



Canada Energy
Regulator

Régie de l'énergie
du Canada

Canada Energy Regulator

2021–22

Departmental Plan

The original was signed by

Gitane De Silva
Chief Executive Officer
Canada Energy Regulator

The original was signed by

The Honourable Seamus O'Regan, P.C., M.P.
Minister
Natural Resources

Canada

Permission to Reproduce

Materials may be reproduced for personal, educational and/or non-profit activities, in part or in whole and by any means, without charge or further permission from the Canada Energy Regulator, provided that due diligence is exercised in ensuring the accuracy of the information reproduced; that the Canada Energy Regulator is identified as the source institution; and that the reproduction is not represented as an official version of the information reproduced, nor as having been made in affiliation with, or with the endorsement of the Canada Energy Regulator.

For permission to reproduce the information in this publication for commercial redistribution, please e-mail: info@cer-rec.gc.ca.

Autorisation de reproduction

Le contenu de cette publication peut être reproduit à des fins personnelles, éducatives et/ou sans but lucratif, en tout ou en partie et par quelque moyen que ce soit, sans frais et sans autre permission de la Régie de l'énergie du Canada, pourvu qu'une diligence raisonnable soit exercée afin d'assurer l'exactitude de l'information reproduite, que la Régie de l'énergie du Canada soit mentionnée comme organisme source et que la reproduction ne soit présentée ni comme une version officielle ni comme une copie ayant été faite en collaboration avec la Régie de l'énergie du Canada ou avec son consentement.

Pour obtenir l'autorisation de reproduire l'information contenue dans cette publication à des fins commerciales, faire parvenir un courriel à : info@cer-rec.gc.ca.

© Her Majesty the Queen in Right of Canada 2021 as represented by the Canada Energy Regulator

Departmental plan
(Canada Energy Regulator)
Cat No. NE2-24E-PDF
ISSN 2562-9735

This report is published separately in both official languages. This publication is available upon request in multiple formats.

Copies are available on request from:

The Publications Office
Canada Energy Regulator
Suite 210, 517 Tenth Avenue SW
Calgary, Alberta T2R 0A8

E-Mail: publications@cer-rec.gc.ca
Fax: 403-292-5503
Phone: 1-800-899-1265

Printed in Canada

Please note the masculine gender, when used in this document, is generic with no discrimination intended.

© Sa Majesté la Reine du Chef du Canada 2021 représentée par le Régie de l'énergie du Canada

Plan ministériel
(Régie de l'énergie du Canada)
N° de cat. NE2-24F-PDF
ISSN 2562-9743

Ce rapport est publié séparément dans les deux langues officielles. On peut obtenir cette publication sur supports multiples, sur demande.

Demandes d'exemplaires :

Bureau des publications
Régie de l'énergie du Canada
517, Dixième Avenue S.-O., bureau 210
Calgary (Alberta) T2R 0A8

Courrier électronique :
publications@rec-cer.gc.ca
Fax : 403-292-5503
Téléphone : 1-800-899-1265

Imprimé au Canada

Veillez noter que dans le présent document, la forme masculine est employée comme générique et l'intention n'est nullement discriminatoire.

Table of contents

Message from the Chairperson	1
Message from the CEO	3
Plans at a glance	5
Core responsibilities: planned results and resources	9
Energy Adjudication	9
Safety and Environment Oversight	13
Energy Information	17
Engagement.....	20
Internal Services: planned results	25
Spending and human resources.....	29
Planned spending.....	29
Planned human resources	33
Estimates by vote	34
Future-oriented condensed statement of operations	34
Corporate information	37
Organizational profile	37
Raison d'être, mandate and role: who we are and what we do.....	37
Operating context	37
Reporting framework.....	37
Supporting information on the program inventory	39
Supplementary information tables	39
Federal tax expenditures	39
Organizational contact information	40
Appendix: definitions	41
Endnotes	45

Message from the Chairperson

It is an honour to share the 2021-22 Departmental Plan on behalf of the Canada Energy Regulator (CER).

The Departmental Plan provides Canadians and Parliamentarians with information on the work of the CER and insight into what the organization will focus on in the coming year. It tells the story of how the CER will work in 2021-22.

Setting the strategic direction for the organization is central to the role of the Board of Directors and I am very pleased that 2021-22 will see the implementation of the CER's new Strategic Plan.



The Strategic Plan was shaped by advice from the [Indigenous Advisory Committeeⁱ](#) (IAC), input from the CER's Commission, analysis from across the organization, consultation with other government departments, and broad stakeholder feedback.

The Strategic Plan will form the foundation of our work in the coming year and it includes a new CER Mission, Vision and four Strategic Priorities.

The Mission aligns with the CER's mandate, as described in our enabling legislation, the [Canadian Energy Regulator Actⁱⁱ](#) (CER Act). Our new Mission is as follows:

Regulating infrastructure to ensure safe and efficient delivery of energy to Canada and the world, protecting the environment, recognizing and respecting the rights of the Indigenous peoples of Canada, and providing timely and relevant energy information and analysis.

The Vision is aspirational, capturing the type of regulator we strive to be and furthering commitments in the preamble of the CER Act. Our new Vision is as follows:

An energy regulator with an exemplary workforce that has the confidence of Canadians; is dedicated to ensuring safety and environmental sustainability; builds strong relationships with First Nations, the Métis, and the Inuit; and enhances Canada's global competitiveness.

The four Strategic Priorities will help us to deliver on our Vision and Mission and guide our work in the organization's four Core Responsibilities. As further described in this Departmental Plan, our Strategic Priorities are:

- Trust and Confidence;
- Reconciliation;
- Competitiveness; and

- Data and Digital Innovation.

A key part of the successful delivery of our mandate is the work of the CER’s Commission. While the independence of the Commission's adjudication function is a critical feature of the CER's governance structure, the Commission forms part of the CER and contributes to the overall success of the organization.

2021-22 will mark the first full fiscal year of the CER’s IAC, which is an integral part of the CER’s governance structure. The overarching mandate of the IAC, which was established in August 2020, is to advise the Board on how the CER can build a renewed relationship with First Nations, the Métis, and the Inuit.

The establishment of the IAC is a key requirement of the CER Act, and is one of the ways we are fundamentally transforming the way we work with the Indigenous peoples of Canada.

Over the next year, the COVID-19 pandemic will continue to have impacts throughout the world. In this uncertain time, the CER is committed to the uninterrupted delivery of its mandate, ensuring the oversight of federally regulated energy infrastructure and the safety of communities near those facilities.

“Achieving this mission” is only possible with a team of dedicated professionals who are committed to serving the public. The CER's greatest strength truly is its people and I thank them for making the Canada Energy Regulator an effective and responsive organization.

Cassie Doyle
Chairperson
Board of Directors of the Canada Energy Regulator

Message from the CEO

As the Chief Executive Officer, I am extremely proud to lead the 500+ dedicated public servants of the Canada Energy Regulator. We work together to deliver on the important mission and strong vision that inspire us every day.

While 2021-22 will continue to have its uncertainties, our responsibility to serve Canadians is clear. The CER will move forward, focusing on our mandate and demonstrating the agility needed to deliver the services that Canadians expect from us. No one does these jobs alone. We will work collaboratively, taking strength from our diversity, and finding new ways to support each other.

The CER has a new Strategic Plan and it is my role as the CEO to lead the implementation of this Plan, seamlessly connecting the CER's new Mission, Vision and four Strategic Priorities with our established four Core Responsibilities, which are: Safety and Environment Oversight, Energy Adjudication, Energy Information, and Engagement.

