



Canada Energy
Regulator

Régie de l'énergie
du Canada

Canada Energy Regulator

2020–21

Departmental Plan

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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

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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
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Courrier électronique :
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Imprimé au Canada

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Message from the Chairperson

It is an honour to share this inaugural Departmental Plan on behalf of the Canada Energy Regulator (CER) for 2020-21. This Departmental Plan documents the work of the CER to fulfill our mandate as set out in the *Canadian Energy Regulator Act (CER Act)*¹.

Since being appointed to chair the CER in August 2019, I have been very impressed by the dedication and commitment of the CER's employees. It is clear that they are highly motivated to keep energy moving safely and efficiently through our country's pipelines and power lines on behalf of all Canadians. Their expertise allows them to share a wealth of energy data and information, and enforce some of the strictest safety and environmental standards in the world, while also enhancing Canada's global competitiveness.



The new CER Act establishes the foundation for a modern, world-class regulator that is trusted and carries the confidence of Canadians. The legislation introduced a modern governance structure that provides a clear separation between the strategic, operational and adjudicative functions of the organization. The Board of Directors is focused on providing strategic advice and direction to the organization and ensures high-level results. The CEO is responsible for management and daily operations. The CER's Commission is responsible for independent adjudicative decisions.

The CER Act contains key commitments:

- ensuring safety, security and environmental protection;
- enhancing Canada's global competitiveness;
- increasing transparency, diversity and inclusion;
- advancing reconciliation with Indigenous Peoples; and
- driving innovation.

Work is well underway at the CER to advance all of these commitments. I am particularly encouraged by the concerted effort being carried out by the CER to meaningfully engage with Indigenous Peoples – contributing to the Government of Canada's overall commitment to advancing reconciliation.

The Board of Directors looks forward to guiding this important work and seeing continued growth towards a sustainable future.

Cassie Doyle

Chairperson

Board of Directors of the Canada Energy Regulator

Message from the CEO

As Chief Executive Officer, I am proud to lead over 500 passionate employees in delivering the regulation of pipelines, energy development and trade on behalf of Canadians in a way that protects the public and the environment while supporting efficient markets.



The CER operates in a changing external environment where Canadians are deeply engaged in, and hold a wide range of perspectives on, energy and environmental issues. It is incumbent on the CER to be open, transparent, and incorporate Canadians' diverse views and ideas into our work to achieve improved regulatory outcomes.

Over the next year, as outlined in this Departmental Plan, the CER will deliver on our Core Responsibilities of Energy Adjudication, Safety and Environment Oversight, Energy Information, and Engagement. In support of this, we will focus on three key enterprise-wide areas. These will fulfil the commitment of the CER Act to be a trusted, world-class regulator that enhances competitiveness.

- Supporting reconciliation with Indigenous Peoples through open dialogue, sharing perspectives, collaboration and co-development. Transforming how we work with Indigenous Peoples will help us be a better regulator, improve safety and environmental outcomes, and deliver a more predictable, coherent, and transparent regulatory environment.
- Investing in our people so they can meet the evolving demands of our work and better serve the people of Canada. The benefits that come from having an engaged workforce – high productivity, leading edge quality work, innovation and safe working environments – will benefit our stakeholders, partners, the industry we regulate, and Canadians.
- Using our expansive data to gain insights and better protect people and the environment, and making our data more accessible, open and easier to understand so people can use it to make better decisions about energy. Innovation in data management, engagement, and analytics will unlock higher performance and improved service to the public.

Our job as a regulator has evolved beyond making decisions on individual projects. We are leaders in understanding the national energy system, and we thoughtfully analyze system-wide matters. We work with communities and regulated companies to ensure our own understanding of Canada’s energy landscape. I am confident that 2020-21 will be the start of a new and exciting future for the CER and the stakeholders and citizens we serve.

C. Peter Watson, P.Eng., FCAE

CEO

Canada Energy Regulator

Plans at a glance

The CER is Canada’s new federal energy regulator. We work for the people in Canada to keep energy moving safely through our country’s pipelines and powerlines. We confidently enforce some of the strictest safety and environmental standards in the world and use the best available science and data, robust processes and Indigenous knowledge when making our decisions.

Canadians are more passionate about energy issues than ever before. Our tools, structures, and governance enable us to develop deep and enduring relationships with Indigenous Peoples, stakeholders and all Canadians affected by energy development. We seek new ways to work openly and share data and information so people can understand our work and make the best decisions for themselves.

