



CANADIAN AVIATION REGULATION ADVISORY COUNCIL (CARAC)

**WELCOME
TO THE
16th CARAC PLENARY
December 13, 2016**

RDIMS # 12507562





Opening Remarks

Aaron McCrorie

Director General, Aviation Safety Regulatory Framework
Civil Aviation

Denis Guindon

Director General, Aviation Safety Oversight and Transformation
Civil Aviation



Introduction, Rules of Engagement and Review of the Agenda

Marie-Anne Dromaguet
Chief, Regulatory Affairs



Agenda

TIME	ITEM	DESCRIPTION	PRESENTER
09:30		Registration & Networking	
10:00	1	Opening Remarks	Aaron McCrorie Director General – Civil Aviation Aviation Safety Regulatory Framework Denis Guindon Director General – Civil Aviation, Aviation Safety Oversight and Transformation
10:15	2	Introductions, Rules of Engagement and Review of Agenda	Marie-Anne Dromaguet Chief, Regulatory Affairs Civil Aviation
10:40	3	Approval of the October 25, 2013 CARAC Plenary Decision Record http://www.wapps.tc.gc.ca/Saf-Sec-Sur/2/npa-apm/actr.aspx?id=5&aType=2&lang=eng	Marie-Anne Dromaguet Chief, Regulatory Affairs Civil Aviation
10:50	4	Presentation on Transport Canada Civil Aviation's Transformation Project	Denis Guindon Director General – Civil Aviation, Aviation Safety Oversight and Transformation
12:00		Lunch Break	
13:00	5	CARAC Overview <ul style="list-style-type: none"> • Tabling of CARAC Management Charter and Manual of Procedures http://www.wapps.tc.gc.ca/Saf-Sec-Sur/2/npa-apm/actr.aspx?id=28&aType=2&lang=eng • Update on CARAC Activities 	Michel Béland Director, Policy and Regulatory Services, Civil Aviation
13:45	6	Prioritization of Aviation Safety Risks by Transport Canada <ol style="list-style-type: none"> 1. Approach and Landing incidents 2. Integration of UAVs 3. Loss of Control In-Flight (LOC) incidents 4. Human Performance Factors 	Michel Béland Director, Policy and Regulatory Services, Civil Aviation
14:30		Break	
14:50	7	Update on Regulatory Priorities	Robert Sincennes Director, Standards, Civil Aviation
15:20	8	Open-forum	All
16:15	9	Closing Remarks	Aaron McCrorie Director General – Civil Aviation, Aviation Safety Regulatory Framework Denis Guindon Director General – Civil Aviation, Aviation Safety Oversight and Transformation
16:30		Meeting Adjourned	



Approval of the October 25, 2013 CARAC Plenary Decision Record

Marie-Anne Dromaguet
Chief, Regulatory Affairs



CARAC Overview

Michel Béland

Director, Policy and Regulatory Services



CARAC Management Charter & Manual of Procedures

- New CARAC Management Charter
 - Establishes CARAC governance structure and confirms Transport Canada commitment to engage civil aviation stakeholders in rulemaking activities
- New CARAC Manual of Procedures
 - Complements the Management Charter with set guidelines and procedures



CARAC Activities Since Last Plenary

- CARs Part III – Aerodromes, Airports and Heliports
 - TP 312 – *Aerodromes Standards and Recommended Practices*
 - Aerodrome Work Consultations
 - Runway End Safety Area (RESA)
- CARs Part V – Airworthiness
 - CAR 521
- CARs Part VI – General Operating and Flight Rules
 - ELT Maintenance intervals
 - ELT Frequency
 - Obstruction Marking and Lighting



CARAC Activities Since Last Plenary, cont'd

- CARs Part VII – Commercial Air Services
 - Crew Resource Management (CRM)
 - Master Minimum Equipment List (MEL)
 - Flight Attendants and Emergency Evacuation
 - Seaplanes Operations
 - Flight Crew Fatigue Management
- CARs NEW PART – Unmanned Air Vehicles
- VARIOUS PARTS - Miscellaneous amendments



Presentation on Transport Canada Civil Aviation's Transformation Project

Denis Guindon

Director General, Aviation Safety Oversight and Transformation
Civil Aviation



Initiating Transformation

- **Transport Canada Civil Aviation Transformation (TCCAT) Project established in April 2015**