Some of the initiatives the CER will undertake in 2021-22 to reflect this approach include:

- Implementing measures to improve process timeliness and clarity. This includes measures to improve the efficiency of adjudication processes by identifying and addressing issues through early engagement, streamlining certain low-impact applications and supporting the delivery of clear filing guidance.
- Continuing to monitor and update our oversight of regulated facilities to ensure that COVID-19 requirements are respected, ensuring the safety of Canadians and Indigenous communities near regulated activities.
- Enhancing the delivery of data and information about the facilities the CER regulates by ensuring that information is easy to find and understand.
- Developing a National Engagement Strategy and expanding relationships with impacted Indigenous peoples and stakeholders.

At the heart of all of this work is our absolute commitment to safety. It is who we are and what we do. The CER will work to ensure that the projects we regulate are constructed, operated and abandoned in a safe and secure manner that protects people, property and the environment.



During each step of all federally regulated pipeline construction that occurs in 2021-22, the CER will provide oversight and hold the pipeline company accountable, while verifying that it is meeting its requirements and commitments through rigorous compliance verification activities. Work on the Trans Mountain Expansion Project and Line 3 pipeline will continue to be done in partnership with their respective Indigenous Advisory Monitoring Committees and Indigenous monitors.

In addition, the CER in 2021-22 will strive to create a step-change within the organization in advancing reconciliation with the Indigenous peoples of Canada. We will work with the newly established IAC to transform how we work as a regulator with Indigenous people – respecting Indigenous perspectives, knowledge, teachings, values, use of the land and water, oral traditions, and worldviews.

The Board of Directors, the Commission, and our staff, all work together with a common focus on ensuring we are the best regulator we can be, serving Canadians and making a difference.

The CER is at the nexus of a number of issues that are extremely important to Canadians. We have a real opportunity to make an impact on our country through the delivery of our four core responsibilities and in our work to advance reconciliation, enhance competitiveness, innovate through our data and information, and foster the trust and confidence of Canadians. It is an exciting time to be here and we look forward to continuing on this journey.

Gitane De Silva
Chief Executive Officer
Canada Energy Regulator

Plans at a glance

The CER identifies priority areas that strategically focus program activities. These Strategic Priorities extend beyond the outcomes of any one program. They require cross-organizational focus and leadership to drive a systematic shift in the way the CER works. The CER is identifying the following four interdependent Strategic Priorities:

Trust and Confidence

The CER Act mandates and empowers the CER to do more to build the trust and confidence of Canadians in the organization’s work and in the country’s energy regulatory system.

The CER will accomplish this by increasing our efforts to raise awareness of, and involvement in, the different types of work we do. We intend to build respectful relationships with the Indigenous peoples of Canada, foster an engaged and empowered workforce, and build an increased connection to the people we serve.

In 2021-22, we will increase the effectiveness of our communications, transparency, collaboration and inclusive engagement efforts across all programs. We will use new approaches, technologies and straightforward communications to have more two-way conversations with Canadians. In addition, we will enable the CER’s diverse team of experts and Canadians to participate in the important energy conversations taking place around us, share our data and analytics more openly, and improve our early engagement and public participation tools. Staff will be involved in implementing our strategic plan and in co-designing our desired organizational culture. We will also ensure we have an integrated and strategic human resources plan that positions the regulator for success for years to come.

Reconciliation

The CER is committed to building a renewed relationship with First Nations, the Métis, and the Inuit based on the recognition of rights, respect, cooperation, and partnership.

The CER Act enables, and sets expectations for us to fundamentally transform the way we work with the Indigenous peoples of Canada. We embrace our new responsibilities and we have woven specific deliverables on reconciliation into every aspect of our mandate. In doing so, we are helping to advance the Government of Canada’s commitment towards reconciliation, which is a whole-of-government priority.

In 2021-22, we will be advancing several initiatives in support of our Reconciliation Strategic Priority to transform the way we work with the Indigenous peoples of Canada, with a commitment to implementing the *United Nations Declaration on the Rights of Indigenous Peoples*ⁱⁱⁱ. We will enhance Indigenous peoples’ involvement in how we discharge our mandate by recognizing their unique cultures, knowledge and histories,

improve the cultural competency of CER staff, and drive meaningful change in the CER’s requirements and expectations of regulated industry.

In our journey towards reconciliation, the work of the IAC will provide an invaluable source of wisdom and advice to the CER’s Board of Directors as a direct voice for the Indigenous peoples of Canada.

Competitiveness

The CER’s legislation notes the Government’s commitment to enhancing Canada’s global competitiveness through the work of the CER. Making timely and predictable decisions, facilitating innovation, and enabling sound projects into operations and through their lifecycle, are all areas where CER’s regulatory oversight can impact global competitiveness.

The Competitiveness Strategic Priority will focus on improving transparency, predictability and efficiency of our lifecycle regulation; enhancement and innovation in our regulatory approaches; and, researching innovative ways for a regulator to contribute to Canada’s transition to a low-carbon economy. We will engage regulated companies, Indigenous organizations, and stakeholders to explore and implement new regulatory approaches, identify and eliminate non-value-added methods, and clarify how the CER will approach new elements in its regulations with the CER Act implementation. We will use data to examine and streamline our own processes, eliminating regulatory requirements that do not deliver useful regulatory outcomes.

In 2021-22, we will enhance regulatory process transparency, guide industry with improved filing guidance, and work with other agencies to clarify new assessment factors. We will consult with participants in our regulatory processes to identify barriers and burdensome requirements that we can adjust while ensuring continued regulatory effectiveness. We will also initiate research on what regulators can do to assist in the transition to Canada’s low-carbon energy future.

Data and Digital Innovation

The CER’s Data and Digital Innovation Strategic Priority will create a sustained focus and culture throughout the organization for using data and information in a way that is meaningful for staff, industry, Indigenous peoples and the public. By investing in data-focused skills, solutions and systems, we will enable staff to deliver competitive regulatory services for the twenty-first century.

In 2021-22, the CER will offer basic and discipline-specific data skills training to CER staff. A data-savvy workforce will have the right competencies to deliver effective regulatory services, keeping pace with the state of the industry. The CER will prioritize data-driven solutions to fuel innovation as a modern regulator. We will mine and

structure larger datasets to draw regulatory insights that may not be obvious through individual processes, projects or single-stage lifecycle analyses.

Additionally, the CER will continue to streamline several single-purpose regulatory tracking systems for routine administrative applications, leading to efficiencies for regulated companies and improving regulatory effectiveness by collecting and disseminating higher quality data.

For more information on the CER’s plans, priorities and planned results, see the “Core responsibilities: planned results and resources” section of this report.

External and internal factors that could affect the delivery of the CER’s outcomes can be found on our [website](#)^{iv}.

Core responsibilities: planned results and resources

This section contains detailed information on the Canada Energy Regulator’s planned results and resources for each of its core responsibilities.

Energy Adjudication

Description

Making decisions or recommendations to the Governor in Council on applications, which include impact assessments, using processes that are fair, transparent, timely and accessible. These applications pertain to pipelines and related facilities, international power lines, offshore renewable energy, tolls and tariffs, compensation disputes resolution, energy exports and imports, and oil and gas exploration and drilling in certain northern and offshore areas of Canada.

Planning highlights

Throughout 2020-21, the CER processed numerous applications submitted under the CER Act and completed applications submitted under the *National Energy Board Act*^v (NEB Act) before the CER Act came into force. The CER continues to advance and refine its early engagement processes and offer opportunities for meaningful and inclusive participation in its regulatory processes, even as COVID-19 poses an unprecedented challenge for all of those with whom we work closely. We have made substantial progress to date and will build upon this experience as we consider our first applications for larger projects. These applications will test our new processes under the CER Act on a larger, more complex scale and each application assessment will contribute to a greater understanding of participation practices.

The CER’s filing requirements clarify the CER’s expectations for proponents to engage effectively before submitting an application, as well as for and the information needed in an application. We will provide proponents with greater certainty by continually reviewing and updating our filing requirements to reflect learnings over time and adapt broad policy expectations to a CER context.