We are also committed to making predictable and timely decisions. Providing certainty in our processes to stakeholders and investors drives innovation and enables sound projects to be built that create jobs for Canadians.

Our portfolio is a complex one, touching the lives of everyone in Canada and igniting passionate discussion. To successfully deliver on our mandate in this environment, and in support of the [Minister’s mandate](#)ⁱⁱ, we are focussing our work on three complementary areas:

Reconciliation with Indigenous Peoples

We are committed to the ongoing process of Reconciliation, building a new relationship with Indigenous Peoples based on recognition of rights, respect, cooperation and partnership. Transforming how we work with Indigenous Peoples and incorporating Indigenous knowledge into our work will help us improve safety and environmental outcomes.

We recognize that reconciliation with Indigenous Peoples is an ongoing journey. Our work is guided by the [United Nations Declaration on the Rights of Indigenous Peoples \(UNDRIP\)](#)ⁱⁱⁱ, the [Calls To Action](#)^{iv} of the [Truth and Reconciliation Commission](#)^v, and the

Governance at the CER

There is a clear separation between the organization’s adjudicative and management functions. The new and modern CER governance structure reflects best practices and includes:

A Board of Directors, led by a Chairperson, governs the CER and provides strategic oversight to the organization.

A Chief Executive Officer, who is responsible for managing the day-to-day business and affairs of the CER and has the responsibilities of a deputy head.

A Commission headed by a Lead Commissioner, responsible for independent adjudicative decisions.

Principles respecting the Government of Canada's relationship with Indigenous Peoples^{vi}.

In 2020-21, our strategy is based on a firm belief that in order to work differently with Indigenous communities, we must deepen our understanding. A shared cultural awareness is key to establishing strong and trusting relationships, and it is only through these relationships that we can co-develop approaches that work for everyone. We are improving our Indigenous cultural competency by training employees to understand more about Indigenous history, culture and contemporary issues facing Indigenous Peoples in Canada. We invite Indigenous communities to be more involved, not just in our hearings, but also in our oversight work throughout the life of a pipeline project. New structures like the Indigenous Advisory Committee will root Indigenous perspectives into our overall strategy setting and program development across CER.

People and Workforce

The CER supports an agile, inclusive and equipped workplace outlined in the [Beyond2020^{vii}](#) framework. We are guided by values of Respect for People, Integrity, and Excellence.

We have an engaged, skilled workforce that produces leading edge, quality work using innovative approaches and skills, benefitting our stakeholders, the industry we regulate, and all Canadians. We encourage our employees to take the lead in finding ways to improve how we work. We believe an empowered team of people, rooted in diversity, drives innovation and improves the outcomes we are seeking to achieve for Canadians.

In 2020-21, we will continue to develop our leaders throughout the organization, implement a renewed employee performance management system, support a psychologically healthy workplace, and enhance our official language capacity.

Data Transformation

We are transforming how we leverage and unlock information and data to better serve Canadians. We are able to draw on over 60 years of information and data related to energy project regulation, including the economics of how we move energy, and how projects and infrastructure impact the environment and communities.

New digital technologies enable us to analyze our data so we can proactively spot trends and quickly take action to prevent harm to people and the environment. New technologies also improve our efficiency and reduce errors by automating and streamlining our processes.

In 2020-21, the CER will make investments in data science training and recruitment, modernize IT systems, use data to automate our manual processes, promote open science, and create new ways for people to easily access and engage with energy-related information and data.

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

Corporate risks and related response strategies affecting the delivery of the CER’s outcomes can be found on our [website](#)^{viii}.

Core responsibilities: planned results and resources

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

Our hearings and decisions must be fair, inclusive, transparent and efficient. We are committed to making decisions in a timely and predictable way, providing certainty in our processes for stakeholders and investors, so that sound projects can proceed. Our processes go further to support reconciliation with Indigenous Peoples and provide the opportunity to participate in a meaningful way.

The new CER Act allows for any member of the public to participate in public hearings. Our hearings provide for and describe the different participation paths available so everyone interested in a project can share their views without impacting the timeliness of decisions.

The new CER Act also enables us to establish processes to engage meaningfully with Canadians, and in particular Indigenous Peoples, in our public hearings. We are committed to reconciliation and are evolving our hearings to make it easier for Indigenous Peoples to participate in ways that work best for them. We are meeting with Indigenous Communities that could be impacted by an energy project earlier to better understand their concerns. We also consider the impact our work has on Indigenous rights and including Indigenous knowledge when we make our decisions, pursuant to the CER Act.