Drivers

- Large/diverse air transportation system:
 - 15 million km² airspace
 - Over 35,000 Canadian registered aircraft
 - Over 68,000 licensed pilots / 15,839 aircraft maintenance engineers
 - 567 certified aerodromes (306 airports, 261 heliports) / 1,820 non-certified aerodromes



Initiating Transformation, cont'd

Drivers

- Significant growth and technological advance in industry :
 - 45% growth in emplaned/deplaned passengers (2005-2014)
 - 29% growth in Canada's aerospace manufacturing (2004-2014)
 - Canada now third in the World for civil aircraft production and expected to grow between 2014-2021 by 22% - twice the global rate)
 - Major technological advances in aircraft/engine design, fuel efficiency, aerodynamics composite materials, avionics. By 2036 – 90% of the World's aircraft fleet will be new generation technology
- Major restructuring over the past 10 years:
 - Complete national organization review (2005-2013) - some units in Regions only staffed in 2015
 - Design + implementation of SMS since 2005 for 705 operators, Aerodromes and Air Navigation Service providers - significant delivery challenges
 - Changed to system-based surveillance in 2008 for all operators



Initiating Transformation, cont'd

Drivers

- Must enhance agility and ability to modernize/react to emerging and rapidly changing design and operating practices in increasingly globalized supply chains
- Size, complexity and the matrix management structure (Regions/Headquarters) of Transport Canada Civil Aviation (TCCA) makes it challenging for executive leadership and management of oversight and service delivery by 1263 (November 2016) employees between HQ, Regions and all TCC offices across Canada
- Need to ensure efficient, consistent and standardized delivery of Program
- Need to maintain and enhance credibility with external organizations – TSB, OAG, ICAO, FAA, etc.



Initiating Transformation, cont'd

Goals:

- Ensure sufficient executive leadership to provide coherent strategic direction and pace of modernization
- Provide focal point for industry and Regions on key program areas
- Provide capacity to react to emerging trends brought about by rapid global change and technological advancements
- Better position TCCA both strategically and operationally to meet existing and future challenges



- TODAY**
- STAFF GUIDANCE/ TOOLS NEED ENHANCEMENT
 - ORGANIZATIONAL STRUCTURES NOT FULLY OPTIMIZED
 - UNCLEAR ROLES/ RESPONSIBILITIES
 - OUTDATED REGULATIONS
 - REACTIVE
 - RIGID
 - SILOS

AREAS OF ACTION

- 01 GOVERNANCE**
Need for improvement to the administration of TCCA Program
- 02 LEADERSHIP/MANAGEMENT**
Provide strong focused change leadership
- 03 OVERSIGHT**
Ensure national consistency and program delivered by well qualified and trained workforce
- 04 REGULATORY PROGRAM MODERNIZATION**
Modernization and streamlining of the Canadian Aviation Regulations
- 05 SUPPORTING OUR PEOPLE**
Undertake program improvements to better support our people in their day-to-day work
- 06 ORGANIZATIONAL STRUCTURE**
Make refinements to the organizational structure of TCCA to increase organizational effectiveness and agility
- 07 TECHNOLOGICAL IMPROVEMENT**
Obtain/develop needed technological tools to support our staff in their work