With the transition from the NEB Act to the CER Act, came the responsibility for the CER to carry out meaningful *Crown Consultation*^{vi} in the spirit of reconciliation. The CER’s Crown Consultation process emphasizes proactive, transparent and collaborative information exchange and engagement with Indigenous peoples of Canada. We will also work with other federal departments to determine how to address any issues or concerns raised by the Indigenous peoples of Canada that may involve other areas of federal responsibility.

To support the Energy Adjudication core responsibility in 2021-22, we will:

- Implement measures to improve process timeliness and clarity. This includes measures to improve the efficiency of adjudication processes by identifying and addressing issues through early engagement, streamlining certain low-impact applications and supporting the delivery of clear filing guidance.
- Enhance the CER’s inclusive public participation processes and tools to remove barriers and create an easier-to-use interface that is straightforward and welcoming. This work will also consider the use of innovative tools to support virtual or written processes while respecting physical distancing measures due to COVID-19.
- Invest further in the CER’s [Alternative Dispute Resolution](#)^{vii} (ADR) process, an interest-based and confidential approach for resolving disputes outside of formal regulatory processes.
- Enhance energy adjudication data access and analysis. This will support process improvements and provide accessible, relevant information to stakeholders involved in application process assessments, and to those with interest in CER activities.

Gender-based analysis plus

- Section 183.2 (c) of CER Act outlines GBA+ factors that must be considered in Commission recommendations to the Minister such as health, social and economic effects, including with respect to the intersection of sex and gender with other identity factors. The CER has issued filing guidance on assessing GBA+ requirements in applications and we have started assessing applications using this guidance.
- The CER’s Hearing Managers, Process Advisors, and Socio-Economic Specialists help ensure that the CER’s early engagement activities, ADR services, and adjudicative processes are accessible to diverse groups, including women, men, gender-diverse people and underrepresented Canadians.

Experimentation

- In partnership with Code for Canada fellows, we will develop a digital solution to improve the systems that support public participation in CER proceedings. Their work will lead to easier and more inclusive public access to the CER’s participation portal, while enhancing related processes and functions for the management of participant data.
- The CER will assess data associated with adjudication processes to identify linkages and trends among factors such as project type, location, assessment timelines, Information Requests, and conditions imposed by the CER. This work will form the basis for focused process improvement recommendations.

Planned results for Energy Adjudication

Departmental result	Departmental result indicator	Target	Date to achieve target	2017–18 actual result ^(a)	2018–19 actual result ^(a)	2019-20 actual result ^(b)
Energy adjudication processes are fair.	Percentage of adjudication decisions overturned on judicial appeal related to procedural fairness.	At most 0%	March 2022	0%	0%	0%
Energy adjudication processes are timely.	Percentage of adjudication decisions and recommendations that are made within legislated time limits and service standards.	At least 100%	March 2022	100%	100%	100%
Energy adjudication processes are transparent.	Percentage of surveyed participants who indicate that adjudication processes are transparent.	At least 75%	March 2022	88%	73%	79%
Energy adjudication processes are accessible.	Percentage of surveyed participant funding recipients who agree that participant funding enabled their participation in an adjudication process.	At least 90%	March 2022	94%	100%	100%

(a) National Energy Board actual results.

(b) Actual results reported under the Canada Energy Regulator with the passing of the CER Act on 28 August 2019.

Planned budgetary financial resources for Energy Adjudication (dollars)

2021–22 budgetary spending (as indicated in Main Estimates)	2021–22 planned spending	2022–23 planned spending	2023–24 planned spending
19,419,562	19,419,562	18,914,053	15,443,090

Planned human resources for Energy Adjudication (full-time equivalents)

2021–22 planned full-time equivalents	2022–23 planned full-time equivalents	2023–24 planned full-time equivalents
107	103.5	87.5

Financial, human resources and performance information for the Canada Energy Regulator’s program inventory is available in the [GC InfoBase](#)^{viii}.

Safety and Environment Oversight

Description

Setting and enforcing regulatory expectations for regulated companies over the full lifecycle - construction, operation and abandonment - of energy-related activities. These activities pertain to pipelines and related facilities, international power lines, offshore renewable energy, tolls and tariffs, energy exports and imports, and oil and gas exploration and drilling in certain northern and offshore areas of Canada.

Planning highlights

Preventing harm is the foundation of how we keep people safe and protect the environment. We enforce some of the strictest safety and environmental standards in the world, and our oversight goes beyond simply compliance. We expect companies to adopt new technologies and innovative approaches to improve the effectiveness and efficiency of their management system in preventing harm. We also expect them to adapt to the evolving expectations that Canadians and Indigenous peoples have for energy companies to engage and consult in how they protect the environment, people and property.

We have the same expectations of ourselves to evolve, innovate, adapt and improve. We continue to increase the involvement of Indigenous monitors in our oversight to bring Indigenous perspectives into more of our work. Incorporating Indigenous perspectives will inform the work we are doing to develop a long-term sustainable model for Indigenous monitoring in our oversight, and will support our focus on reconciliation.

We are continuing to increase the size of our data library to identify changing trends and risks to inform targeted actions to reduce harm. We expanded the dataset for unauthorized activities and damage to pipe incidents in 2020-21, enabling us to implement more efficient and effective review and oversight of those events. This richer dataset will allow us to identify more targeted actions to reduce unauthorized activities.

The *Onshore Pipeline Regulations*^{ix} have been in place since 1999 and we will be reviewing and proposing changes for which consultation with Canadians, industry, and Indigenous peoples will progress in 2021-22.

Finally, we are always looking at innovative ways to improve industry performance by strengthening our influence in the area of safety culture. The results of research that we monitor related to risk assessment of contaminated sites, safety culture in inspections, and pipeline quality attributes will inform our plans this year. This research will inform how we engage with industry to share results and learnings so that they can prevent harm.

To support the Safety and Environment Oversight core responsibility in 2021-22, we will:

- Deploy and apply our full spectrum of oversight tools necessary to continue to strive for the goal of zero worker safety incidents and zero incidents that harm the environment, especially during construction.
- Continue to monitor and update our oversight to ensure that COVID requirements are adhered to, ensuring the safety of Canadians and Indigenous communities near regulated activities.
- Develop a sustainable model, working with the Indigenous peoples of Canada, to include Indigenous monitors in our oversight activities.
- Implement technology to facilitate collaboration and sharing of CER oversight activities with Indigenous monitors and Indigenous communities.
- Continue to identify technical research projects that will facilitate more innovative and improved methods to ensure and assure the integrity of pipelines.
- Be prepared to support resource development applications and associated activity oversight in the Northern regions.
- Enhance and implement industrial control system security compliance requirements and oversight.
- Use the data from damage to pipe events more effectively to identify targeted interventions to reduce potential for harm.
- Initiate our next periodic review of regulated companies' funding arrangements to pay for pipeline abandonment.

Gender-based analysis plus

- We do not expect safety and oversight activities to impact Canadians from identifiable groups negatively. The CER will enforce specific conditions placed on an applicant relating to GBA+ matters in the application assessment process in subsequent oversight activity.
- The CER conducts a GBA+ analysis pursuant to the Cabinet Directive on Regulation for its regulation development projects. The CER will continue to strengthen its regulatory framework by assessing the impact that proposed regulatory framework changes could have on Canadians from identifiable groups.
- Communications with regulated industry will use gender-neutral terms and promote gender-neutral terminology.
- In response to recommendations from an evaluation of the Regulatory Framework Program, we will endeavor to improve our regulatory framework change process so that it is more accessible to all Canadians. We will also leverage efforts made through

the Data and Digital Transformation Strategic Priority to reach a wider audience for our consultations.

