results framework and program inventory for 2023–24 are as follows.

Departmental Results Framework	Core Responsibility: Independent regulatory and dispute-resolution services for transportation providers and users		Internal Services	
	Departmental Result: An efficient, competitive national transportation system	Transportation Fluidity Index.		
		Percentage of regulatory authorities issued, and determinations cases resolved within service standards.		
		Percentage of disputes resolved within service standards		
	Departmental Result: Persons with disabilities have access to justice and accessible transportation services	Number of air travel accessibility complaints per 100 flights		
		Percentage of accessibility disputes resolved within service standards.		
	Departmental Result: Consumer have access to justice and protection for air travel	Number of air travel consumer complaints per 100 flights		
		Percentage of air consumer protection disputes resolved within service standards.		
	Program Inventory	Program: Dispute Resolution		
		Program: Determinations and Compliance		

Changes to the approved reporting framework since 2022–23

Structure	2023–24	2022–23	Change	Reason for change
CORE RESPONSIBILITY	Independent regulatory and dispute-resolution services for transportation providers and users	Independent regulatory and dispute-resolution services for transportation providers and users	No change	Not applicable
PROGRAM	Determination and Compliance	Determination and Compliance	No change	Not applicable
PROGRAM	Dispute Resolution	Dispute Resolution	No change	Not applicable
PROGRAM		Analysis and Outreach	Program ended	Note 1

Note 1: This program was created when the CTA was going through a modernization of its regulations. Rail regulations have been updated, the Air Passenger Protection Regulation (APPR) and the Accessible Transportation for Persons with Disabilities Regulations (ATPDR) were created, it is now time for the

CTA to implement and enforce those regulations. Activities for dispute resolution and compliance are now being attributed their specific program thus the removal of the Analysis and Outreach program

Supporting information on the program inventory

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

Supplementary information table

The following supplementary information table is available on Canadian Transportation Agency's [website](#).^{xlvi}

- ▶ [Gender-based analysis plus](#)^{xlvii}

Federal tax expenditures

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

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

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Appendix: definitions

appropriation (crédit)

Any authority of Parliament to pay money out of the Consolidated Revenue Fund.

budgetary expenditures (dépenses budgétaires)

Operating and capital expenditures; transfer payments to other levels of government, organizations or individuals; and payments to Crown corporations.

core responsibility (responsabilité essentielle)

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

Departmental Plan (plan ministériel)

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

departmental result (résultat ministériel)

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

departmental result indicator (indicateur de résultat ministériel)

A factor or variable that provides a valid and reliable means to measure or describe progress on a departmental result.

departmental results framework (cadre ministériel des résultats)

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

Departmental Results Report (rapport sur les résultats ministériels)

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

full-time equivalent (équivalent temps plein)

A measure of the extent to which an employee represents a full person-year charge against a departmental budget. Full-time equivalents are calculated as a ratio of assigned hours of work to scheduled hours of work. Scheduled hours of work are set out in collective agreements.

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

An analytical tool used to support the development of responsive and inclusive policies, programs and other initiatives. GBA Plus is a process for understanding who is impacted by the issue or opportunity being addressed by the initiative; identifying how the initiative could be tailored to meet diverse needs of the people most impacted; and anticipating and mitigating any barriers to accessing or benefitting from the initiative. GBA Plus is an intersectional analysis that goes beyond biological (sex) and socio-cultural (gender) differences to consider other factors, such as age, disability, education, ethnicity, economic status, geography, language, race, religion, and sexual orientation.

government-wide priorities (priorités pangouvernementales)

For the purpose of the 2023–24 Departmental Plan, government-wide priorities are the high-level themes outlining the Government’s agenda in the 2021 Speech from the Throne: building a healthier today and tomorrow; growing a more resilient economy; bolder climate action; fighter harder for safer communities; standing up for diversity and inclusion; moving faster on the path to reconciliation and fighting for a secure, just, and equitable world.

high impact innovation (innovation à impact élevé)

High impact innovation varies per organizational context. In some cases, it could mean trying something significantly new or different from the status quo. In other cases, it might mean making incremental improvements that relate to a high-spending area or addressing problems faced by a significant number of Canadians or public servants.