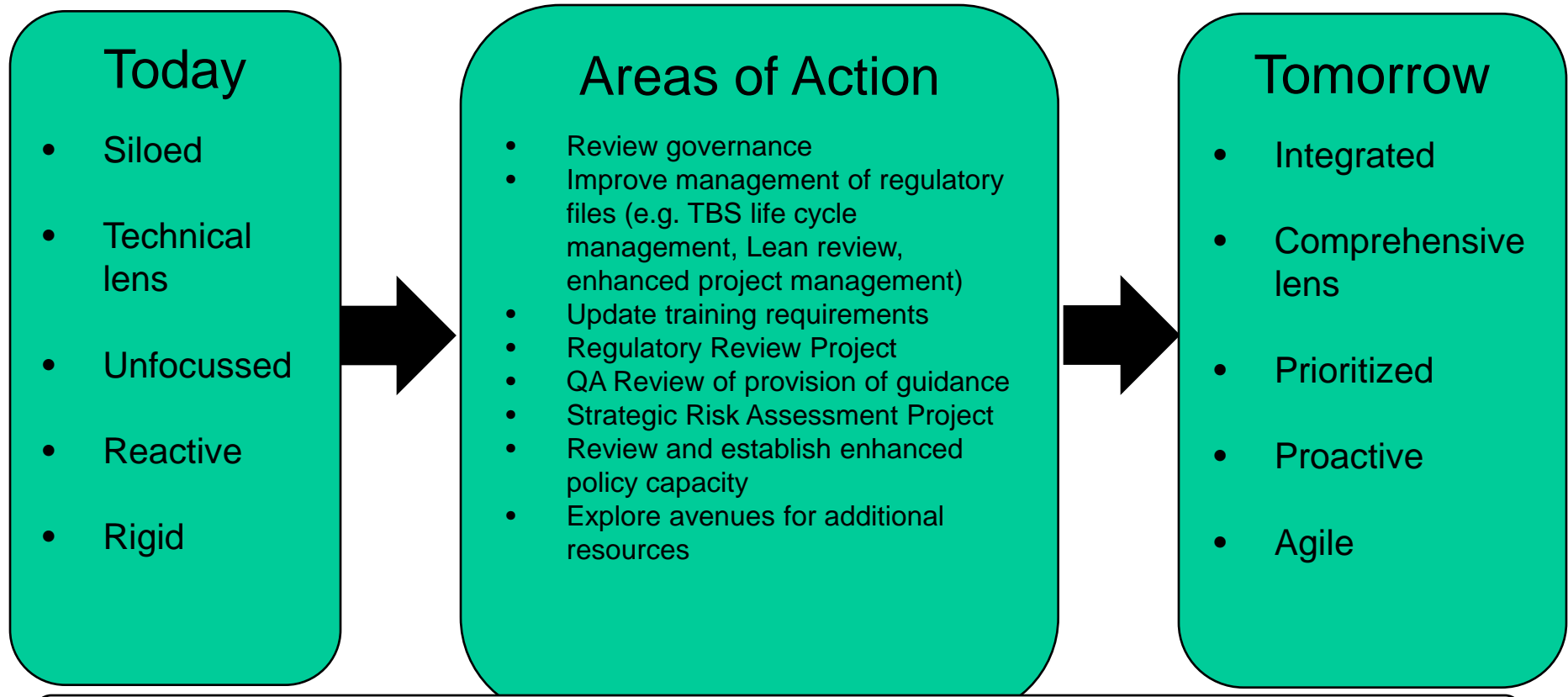


- FUTURE**
- EFFECTIVE OVERSIGHT AND REGULATORY PROGRAMS
 - STAFF SUPPORTED BY GUIDANCE AND TOOLS
 - GOVERNANCE AND STRUCTURES RENEWED
 - CONSISTENCY IN PROGRAM DELIVERY
 - MODERN
 - AGILE



Regulatory Program Modernization

The goal: A more Effective Regulatory Program



A process must be developed and put in place to cultivate positive change while reflecting the organizational changes advanced in past decade.



Regulatory Program Modernization

- **Regulatory Process Governance**
 - Review of the governance structures for the overall regulatory process – from initial identification of potential need, through to solution promulgation
 - Review management of regulatory files (Life Cycle, LEAN exercise, Enhanced project management)
- **Regulatory Program Training**
 - Definition of training requirements for personnel involved in regulatory development
- **Policy Capacity**
 - Review and establishment of policy capacity within TCCA



Other Key Transformation Improvements

- Service Integration across the CA Program
- Centralized Business Management in Ottawa
- National Flying Program
- Service Task Review and LEAN Process
- SPARA
- National Oversight Advisory Board and National Oversight Office
- Governance Reviews – NCAMX & Sub-Committees, Learning, IT