Experimentation

- The CER will continue to develop methods to extract environmental and socio-economic data and images from various regulatory filing submissions (such as reclamation reports, construction progress reports, and environmental and socio-economic assessments) to help the regulator and communities - including Indigenous communities - better monitor and gain insights to prevent harm to people and the environment.
- The CER is working on tools to enable effective collaboration on oversight with Indigenous monitors and improve sharing of information with Indigenous communities via interactive maps.

Planned results for Safety and Environment Oversight

Departmental result	Departmental result indicator	Target	Date to achieve target	2017–18 actual result ^(a)	2018–19 actual result ^(a)	2019–20 actual result ^(b)
Harm to people or the environment, throughout the lifecycle of energy-related activities, is prevented.	Number of serious injuries and fatalities related to regulated infrastructure.	At most 0	March 2022	7	13	6
	Number of incidents related to regulated infrastructure that harm the environment.	At most 0	March 2022	12	13	2
	Percentage of unauthorized activities on regulated infrastructure that involve repeat violators.	At most 15%	March 2022	12%	18%	12%

(a) National Energy Board actual results.

(b) Actual results reported under the Canada Energy Regulator with the passing of the CER Act on 28 August 2019.

Planned budgetary financial resources for Safety and Environment Oversight (dollars)

2021–22 budgetary spending (as indicated in Main Estimates)	2021–22 planned spending	2022–23 planned spending	2023–24 planned spending
25,473,425	25,473,425	24,081,579	22,146,529

Planned human resources for Safety and Environment Oversight (full-time equivalents)

2021–22 planned full-time equivalents	2022–23 planned full-time equivalents	2023–24 planned full-time equivalents
144.5	133.5	123

Financial, human resources and performance information for the Canada Energy Regulator’s program inventory is available in the [GC InfoBase](#)^x.

Energy Information

Description

Collecting, monitoring, analyzing and publishing information on energy markets and supply, sources of energy, and the safety and security of pipelines and international power lines.

Planning highlights

In our transition to a low-carbon economy, Canadians need reliable information on the energy issues that they face, including data and information about energy infrastructure near their communities. Energy information helps them understand what is going on in the energy sector today, as well as where it may go in the future. Tools such as our [interactive pipeline map](#)^{xi}, our [Pipeline Profiles](#)^{xii} and our [Energy Futures](#)^{xiii} series of pan-Canadian energy outlooks have helped many Canadians better understand energy in Canada. We are committed to providing enhanced local and national information in the year to come.

We produce neutral and fact-based energy analysis and data, which is key to ensuring the CER continues to foster the trust and confidence of Canadians. Providing access to relevant, accurate and timely energy data gives Canadians tools they need to do their own research, make decisions and understand the energy landscape around them. By increasing energy information awareness and understanding, we are supporting Canada's global competitiveness in energy markets.

We know that energy impacts people where they live and we will provide more local information that Canadians value in our data and publications. We will deliver improved information publication formats, including more and better data visualizations that facilitate increased insight. We will also solicit input from Indigenous peoples and stakeholders on our products and how we share them, to improve their accessibility and relevance.

The CER holds a large amount of information about the energy infrastructure that we regulate, but much of this information is difficult to access and may be challenging for a non-expert audience to work with and access. We commit to improving access to this information and make it easier to understand, supporting the transparency of the CER's regulatory oversight.

In October 2020, the [Canadian Centre for Energy Information \(CCEI\)](#)^{xiv} launched its user-friendly website. We will continue and enhance our collaboration with other energy information agencies to address current gaps in data and provide new energy information products through an all-of-government approach.

In support of the Energy Information core responsibility in 2021-22, the CER will:

- Enhance collaboration with our energy information partners in support of the CCEI.
- Deliver improved information to Canadians about energy trade based on our collaborations with Statistics Canada and Canada Border Services Agency.
- Innovate our energy modelling, data, and analysis toolsets to better reflect the ongoing evolution of Canada’s energy production, transmission, and consumption.
- Enhance access to information about the facilities the CER regulates by ensuring that information is easy to find and presented in understandable ways.

Gender-based analysis plus

- Energy Information products are designed not to discriminate, and we will work to continually assess our policies and programs with a gender-based plus analysis lens in mind. We will also continue to ensure our energy information products meet all Government of Canada accessibility guidelines.

Experimentation

- We will pilot using open source energy models to invite Canadians to “check our math” and use these models for their own research and analysis.
- We will undertake more in-depth user-experience testing in developing our energy information products.
- We will release source code that extracts information from regulatory PDF filings to enhance pipeline information products.
- We will support our federal partners by collaborating on high-frequency real-time energy information products (i.e., real-time electricity dashboard).
- We will explore the application of blockchain technology for our trade data collection and analysis to examine how that technology could further CER’s objectives.

Planned results for Energy Information

Departmental result	Departmental result indicator	Target	Date to achieve target	2017–18 actual result ^(a)	2018–19 actual result ^(a)	2019–20 actual result ^(b)
Canadians access and use energy information for knowledge, research or decision-making.	Evidence that Canadians access and use CER energy information products and specialized expertise, including community-	N/A ^(c)	March 2022	Not available. Prior indicator: Number of times the energy information is accessed. Target: At	Not available. Prior indicator: Number of times the energy information is accessed. Target: At	Not available. Prior indicator: Number of times the energy information is accessed. Target: At

	specific information, for knowledge, research or decision-making.			least 750,000 986,347	least 750,000 1,216,873	least 750,000 1,273,727
Canadians have opportunities to collaborate and provide feedback on Canada Energy Regulator information products.	Number of opportunities that Canadians have to collaborate and provide feedback on energy information products.	At least 85	March 2022	76	105	56

(a) National Energy Board actual results. Indicator replaced effective 2021-22.

(b) Actual results reported under the Canada Energy Regulator with the passing of the CER Act on 28 August 2019. Indicator replaced effective 2021-22.

(c) New indicator effective 2021-22; results not available for prior years.

Planned budgetary financial resources for Energy Information (dollars)

2021–22 budgetary spending (as indicated in Main Estimates)	2021–22 planned spending	2022–23 planned spending	2023–24 planned spending
8,112,706	8,112,706	5,335,109	5,013,595

Planned human resources for Energy Information (full-time equivalents)

2021–22 planned full-time equivalents	2022–23 planned full-time equivalents	2023–24 planned full-time equivalents
54.4	32.4	29.4

Financial, human resources and performance information for the Canada Energy Regulator's program inventory is available in the [GC InfoBase^{xv}](#).

Engagement

Description

Engaging nationally and regionally with Indigenous peoples and stakeholders through open dialogue, asking questions, sharing perspectives, and collaboration. These activities pertain to all decisions and actions related to the Canada Energy Regulator’s legislated mandate.

Planning highlights

The CER is focused on delivering an engagement model that emphasizes building relationships, listening to what Canadians have to say, and sharing the unique information the CER possesses in order to collaboratively identify and address issues while continuously improving the way we work.

The organization works to engage diverse groups of people on decisions that directly affect them. This interactive, two-way dialogue and the information it generates assists the CER and partners to make better decisions and recommendations to support safety and environmental protection, regulatory efficiency, economic competitiveness, energy literacy and transparency across every aspect of its work. We are also making efforts to engage earlier than in the past so that we can more effectively incorporate the input we receive in the planning phases of projects and initiatives.

Our country is large and diverse. Each region has unique interests and challenges, and our work impacts people in different ways. We are exploring how we can make sure that we better understand both national and regional perspectives of our work and are equipped to engage effectively from coast to coast to coast. Employing technology and digital engagement tools to make it easier for Canadians to work with us, in a format that works for them (e.g., how they want, when they want and where they want), will be key to this effort.