horizontal initiative (initiative horizontale)

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

non-budgetary expenditures (dépenses non budgétaires)

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

performance (rendement)

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

plan (plan)

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

planned spending (dépenses prévues)

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

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

program (programme)

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

program inventory (répertoire des programmes)

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

result (résultat)

An external consequence attributed, in part, to an organization, policy, program or initiative. Results are not within the control of a single organization, policy, program or initiative; instead, they are within the area of the organization's influence.

statutory expenditures (dépenses législatives)

Expenditures that Parliament has approved through legislation other than appropriation acts. The legislation sets out the purpose of the expenditures and the terms and conditions under which they may be made.

target (cible)

A measurable performance or success level that an organization, program or initiative plans to achieve within a specified time period. Targets can be either quantitative or qualitative.

voted expenditures (dépenses votées)

Expenditures that Parliament approves annually through an Appropriation Act. The vote wording becomes the governing conditions under which these expenditures may be made.

Endnotes

- i. *Accessible Transportation Planning and Reporting Regulations*, <https://laws-lois.justice.gc.ca/eng/regulations/SOR-2021-243/FullText.html>
- ii. *Air Passenger Refund Regulations*, <https://gazette.gc.ca/rp-pr/p2/2022/2022-06-22/html/sor-dors134-eng.html>
- iii. *Canada Transportation Act*, <https://laws-lois.justice.gc.ca/PDF/C-10.4.pdf>
- iv. *Accessible Transportation for Persons with Disabilities Regulations*, <https://laws-lois.justice.gc.ca/eng/regulations/SOR-2019-244/index.html>
- v. *New planning and reporting regulations*, <https://laws-lois.justice.gc.ca/eng/regulations/SOR-2021-243/>
- vi. *Achieving a Sustainable Future (Goal 10, Goal 13)*, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- vii. *Federal Sustainable Development Act*, <https://laws-lois.justice.gc.ca/eng/acts/f-8.6/>
- viii. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- ix. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- x. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xi. 2023–24 Main Estimates, <https://www.canada.ca/en/treasury-board-secretariat/services/planned-government-spending/government-expenditure-plan-main-estimates.html>
- xii. CTA website, <https://otc-cta.gc.ca/>
- xiii. *Canada Transportation Act*, S.C. 1996, c. 10, as amended, <https://laws-lois.justice.gc.ca/eng/acts/C-10.4/index.html>
- xiv. *Accessible Canada Act* (S.C. 2019, c. 10), <https://laws-lois.justice.gc.ca/eng/acts/A-0.6/>
- xv. *Canada Marine Act* (S.C. 1998, c. 10), <https://laws-lois.justice.gc.ca/eng/acts/C-6.7/index.html>
- xvi. *Canadian Environmental Assessment Act, 2012* (S.C. 2012, c. 19, s. 52), <https://laws-lois.justice.gc.ca/eng/acts/c-15.21/index.html>
- xvii. *Civil Air Navigation Services Commercialization Act* (S.C. 1996, c. 20), <https://laws-lois.justice.gc.ca/eng/acts/C-29.7/index.html>
- xviii. *Coasting Trade Act* (S.C. 1992, c. 31), <https://laws-lois.justice.gc.ca/eng/acts/C-33.3/index.html>
- xix. *Energy Supplies Emergency Act* (R.S.C., 1985, c. E-9), <https://laws.justice.gc.ca/eng/acts/E-9/index.html>
- xx. *Pilotage Act* (R.S.C., 1985, c. P-14), <https://laws.justice.gc.ca/eng/acts/P-14/index.html>
- xxi. *Railway Relocation and Crossing Act* (R.S.C., 1985, c. R-4), <https://laws.justice.gc.ca/eng/acts/R-4/index.html>
- xxii. *Railway Safety Act* (R.S.C., 1985, c.32 (4th Supp.)), <https://laws.justice.gc.ca/eng/acts/R-4.2/index.html>
- xxiii. *Shipping Conference Exemption Act, 1987* (R.S.C., 1985, c. 17 (3rd Supp.)), <https://laws.justice.gc.ca/eng/acts/S-10.01/index.html>
- xxiv. *Accessible Transportation for Persons with Disabilities Regulations* (SOR/2019-244), <https://laws-lois.justice.gc.ca/eng/regulations/SOR-2019-244/index.html>
- xxv. *Air Passenger Protection Regulations* (SOR/2019-150), <https://laws.justice.gc.ca/eng/regulations/SOR-2019-150/index.html>
- xxvi. *Air Transportation Regulations* (SOR/88-58), <https://laws-lois.justice.gc.ca/eng/regulations/SOR-88-58/index.html>
- xxvii. *Canadian Transportation Agency Designated Provisions Regulations* (SOR/99-244), <https://laws-lois.justice.gc.ca/eng/regulations/SOR-99-244/index.html>
- xxviii. *Regulations on Operational Terms for Rail Level of Services Arbitration* (SOR/2014-192), <https://laws-lois.justice.gc.ca/eng/regulations/SOR-2014-192/>
- xxix. *Personnel Training for the Assistance of Persons with Disabilities Regulations* (SOR/94-42), <https://laws.justice.gc.ca/eng/regulations/SOR-94-42/index.html>
- xxx. *Railway Costing Regulations* (SOR/80-310), <https://laws.justice.gc.ca/eng/regulations/SOR-80-310/index.html>
- xxxi. *Railway Interswitching Regulations* (SOR/88-41), <https://laws.justice.gc.ca/eng/regulations/sor-88-41/index.html>
- xxxii. *Railway Third Party Liability Insurance Coverage Regulations* (SOR/96-337), <https://laws.justice.gc.ca/eng/regulations/SOR-96-337/index.html>
- xxxiii. *Railway Traffic and Passenger Tariffs Regulations* (SOR/96-338), <https://laws.justice.gc.ca/eng/regulations/SOR-96-338/index.html>
- xxxiv. *Railway Traffic Liability Regulations* (SOR/91-488), <https://laws.justice.gc.ca/eng/regulations/SOR-91-488/index.html>