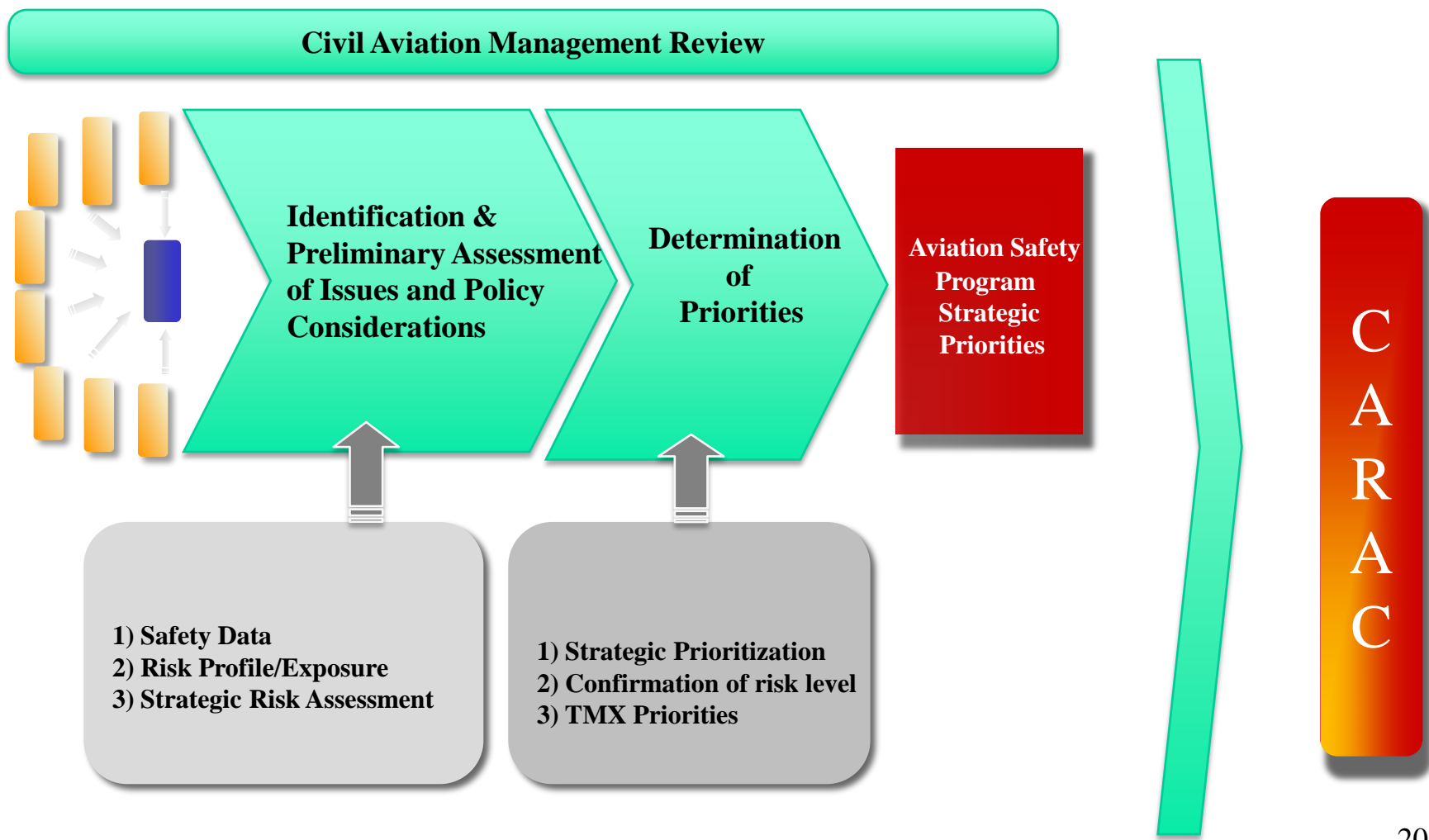
Prioritization of Aviation Safety Risks by Transport Canada