Co-developed by Indigenous peoples and the Government of Canada, including the CER, two [Indigenous Advisory and Monitoring Committees](#)^{xvi} (IAMCs) operate independently to increase Indigenous involvement in the federal monitoring and oversight of the Trans Mountain Pipeline Expansion Project and the Enbridge Line 3 Replacement Program.

The CER’s work with the IAMCs will continue to shape its broader approach to incorporating Indigenous perspectives in its monitoring and oversight activities and enhancing its engagement with Indigenous communities. The CER recognizes the importance of maintaining Indigenous involvement in the oversight of major projects and the significant contribution provided by the Indigenous monitors. The CER’s Indigenous monitoring activities continue to grow and improve - working and learning together with the IAMCs, Indigenous monitors, and the companies, and now expanding to include projects that do not currently have an IAMC.

To support the Engagement core responsibility in 2021-22, we will:

- Engage with IAMCs, the Land Matters Group, industry associations and regional municipality bodies.
- Develop a National Engagement Strategy and expand relationships with impacted Indigenous peoples and stakeholders.
- Provide support to CER program areas working to engage Indigenous peoples and stakeholders in efforts to develop monitoring program improvements, and new Crown Consultation and early engagement practices. Enhance the use of digital engagement tools in our engagement practices.
- Examine new ways to provide support to stakeholders and rights holders to engage with the CER outside of the hearing processes.
- Increase ways to receive diverse input during the development of regulations.

Gender-based analysis plus

- Engagement measures introduced in 2020-21 enable the CER to monitor how effectively it engages a diversity of views to inform its decisions and work.
- We will use a GBA+ approach to assess the effectiveness of engagement, identify program improvements, and provide advice to the organization on ways to engage diverse views in a way that recognizes how women, men and gender-diverse people may experience engagement policies, programs and projects differently.

Experimentation

- The CER will explore and expand use of online participatory engagement tools, feedback mechanisms and data-mining techniques. This will help us better identify and share information at the community level, so that we have the right information when meeting with Indigenous communities and stakeholders about community-specific issues.

Planned results for Engagement

Departmental result	Departmental result indicator	Target	Date to achieve target	2017–18 actual result ^(b)	2018–19 actual result ^(b)	2019–20 actual result ^(c)
Input provided by Indigenous peoples and stakeholders influences the Canada Energy Regulator's decisions and work.	Evidence that input from Indigenous peoples and stakeholders influences the Canada Energy Regulator's decisions and work.	Narrative evidence ^(a)	March 2022	Not available.	Not available.	Not available.
Indigenous peoples and stakeholders provide feedback that engagement with the Canada Energy Regulator is meaningful.	Percentage of participants in engagement activities who indicate that the engagement was meaningful.	At least 75%	March 2022	Percentage of surveyed stakeholders who engaged with the National Energy Board who indicate that the engagement was meaningful: 76%	Percentage of surveyed stakeholders who engaged with the National Energy Board who indicate that the engagement was meaningful: 84%	Percentage of surveyed stakeholders who engaged with the Canada Energy Regulator who indicate that the engagement was meaningful: 92%
				Percentage of surveyed Indigenous Peoples who engaged with the National Energy Board who indicate that the engagement was meaningful: 80%	Percentage of surveyed Indigenous Peoples who engaged with the National Energy Board who indicate that the engagement was meaningful: 80%	Percentage of surveyed Indigenous Peoples who engaged with the Canada Energy Regulator who indicate that the engagement was meaningful: 80%

(a) New qualitative (narrative) indicator effective 2020-21; results not available for prior years.

(b) National Energy Board actual results for second indicator.

(c) Actual results reported under the Canada Energy Regulator with the passing of the CER Act on 28 August 2019 for second indicator.

Planned budgetary financial resources for Engagement (dollars)

2021–22 budgetary spending (as indicated in Main Estimates)	2021–22 planned spending	2022–23 planned spending	2023–24 planned spending
10,789,049	10,789,049	9,958,236	7,067,717

Planned human resources for Engagement (full-time equivalents)

2021–22 planned full-time equivalents	2022–23 planned full-time equivalents	2023–24 planned full-time equivalents
47.6	43.6	26.6

Financial, human resources and performance information for the Canada Energy Regulator’s program inventory is available in the [GC InfoBase](#)^{xvii}.

Internal Services: planned results

Description

Internal Services are those groups of related activities and resources that the federal government considers to be services in support of Programs and/or required to meet corporate obligations of an organization. Internal Services refers to the activities and resources of the 10 distinct services that support Program delivery in the organization, regardless of the Internal Services delivery model in a department. These services are:

- 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 Highlights

Internal Services will support the identification and implementation of actions within the four Strategic Priorities: Trust and Confidence, Reconciliation, Competitiveness and Data and Digital Innovation, discussed earlier in this report.

Internal Services will align programs and supports, identifying gaps between current structures and those required to meet the CER's Mission, Vision and Strategic Priorities, with a view to creating and maintaining an engaged, empowered, and exemplary workforce. The three-year Strategic HR Plan will ensure we enhance leadership practices across the organization through culture, policy and program support, as well as change management and communication.

In 2021-22, Internal Services will:

- Integrate SAP as our financial and material management system.
- Support central agencies and other government departments in the implementation of NextGen HR and Pay System Solution.
- Invest in a competitive workforce by offering data and digital training opportunities to drive culture change across the organization.
- Build public trust by increasing the accessibility of data and information through open data sets and user-friendly interfaces. Projects in data mining, structuring, interaction

and analytics will make information more easily accessible, searchable and usable for a broader range of users.

- Implement the GCDOCS¹ program, enabling consistent information management processes and solutions through technology and governance.
- Increase regulatory efficiency and effectiveness by providing staff with digital solutions that reduce manual interventions for routine, low-risk administrative applications.
- Advance the use of IT cloud services within the CER to improve enterprise mobility and support CER's digital transformation initiatives.
- Increase use of visual and digital elements in our communications products and website.
- The CER will strengthen performance planning and reporting and increase program management competencies.

Gender-based analysis plus

- The CER's GBA+ Community of Practice, tools and training development will continue to mature and be made available to staff.
- The CER will continue to measure how our pandemic response and return to office plans may impact different groups of employees.
- The CER's Employment Equity and Diversity approach promotes the need for a diverse workforce that mirrors the community, strengthens the CER and plays a critical role in the attraction and retention of talented employees.
- Unlocking and digitizing data will provide more support to conduct GBA+ analysis.
- As required under the Government of Canada's Policy on Communications and Federal Identity, the CER will continue to communicate information in multiple formats to accommodate the diverse needs of Canadians and ensure it is equally accessible to all audiences, including Indigenous, ethno-cultural and official language minority communities.

Experimentation

- The CER has extracted tables and figures from the Environmental and Socioeconomic Assessments (ESAs) of 38 major pipeline projects since 2002. A search tool to browse these ESAs will facilitate public access to valuable environmental and socioeconomic data for research, analysis and decision-making.

¹ GCDOCS is the Government of Canada's standard Electronic Document and Records Management Solution.