CER early engagement

A more robust early engagement and planning phase helps us work together to identify issues related to a project, facilitate dialogue and find resolution earlier in the process. This process also helps determine which issues need to be addressed during a hearing and which issues will be looked at during another phase of the project.

Identifying and, where possible, resolving issues ahead of the review process, will improve timeliness, efficiency and predictability of project assessments. It will also help us improve how we work by informing hearing process or related program design.

To support the Energy Adjudication core responsibility in 2020–21, we will:

- Provide clear and timely processes that allow any members of the public to express their views during a hearing.
- Consider gender-based analysis, climate change commitments and impacts to Indigenous rights in our impact assessments.
- Act as the Agent of the Crown for all CER-led projects and post-approval for integrated reviews with the new [Impact Assessment Agency](#)^{ix}.
- Set out clear filing requirements and expectations for assessment processes so applicants, Indigenous Peoples and stakeholders know what to expect.
- Work with the new Impact Assessment Agency to effectively deliver the first integrated review for the [Gazoduq project](#)^x.

Gender-based analysis plus

- There are GBA+ requirements for assessment in the CER Act. Section 183.2 (c) of CER Act outlines what factors need to 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. Filing guidance has been issued on assessing GBA+ requirements in applications and staff have started assessing applications using this guidance. These actions support the [Minister's mandate](#)^{xi} to apply GBA+ in decision-making.
- The CER's Socio-Economic Specialists focus on ensuring that public participation in the CER's adjudicative processes respond to the needs of Canadians, including GBA+ matters.

Experimentation

- The [REGDOCS](#)^{xii} system is a collection of publically accessible regulatory documents, and is the most visited location on the CER website. The system requires an upgrade to become a more user-friendly digital platform. We will continue our partnership with [Code for Canada](#)^{xiii}, a not-for-profit organization that connects government innovators with the technology and design community, to update REGDOCS. The upgrades will make it a user-centered site with advanced search capability and downloadable, open-information datasets. This will give interested Canadians easier and better access to the many reports, environmental assessments, transcripts and decisions kept in this database.
- The CER will create analytical metrics to identify potential gaps between Information Requests (IRs), conditions imposed and the regulatory guidance provided in the [Filing Manual](#)^{xiv}. This work will form the basis for potential use of artificial

intelligence in predicting types of IRs and standardized conditions on future project submissions.

Planned results for Energy Adjudication

Departmental result	Departmental result indicator	Target	Date to achieve target	2016–17 actual result ^(a)	2017–18 actual result ^(a)	2018–19 actual result ^(a)
Energy adjudication processes are fair.	Percentage of adjudication decisions overturned on judicial appeal related to procedural fairness.	At most 0%	March 2021	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 2021	100%	100%	100%
Energy adjudication processes are transparent.	Percentage of surveyed participants who indicate that adjudication processes are transparent.	At least 75%	March 2021	79%	88%	73%
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 2021	92%	94%	100%

(a) National Energy Board actual results.

Planned budgetary financial resources for Energy Adjudication (dollars)

2020–21 budgetary spending (as indicated in Main Estimates)	2020–21 planned spending	2021–22 planned spending	2022–23 planned spending
19,870,310	19,870,310	20,094,039	19,380,574

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

2020–21 planned full-time equivalents	2021–22 planned full-time equivalents	2022–23 planned full-time equivalents
108.2	108.5	106.8

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

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, but our oversight goes beyond simple compliance. We expect companies to adopt new technologies and innovative approaches to improve the effectiveness of their management systems. We also expect them to adapt to the evolving expectations people have for energy companies and work with Indigenous Peoples to protect the environment.

We expect the same evolution and innovation from ourselves. We are expanding the Indigenous Monitors program and integrating Indigenous perspectives into all of our work so that more CER-regulated infrastructure projects can benefit from Indigenous knowledge when they are being built and operated. This supports our focus on reconciliation and enhances our oversight so we can better protect people, the environment and property.

We are experimenting with our vast data library to understand trends and risks that might otherwise be missed. When we look at the data altogether, we can efficiently detect the areas where we could improve outcomes, like worker safety and preventing damage to pipeline infrastructure. Better use of our data allows us to drive change in our work and in the industry as a whole.