Michel Béland

Director, Policy and Regulatory Services



Aviation Safety Program - PRIORITIZATION PROCESS





Regulatory Program Prioritization

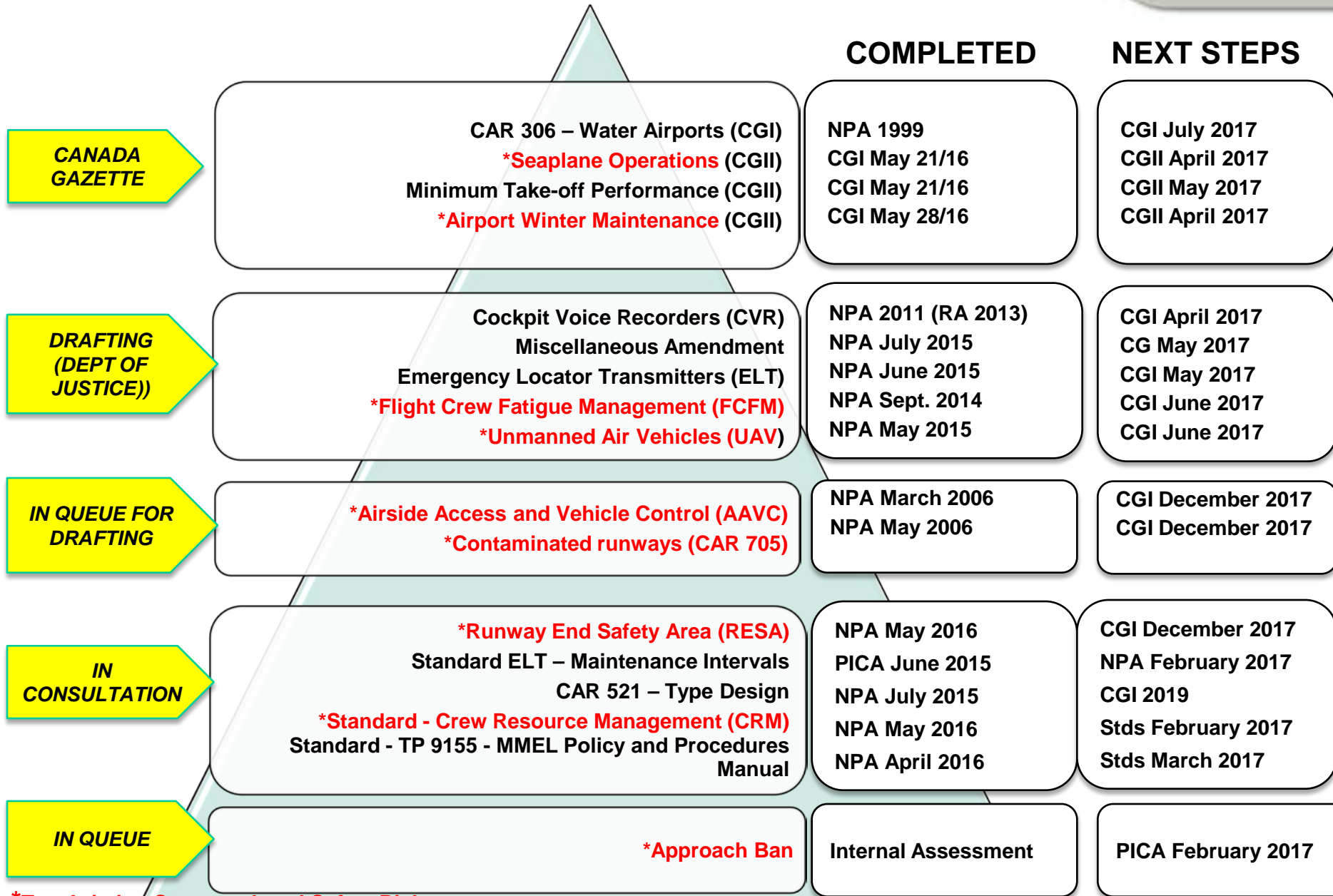
- Focus on mitigating system-level safety risks through regulatory and non-regulatory action:
 - 1. Approach and Landing:** assessing potential regulatory changes, including approach ban requirements, enhancements to runway end safety areas, and increase education and awareness
 - 2. Unmanned Air Vehicles:** implementing a more rigorous regulatory framework to strengthen safety, while providing the regulatory conditions to support economic growth in the sector
 - 3. Loss of Control In-Flight:** supporting international efforts to reduce accidents by focusing primarily on enhancing pilot training
 - 4. Human Performance Factors:** addressing risks that can affect an individual's performance through regulatory initiatives, including "Flight Crew Fatigue Management" and "Crew Resource Management"



Update on TCCA Regulatory Priorities

Robert Sincennes
Director, Standards

CIVIL AVIATION REGULATORY PRIORITIES



*Top Aviation System – Level Safety Risk



Open Forum

All



Closing Remarks

Aaron McCrorie

Director General, Aviation Safety Regulatory Framework
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