Planned budgetary financial resources for Internal Services (dollars)

2021–22 budgetary spending (as indicated in Main Estimates)	2021–22 planned spending	2022–23 planned spending	2023–24 planned spending
44,298,450	44,298,450	38,415,591	33,953,853

Planned human resources for Internal Services (full-time equivalents)

2021–22 planned full-time equivalents	2022–23 planned full-time equivalents	2023–24 planned full-time equivalents
191.5	173.5	158

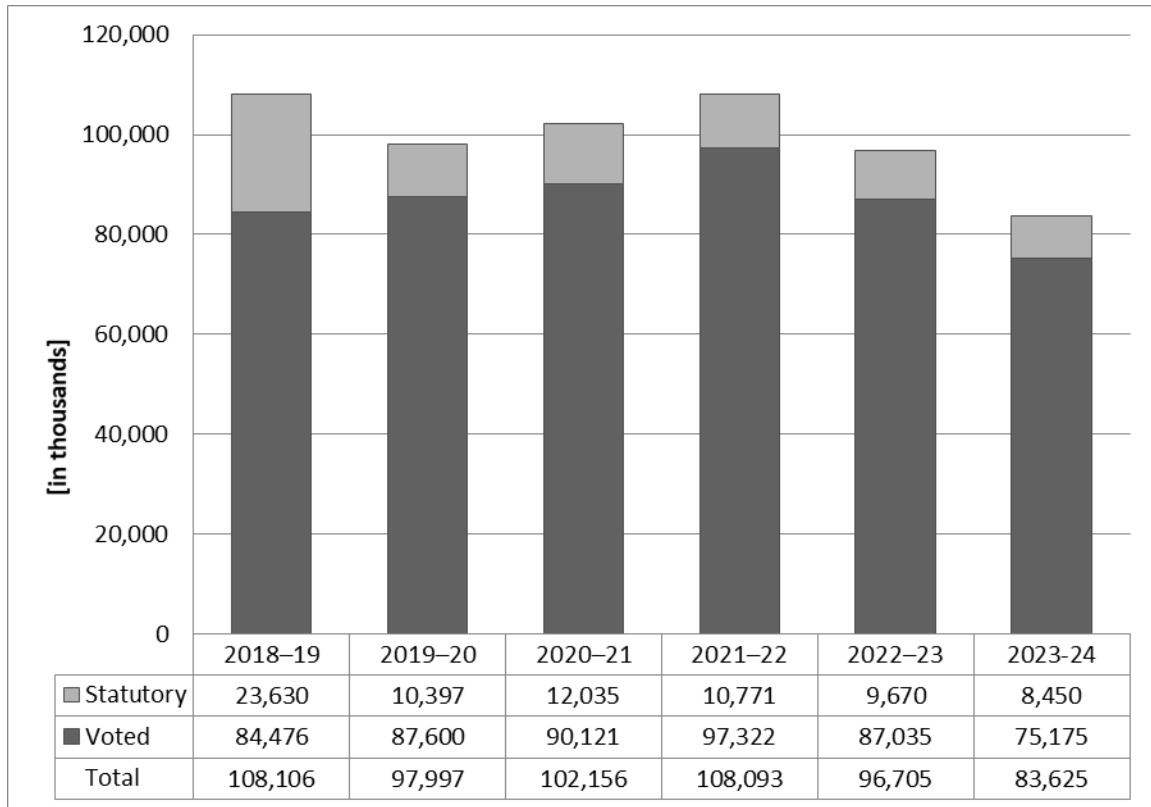
Spending and human resources

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

Planned spending

Departmental spending 2018-19 to 2023-24

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



Budgetary planning summary for core responsibilities and Internal Services (dollars)

The following table shows actual, forecast and planned spending for each of the CER's core responsibilities and to Internal Services for the years relevant to the current planning year.

Core responsibilities and Internal Services	2018–19 expenditures (a)	2019–20 expenditures (b)	2020-21 forecast spending	2021–22 budgetary spending (as indicated in Main Estimates)	2021–22 planned spending	2022–23 planned spending	2023–24 planned spending
Energy Adjudication	23,372,250	21,550,144	22,911,490	19,419,562	19,419,562	18,914,053	15,443,089
Safety and Environment Oversight	22,648,545	24,588,408	22,728,489	25,473,425	25,473,425	24,081,579	22,146,529
Energy Information	9,554,137	9,235,424	5,404,829	8,112,706	8,112,706	5,335,109	5,013,595
Engagement	5,811,773	7,611,046	10,328,332	10,789,048	10,789,048	9,958,236	7,067,717
Subtotal	61,386,705	62,985,022	61,373,140	63,794,741	63,794,741	58,288,977	49,670,930
Internal Services	32,009,262	35,011,968	40,782,912	44,298,450	44,298,450	38,415,591	33,953,853
Internal Services – GIC Remission Levy ^(c)	14,710,000	-	-	-	-	-	-
Total	108,105,967	97,996,990	102,156,052	108,093,191	108,093,191	96,704,568	83,624,783

(a) National Energy Board expenditures.

(b) Actual results reported under the Canada Energy Regulator with the passing of the CER Act on 28 August 2019.

(c) In December 2018, the Governor in Council (GIC), on recommendation of the Minister of Natural Resources and the Treasury Board, pursuant to subsection 23(2.1) of the *Financial Administration Act*, issued an Order in Council remitting the amount of \$14,710,000 to Northern Gateway Pipelines Limited Partnership.

Variance between 2018-19 expenditures and 2019-20 expenditures

2019-20 expenditures were \$10.11 million lower than 2018-19 expenditures primarily due to the following:

- a decrease of \$14.71 million related to Governor in Council's remission of levy to the Northern Gateway Pipelines Limited;
- a decrease of \$4.51 million related to Trans Mountain Expansion Project Reconsiderations;
- a decrease of \$2.43 million mainly related to compensation adjustments made to terms and conditions of service or employment of the federal public administration;
- an increase of \$2.35 million related to Budget 2019 Canada Energy Regulator Transition Costs; and

- an increase of \$9.19 million mainly related to Budget 2018 Transition to New Impact Assessment and Regulatory Processes.

Variance between 2019-20 expenditures and 2020-21 forecast spending

2020-21 forecasted spending is \$4.16 million higher than 2019-20 expenditures primarily due to the following:

- an increase of \$2.81 million related to Budget 2020 Data and Information Innovation Initiative;
- an increase of \$22.3 million related to Budget 2020 Stabilize the Canadian Energy Regulator's Operations;
- an increase of \$1.61 million mainly related to the employee benefit plan;
- a decrease of \$13.29 million related to Budget 2015 Energy Transportation Infrastructure;
- a decrease of \$5.83 million related to Budget 2017 Pipeline Safety Lifecycle Oversight, Communications and Access to Information Capacity;
- a decrease of \$2.35 million related to Budget 2019 Canada Energy Regulator Transition Costs;
- a decrease of \$0.87 million related to Budget 2018 Transition to New Impact Assessment and Regulatory Processes; and
- a decrease of \$0.22 million related to the Trans Mountain Expansion Project Reconsiderations.

Variance between 2020-21 forecast spending and 2021-22 planned spending

2021-22 planned spending is \$5.94 million higher than 2020-21 forecast spending primarily due to the following:

- an increase of \$4.47 million related to Budget 2020 Data and Information Innovation Initiative;
- an increase of \$1.06 million related to funding for the collective agreement; and
- an increase of \$0.41 million related to the employee benefit plan.

Variance between 2021-22 planned spending and 2022-23 planned spending

2022-23 planned spending is \$11.39 million lower than 2021-22 planned spending primarily due to the following:

- a decrease of \$1.04 million related to Budget 2018 Transition to New Impact Assessment and Regulatory Processes;

- a decrease of \$1.76 million related to Budget 2017 Indigenous Advisory and Monitoring Committee;
- a decrease of \$7.28 million related to Budget 2020 Data and Information Innovation Initiative; and
- a net decrease of \$1.31 million mainly related to funding for the collective agreement.

Variance between 2022-23 planned spending and 2023-24 planned spending

2023-24 planned spending is \$13.08 million lower than 2022-23 planned spending primarily due to the following:

- a decrease of \$9.98 million related to Budget 2018 Transition to New Impact Assessment and Regulatory Processes; and
- a decrease of \$3.1 million mainly related to funding for the collective agreement.

The CER will be seeking renewal of temporary funding in future budgets. If the funding is not renewed, the organization would need to make adjustments to its programs and expected results.

The CER is funded through parliamentary appropriations. The Government of Canada recovers approximately 99 percent of the appropriation from the industry the CER regulates. All collections from cost recovery invoices are deposited to the account of the Receiver General for Canada credited to the Consolidated Revenue Fund.