Finally, we are strengthening our influence in the area of [Safety Culture](#)^{xvi}. We are analyzing human and organizational factors in new ways to better understand where we

Modern Tools for a New Regulator

The CER Act provides a modern and comprehensive suite of powerful tools to keep people safe and the environment protected including:

- compliance assessments
- inspections
- investigations
- audits
- administrative monetary penalties.

These tools allow us to prevent unsafe activities from occurring and take decisive action if they do occur.

should focus our oversight. We will share what we learn and best practices with industry, other regulators and other safety associations to improve industry-wide performance and prevent accidents from happening.

In support of the Safety and Environment Oversight core responsibility in 2020-21, the CER will:

- Identify and implement the changes necessary to achieve the goal of zero worker safety incidents, especially during construction.
- Deploy our full spectrum of tools to provide efficient oversight during the construction of the [Trans Mountain Expansion Project](#)^{xvii}. In addition to mandatory compliance with regulations, our oversight will focus on work safety and the use of Indigenous Monitors and perspectives.
- Acquire more detailed data from companies on Unauthorized Activities, Remediation Activities and other critical safety requirements to support proactively addressing matters such as changing population densities near existing pipelines.
- Create a new fund that sets aside funding and take action to safely stop operation of a pipeline if the owner cannot be located or is in receivership, insolvent, or bankrupt.
- Improve web-based tools for the public, such as the [Trans Mountain Interactive Condition Compliance web tool](#)^{xviii}, by drawing on our expanded data systems.

Gender-based analysis plus

- Safety and oversight activities are not expected to negatively impact Canadians from identifiable groups. Specific conditions placed on an applicant relating to GBA+ matters in the application assessment process will be enforced in subsequent safety oversight activity and the CER will assess the need to address data gaps related to gender disaggregated data.
- The CER conducts a GBA+ analysis pursuant to the [Cabinet Directive on Regulation](#)^{xix} for its regulation development projects. The CER will strengthen its regulatory framework by assessing the impact that proposed regulations could have on Canadians from identifiable groups.
- Communications with regulated industry will use gender-neutral terms and promote gender-neutral terminology.

Experimentation

- The CER will 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.

Planned results for Safety and Environment Oversight

Departmental result	Departmental result indicator	Target	Date to achieve target	2016–17 actual result ^(a)	2017–18 actual result ^(a)	2018–19 actual result ^(a)
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 2021	4	7	13
	Number of incidents related to regulated infrastructure that harm the environment.	At most 0	March 2021	12	12	13
	Percentage of unauthorized activities on regulated infrastructure that involve repeat violators.	At most 15%	March 2021	13%	12%	18%

(a) National Energy Board actual results.

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

2020–21 budgetary spending (as indicated in Main Estimates)	2020–21 planned spending	2021–22 planned spending	2022–23 planned spending
17,875,000	17,875,000	18,449,404	16,228,045

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

2020–21 planned full-time equivalents	2021–22 planned full-time equivalents	2022–23 planned full-time equivalents
114.0	114.3	103.3

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

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

We produce neutral and fact-based energy analysis to inform the energy conversation in Canada. Providing access to relevant, accurate and timely energy data and information gives Canadians tools they need to do their own research, make decisions and understand

Community Specific Information

Canadians have told the CER that they are interested in information about energy infrastructure that is near to their communities. Energy Information provides significant resources about infrastructure at an aggregate and company level.

Our existing interactive pipeline and incident map is just a starting point. We are committed to providing community-specific knowledge that goes even further in the year to come.

the energy landscape around them. By increasing energy literacy and awareness, we are supporting Canada’s global competitiveness in energy markets.

We know that energy impacts people where they live and are focused on incorporating community-level information in our energy products to increase their value to the public. We will also solicit feedback on our products and how we share them, to improve accessibility and relevance for stakeholders and Indigenous Peoples.

The CER will build on strategic relationships with other energy information-related agencies, such as the International Energy Agency and the U.S. Energy Information Agency, and collaborate with federal and provincial bodies to enhance energy data and information in Canada.

Budget 2019 announced funding for the [Canadian Centre for Energy Information \(CCEI\)](#)^{xxi}. We will contribute to the creation of a virtual “one-stop-shop” for energy data and analysis. The CCEI will

create a partnership to amalgamate energy data from various sources into one user-friendly website. The project will ultimately enable the agencies involved in this initiative to address current gaps in data and provide new energy information products.