- ^{xxxv} *Transportation Information Regulations* (SOR/96-334), <https://laws.justice.gc.ca/eng/regulations/SOR-91-488/index.html>
- ^{xxxvi} *Railway Company Pay Out of Excess for the Movement of Grain Regulations* (SOR/2001-207), <https://laws-lois.justice.gc.ca/eng/regulations/SOR-2001-207/?showtoc=&instrumentnumber=SOR-2001-207>
- ^{xxxvii} *The Jacques-Cartier and Champlain Bridges Inc. Regulations* (SOR/98-568), <https://laws.justice.gc.ca/eng/regulations/SOR-98-568/index.html>
- ^{xxxviii} *The Seaway International Bridge Corporation, Ltd. Regulations* (SOR/98-569), <https://laws.justice.gc.ca/eng/regulations/SOR-98-569/index.html>
- ^{xxxix} *Canadian Transportation Agency Rules* (Dispute Proceedings and Certain Rules Applicable to All Proceedings) (SOR/2014-104), <https://laws-lois.justice.gc.ca/eng/regulations/SOR-2014-104/>
- ^{xl} *Rules of Procedures for Rail Level of Service Arbitration* (SOR/2014-94), <https://laws-lois.justice.gc.ca/eng/regulations/SOR-2014-94/>
- ^{xli} *Acts and regulations*, <https://www.otc-cta.gc.ca/eng/acts-and-regulations>
- ^{xlii} CTA Website, <https://www.otc-cta.gc.ca/>
- ^{xliii} CTA website, <https://otc-cta.gc.ca/>
- ^{xliv} CTA website, <https://otc-cta.gc.ca/>
- ^{xlv} GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- ^{xlvi} CTA website, <https://otc-cta.gc.ca/>
- ^{xlvii} Gender Based Analysis Plus, <https://otc-cta.gc.ca/eng/departmental-plan-2023-24-gender-based-analysis-plus>
- ^{xlviii} Report on Federal Tax Expenditures, <https://www.canada.ca/en/department-finance/services/publications/federal-tax-expenditures.html>
- ^{xlix} CTA's Website, <https://www.otc-cta.gc.ca/>