Pipeline and power line companies regulated by the CER (authorized under the CER Act) are subject to cost recovery. Applications before the CER or new facilities are not subject to cost recovery until the facility is placed into service, unless the company does not have any prior facilities regulated by the CER, in which case a one-time levy is assessed following the authorization of construction.

Cost recovery^{xviii} is carried out on a calendar year basis.

Planned human resources

The following table shows actual, forecast and planned full-time equivalents (FTEs) for each core responsibility in the CER's departmental results framework and to Internal Services for the years relevant to the current planning year.

Human resources planning summary for core responsibilities and Internal Services

Core responsibilities and Internal Services	2018–19 actual full-time equivalents (a)	2019–20 actual full-time equivalents (b)	2020–21 forecast full-time equivalents	2021–22 planned full-time equivalents	2022–23 planned full-time equivalents	2023–24 planned full-time equivalents
Energy Adjudication	103.9	119.2	127.8	107	103.5	87.5
Safety and Environment Oversight	120.2	131.0	139.5	144.5	133.5	123
Energy Information	47.8	43.8	30.4	54.4	32.4	29.4
Engagement	34.0	37.8	56	47.6	43.6	26.6
Subtotal	305.9	331.8	353.7	353.5	313	266.5
Internal Services	170.6	162.2	158.7	191.5	173.5	158
Total	476.5	494.0	512.4	545	486.5	424.5

(a) National Energy Board full-time equivalents.

(b) Actual results reported under the Canada Energy Regulator with the passing of the CER Act on 28 August 2019.

Variance between 2018-19 full-time equivalents and 2019-20 full-time equivalents

The increase of 17.5 full-time equivalents from 2018-19 actual to the 2019-20 actual is due to funding related to Budget 2018 Transition to New Impact Assessment and Regulatory Processes to assist the organization in implementing the transition to the Canada Energy Regulator.

Variance between 2019-20 full-time equivalents and 2020-21 forecast full-time equivalents

The increase of 18.4 full-time equivalents from 2019-20 actual to the 2020-21 forecast is mainly due to funding related to Budget 2020 Funding to Stabilize the Canada Energy Regulator's Operations, and Data and Information Innovation Initiative.

Variance between 2020-21 forecast full-time equivalents and 2021-22 planned full-time equivalents

The increase of 32.6 full-time equivalents from 2020-21 forecast full-time equivalents to 2021-22 planned full-time equivalents is due to Budget 2020 Funding to Stabilize the Canada Energy Regulator's Operations, and Data and Information Innovation Initiative.

Variance between 2021-22 planned full-time equivalents and 2022-23 planned full-time equivalents

The decrease of 58.5 full-time equivalents from 2021-22 planned full-time equivalents to 2022-23 planned full-time equivalents is mainly attributed to the following:

- a decrease of 10 full-time equivalents related to Budget 2017 Indigenous Advisory and Monitoring Committee;
- a decrease of 6 full-time equivalents related to Budget 2018 Transition to New Impact Assessment and Regulatory Processes;
- a decrease of 30 full-time equivalents related to Budget 2020 Data and Information Innovation Initiative; and
- a decrease of 12.5 full-time equivalents related to changes in funding levels.

Variance between 2022-23 planned full-time equivalents and 2023-24 planned full-time equivalents

The decrease of 62 full-time equivalents from 2022-23 planned full-time to 2023-24 planned full-time equivalents is mainly attributed to the following:

- a decrease of 44 full-time equivalents related to Budget 2018 Transition to New Impact Assessment and Regulatory Processes; and
- a decrease of 18 full-time equivalents related to changes in funding levels.

Estimates by vote

Information on the CER's organizational appropriations is available in the [2021–22 Main Estimates](#)^{xix}.

Future-oriented condensed statement of operations

The future-oriented condensed statement of operations provides an overview of the CER's operations for 2020-21 to 2021-22.

The amounts for forecast and planned results in this statement of operations were prepared on an accrual basis. The amounts for forecast and planned spending 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 to the requested authorities, are available on the [CER's website](#)^{xx}.

Future oriented condensed statement of operations for the year ending
March 31, 2022 (dollars)

Financial information	2020–21 forecast results	2021–22 planned results	Difference (2021–22 planned results minus 2020–2021 forecast results)
Total expenses	119,575,414	125,487,552	5,912,138
Total revenues	-	-	-
Net cost of operations before government funding and transfers	119,575,414	125,487,552	5,912,138

Variance between 2020-21 forecast results and 2021-22 planned results

2021-22 planned results are \$5.91 million higher than 2020-21 forecast results primarily due to the following:

- an increase of \$4.47 million related to Budget 2020 Data and Information Innovation Initiative;
- an increase of \$1.06 million related to funding for collective agreement; and
- an increase of \$0.38 million related to employee benefit plan.

Corporate information

Organizational profile

Appropriate minister(s): The Honourable Seamus O'Regan, P.C., M.P.

Institutional head: Gitane De Silva

Ministerial portfolio: Natural Resources

Enabling instrument(s): *Canadian Energy Regulator Act (CER Act)*^{xxi}

Year of incorporation / commencement: 2019

Other: The CER Act came into force on 28 August 2019.

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

“Raison d'être, mandate and role: who we are and what we do” is available on the [CER's website](#)^{xxii}.

For more information on the department's organizational mandate letter commitments, see the “[Minister's mandate letters](#)”^{xxiii}.

Operating context

Information on the operating context is available on the [CER's website](#)^{xxiv}.

Reporting framework

The CER has updated Energy Information departmental results and indicators to better reflect the CER's results orientation. These updates are designed to yield richer information about results and how they are being achieved.

The CER's approved departmental results framework and program inventory for 2021-22 are as follows:

	Core Responsibility 1: Energy Adjudication		Core Responsibility 2: Safety and Environment Oversight		Core Responsibility 3: Energy Information		Core Responsibility 4: Engagement		
Departmental Results Framework	Departmental Result: Energy Adjudication processes are fair.	Indicator: Percentage of adjudication decisions overturned on judicial appeal related to procedural fairness.	Departmental Result: Harm to people or the environment, throughout the lifecycle of energy-related activities, is prevented.	Indicator: Number of serious injuries and fatalities related to regulated infrastructure.	Departmental Result: Canadians access and use energy information for knowledge, research or decision-making.	Indicator: Evidence that Canadians access and use CER energy Information products and specialized expertise, including community-specific information, for knowledge, research or decision-making.	Departmental Result: Input provided by Indigenous peoples and stakeholders influences the Canada Energy Regulator's decisions and work.	Indicator: Evidence that input from Indigenous peoples and stakeholders influences the Canada Energy Regulator's decisions and work.	Internal Services
	Departmental Result: Energy Adjudication processes are timely.	Indicator: Percentage of adjudication decisions and recommendations that are made within legislated time limits and service standards.							
	Departmental Result: Energy Adjudication processes are transparent.	Indicator: Percentage of surveyed participants who indicate that adjudication processes are transparent.		Indicator: Number of incidents related to regulated infrastructure that harm the environment.	Departmental Result: Canadians have opportunities to collaborate and provide feedback on Canada Energy Regulator information products.	Indicator: Number of opportunities that Canadians have to collaborate and provide feedback on energy information products.	Departmental Result: Indigenous peoples and stakeholders provide feedback that engagement with the Canada Energy Regulator is meaningful.	Indicator: Percentage of participants in engagement activities who indicate that the engagement was meaningful.	
	Departmental Result: Energy Adjudication processes are accessible.	Indicator: Percentage of surveyed participant funding recipients who agree that participant funding enabled their participation in an adjudication process.		Indicator: Percentage of unauthorized activities on regulated infrastructure that involve repeat violators.					
Program Inventory	Program: Infrastructure, Tolls, and Export Applications		Program: Company Performance		Program: Energy System Information		Program: Stakeholder Engagement		
	Program: Participant Funding		Program: Management System and Industry Performance		Program: Pipeline Information		Program: Indigenous Engagement		
			Program: Emergency Management						
			Program: Regulatory Framework						

Supporting information on the program inventory

Supporting information on planned expenditures, human resources, and results related to the CER's program inventory is available in the [GC InfoBase^{xxv}](#).