In support of the Energy Information core responsibility in 2020–21, the CER will:

- Shape and strengthen the CER’s contributions to the new Government of Canada energy information initiative, the CCEI.

- Enhance the CER’s energy trade data holdings, collaborating 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.

Gender-based analysis plus

- Energy Information products are designed not to discriminate. We will ensure our energy information products meet all Government of Canada accessibility guidelines.

Experimentation

- Energy Information will integrate planning and communications to make products more accessible and relevant for Indigenous Peoples and stakeholders. Additionally, through initiatives like the CCEI, we will focus on deeper collaboration with other organizations to enhance energy information and data available to Canadians.
- Energy Information will leverage our new investments in data, analytics and information management systems to improve the accessibility of information about energy systems in Canada and the energy infrastructure regulated by the CER.

Planned results for Energy Information

Departmental result	Departmental result Indicator	Target	Date to achieve target	2016–17 actual result ^(a)	2017–18 actual result ^(a)	2018–19 actual result ^(a)
Canadians access and use energy information for knowledge, research or decision-making.	Number of times the energy information is accessed.	At least 750,000	March 2021	729,506	986,347	1,216,873
	Percentage of surveyed web users who agree that energy information is useful for knowledge, research or decision-making.	At least 75%	March 2021	Not available ^(b)	84%	90%

Canadians have access to community-specific regulated infrastructure information.	Increased information specific to regulated infrastructure in communities.	At least 5 ^(c)	March 2021	7	5	15
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 80	March 2021	Not available ^(b)	76	105

(a) National Energy Board actual results.

(b) These indicators for the Energy Information Core Responsibility were developed as part of the transition to the Departmental Results Framework. A baseline was established in 2017–18.

(c) For example, five postings or data sets.

Planned budgetary financial resources for Energy Information (dollars)

2020–21 budgetary spending (as indicated in Main Estimates)	2020–21 planned spending	2021–22 planned spending	2022–23 planned spending
4,459,939	4,459,939	4,554,897	4,466,668

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

2020–21 planned full-time equivalents	2021–22 planned full-time equivalents	2022–23 planned full-time equivalents
29.0	29.1	29.2

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

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 our legislated mandate.

Planning highlights

We are committed to listening to what people have to say and sharing the unique information we have as a regulator. We engage to improve our regulatory outcomes and

Cultural Competence

Cultural competence brings together cultural knowledge, awareness and sensitivity - and adds operational effectiveness. Cultural competence is a dynamic and ongoing process.

The CER strives to be a culturally competent organization working effectively in cross-cultural settings. This will produce better outcomes for staff as well as everyone the CER engages with while carrying out its work.

to better understand what is important to Canadians as individuals and their communities.

What we learn helps us make better decisions and recommendations that support safety and environmental protection, regulatory efficiency, energy literacy and transparency across every aspect of our work. We strive to earn the confidence of Canadians by engaging effectively, involving people meaningfully in decisions that affect them, and acting on the advice and feedback we receive.

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

understand regional perspectives and are equipped to engage effectively and empathically.

We understand our decisions may impact Indigenous rights and interests. The Indigenous Cultural Competency Framework was developed to reflect the importance of improving Indigenous knowledge and skills across our workforce. Increasing our awareness of Indigenous history and practices as well as overall cultural competence is included as required learning for everyone at the CER.

We are tracking issues from both a regional and national perspective, so we can be more responsive to the things that are important to Canadians. Improving the management of our engagement information will help us to meaningfully respond to concerns quicker.

In support of the Engagement core responsibility in 2020–21, the CER will:

- Build cultural competence throughout the CER and deliver advanced targeted training based on function and job family.
- Enhance our understanding of regional issues and further expand the CER’s regional expertise across the country.
- Invest in systems, tools and practices that help us identify and address issues, so we can spot trends, and identify emerging issues, across all CER programs.

Indigenous Advisory Committee

The CER Act specifies the establishment of an Indigenous Advisory Committee to provide expert advice to the Regulator, via the CER Board of Directors. We will make it a priority to work with national Indigenous organizations to design this committee to enhance the involvement of Indigenous Peoples and Indigenous organizations in the full lifecycle of energy projects (pipelines, power lines, and offshore renewable energy).

As set out in the CER Act, the Advisory Committee will include First Nations, Inuit, and Métis members to help ensure unique interests and rights of Indigenous Peoples are represented.