Supplementary information tables

The following supplementary information tables are available on the [CER's website^{xxvi}](#):

- ▶ Departmental Sustainable Development Strategy
- ▶ Details on Transfer Payment Programs
- ▶ Gender-based Analysis Plus

Federal tax expenditures

The CER's Departmental Plan does not include information on tax expenditures that relate to its planned results for 2021-22.

Tax expenditures are the responsibility of the Minister of Finance, and the Department of Finance Canada publishes cost estimates and projections for government-wide tax expenditures each year in the [Report on Federal Tax Expenditures^{xxvii}](#). 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. The tax measures presented in this report are solely the responsibility of the Minister of Finance.

Organizational contact information



Headquarters
Calgary Suite 210, 517 Tenth Avenue SW
Calgary, Alberta
T2R 0A8



Office: 403-292-4800
Toll free: 1-800-899-1265

Montréal
Office 505 De Maisonneuve Blvd. West,
Suite 230
Montréal, Québec
H3A 3C2

Office: 514-283-3114
E-mail:
infomontreal@cer-rec.gc.ca

Vancouver
Office 800 Burrard Street
Room 219
Vancouver, British Columbia
V6Z 0B9

Office: 604-666-3975
E-mail:
infovancouver@cer-rec.gc.ca

Northern
Office 5101 50th Avenue
Suite 115, P.O. Box 2213
Yellowknife, Northwest Territories
X1A 2P7

Office: 867-766-8408
E-mail:
infonorth@cer-rec.gc.ca



www.cer-rec.gc.ca



info@cer-rec.gc.ca



[@CER_REC](https://twitter.com/CER_REC)



<https://www.linkedin.com/company/cer-rec>



<https://www.youtube.com/c/CanadaEnergyRegulator>



<https://www.facebook.com/CER.REC/>

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

departmental priority (priorité ministérielle)

A plan or project that a department has chosen to focus and report on during the planning period. Departmental priorities represent the things that are most important or what must be done first to support the achievement of the desired departmental results.

departmental result (résultat ministériel)

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

departmental result indicator (indicateur de résultat ministériel)

A 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 accomplishments against the plans, priorities and expected results set out in the corresponding Departmental Plan.

experimentation (expérimentation)

The conducting of activities that seek to first explore, then test and compare, the effects and impacts of policies and interventions in order to inform evidence-based decision-making, and improve outcomes for Canadians, by learning what works and what doesn't. Experimentation is related to, but distinct from innovation (the trying of new things), because it involves a rigorous comparison of results. For example, using a new website to communicate with Canadians can be an innovation; systematically testing the new website against existing outreach tools or an old website to see which one leads to more engagement, is experimentation.

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+) (analyse comparative entre les sexes plus [ACS+])

An analytical process used to assess how diverse groups of women, men and gender-diverse people experience policies, programs and services based on multiple factors including race, ethnicity, religion, age, and mental or physical disability.

government-wide priorities (priorités pangouvernementales)

For the purpose of the 2021–22 Departmental Plan, government-wide priorities refers to those high-level themes outlining the government's agenda in the 2020 Speech from the Throne, namely: Protecting Canadians from COVID-19; Helping Canadians through the pandemic; Building back better – a resiliency agenda for the middle class; The Canada we're fighting for.

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.

performance indicator (indicateur de rendement)

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

performance reporting (production de rapports sur le rendement)

The process of communicating evidence-based performance information. Performance reporting supports decision-making, accountability and transparency.

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 the department and focus on a specific set of outputs, outcomes or service levels.

program inventory (répertoire des programmes)

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

strategic outcome (résultat stratégique)

A long-term and enduring benefit to Canadians that is linked to the organization's mandate, vision and core functions.

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. Canada Energy Regulator, Indigenous Advisory Committee, <https://www.cer-rec.gc.ca/en/about/who-we-are-what-we-do/organization-structure/indigenous-advisory-committee/index.html>
- ii. *Canadian Energy Regulator Act*, <https://laws-lois.justice.gc.ca/eng/acts/C-15.1/>
- iii. United Nations Declaration on the Rights of Indigenous Peoples, <https://www.un.org/development/desa/indigenouspeoples/declaration-on-the-rights-of-indigenous-peoples.html>
- iv. Canada Energy Regulator, 2021-22 Departmental Plan, <https://www.cer-rec.gc.ca/en/about/publications-reports/departmental-plan/2021-2022/index.html>
- v. *National Energy Board Act*, <https://laws-lois.justice.gc.ca/eng/acts/N-7/>
- vi. Canada Energy Regulator, Crown Consultation, <http://www.cer-rec.gc.ca/en/consultation-engagement/crown-consultation/index.html>
- vii. Canada Energy Regulator, Alternative Dispute Resolution, <https://www.cer-rec.gc.ca/en/consultation-engagement/alternative-dispute-resolution/index.html>
- viii. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- ix. *Canadian Energy Regulator Onshore Pipeline Regulations*, <https://laws-lois.justice.gc.ca/eng/regulations/SOR-99-294/>
- x. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xi. Canada Energy Regulator, Interactive Pipeline Map, <https://www.cer-rec.gc.ca/en/safety-environment/industry-performance/interactive-pipeline/index.html>
- xii. Canada Energy Regulator, Pipeline Profiles, <http://www.cer-rec.gc.ca/en/data-analysis/energy-commodities/pipeline-profiles/>
- xiii. Canada Energy Regulator, Canada's Energy Future, <https://www.cer-rec.gc.ca/en/data-analysis/canada-energy-future/>
- xiv. Canadian Centre for Energy Information, <https://energy-information.canada.ca/en>
- xv. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xvi. Canada Energy Regulator, Indigenous Monitoring, <https://www.cer-rec.gc.ca/en/consultation-engagement/indigenous-engagement/indigenous-monitoring.html>
- xvii. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xviii. Canada Energy Regulator, Cost Recovery, <https://www.cer-rec.gc.ca/en/about/who-we-are-what-we-do/cost-recovery/index.html>
- xix. 2021-22 Main Estimates, <https://www.canada.ca/en/treasury-board-secretariat/services/planned-government-spending/government-expenditure-plan-main-estimates.html>
- xx. Canada Energy Regulator, 2021-22 Departmental Plan, <https://www.cer-rec.gc.ca/en/about/publications-reports/departmental-plan/2021-2022/index.html>
- xxi. *Canadian Energy Regulator Act*, <https://laws-lois.justice.gc.ca/eng/acts/C-15.1/index.html>
- xxii. Canada Energy Regulator, 2021-22 Departmental Plan, <https://www.cer-rec.gc.ca/en/about/publications-reports/departmental-plan/2021-2022/index.html>
- xxiii. Prime Minister of Canada, Mandate Letters, <https://pm.gc.ca/en/mandate-letters>
- xxiv. Canada Energy Regulator, 2021-22 Departmental Plan, <https://www.cer-rec.gc.ca/en/about/publications-reports/departmental-plan/2021-2022/index.html>
- xxv. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xxvi. Canada Energy Regulator, 2021-22 Departmental Plan, <https://www.cer-rec.gc.ca/en/about/publications-reports/departmental-plan/2021-2022/index.html>
- xxvii. Report on Federal Tax Expenditures, <https://www.canada.ca/en/department-finance/services/publications/federal-tax-expenditures.html>