Gender-based analysis plus

- The CER will assess how groups of women, men and gender-diverse people may experience engagement policies, programs and projects differently. The CER seeks to understand and build better and more enduring relationships with Indigenous Peoples and stakeholders, and will continue to build its capacity to collect and test feedback from engagement efforts to support its GBA+ approach. This work will be carried out in a respectful manner, ensuring that the privacy of Canadians is protected.

Experimentation

- The CER will explore and expand use of mobile technology and data-mining techniques to 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.
- Design and pilot engagement intelligence data reports using the functionality of the Customer Relationship Management system to better identify emerging issues.

Planned results for Engagement

Departmental result	Departmental result indicator	Target	Date to achieve target	2016-17 actual result	2017–18 actual result ^(b)	2018–19 actual result ^(b)
Input provided by Indigenous Peoples and stakeholders influences our decisions and our work.	Evidence that input from Indigenous Peoples and stakeholders influences our decisions and our work.	N/A ^(a)	March 2021	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 2021	Not available.	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 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%

(a) New qualitative (narrative) indicator; results not available for prior years.

(b) National Energy Board actual results for second indicator. Results not available for 2016-17 as Engagement Core Responsibility was not yet in place.

Planned budgetary financial resources for Engagement (dollars)

2020–21 budgetary spending (as indicated in Main Estimates)	2020–21 planned spending	2021–22 planned spending	2022–23 planned spending
7,898,891	7,898,891	7,843,943	7,006,488

Planned human resources for Engagement (full-time equivalents)

2020–21 planned full-time equivalents	2021–22 planned full-time equivalents	2022–23 planned full-time equivalents
39.3	39.4	35.0

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

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 three important focus areas for the CER: People and Workforce, Data Transformation, and Reconciliation with Indigenous Peoples, discussed earlier in this report.

The CER will promote the mindsets and behaviours among staff, to ensure we are:

- Agile: mobilizing resources and people to key priorities, empowering our workforce, and embracing uncertainty and learning through experimentation;
- Inclusive: creating an environment where individuals are safe to express themselves, expanding partnerships and removing barriers to collaborate, co-create and bring different perspectives to the table; and,
- Equipped: designing work environments to optimize performance, making learning a fundamental part of jobs, and exploring technology and tools to help employees be more effective in their roles.

Internal Services undertakes and delivers initiatives that enhance effectiveness across the organization. In 2020-21, the CER will:

- Prepare for the transition to SAP as our financial and material management system.
- Invest in the organization's capacity to transform our use of data as a strategic asset, including via academic partnerships, to support all of the CER's programs.

- Strengthen existing security controls to ensure information assets remain protected from emerging cyber security threats.

Gender-based analysis plus

- A diverse workforce that mirrors the community, strengthens the CER and plays a critical role in the attraction and retention of talented employees. The CER's Employment Equity and Diversity approach recognizes the need to embrace diversity in a proactive way.
- The CER conducts GBA+ as part of all Treasury Board submissions, Budget Proposals and Memorandum to Cabinet in compliance with the evolving expectations from central agencies.
- As required under the Government of Canada's Policy on Communications and Federal Identity, the CER will 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. To ensure we meet the information needs of all Canadians, we will:
 - Apply the policies and regulations of the *Official Languages Act*^{xxiv};
 - Ensure that communications materials depict the diverse nature of Canadians in a fair, representative and inclusive manner, including a balance of gender and ethnicity; and
 - Adhere to the Standard on Web Accessibility and provide published information on request that is equal for a diverse audience and those with disabilities.

Experimentation

- Explore the use of Near Field Communication technology¹ to expand reach and two-way communication to make data exchange happen when and where it is needed.
- Collaborate with [Mitacs \(Canadian Science Policy Fellowship\)](#)^{xxv} to explore delivery of a digital platform that bridges gaps in the Canadian energy dialogue, enabling an information exchange between the CER and Indigenous Peoples, stakeholders, academia, landowners and Canadians.

¹ A set of protocols enabling communication between two electronic devices by bringing them within 4 centimeters of each other. One of the devices is usually a portable device such as a smart phone.

Planned budgetary financial resources for Internal Services (dollars)

2020–21 budgetary spending (as indicated in Main Estimates)	2020–21 planned spending	2021–22 planned spending	2022–23 planned spending
29,445,190	29,445,190	29,096,036	28,328,705

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

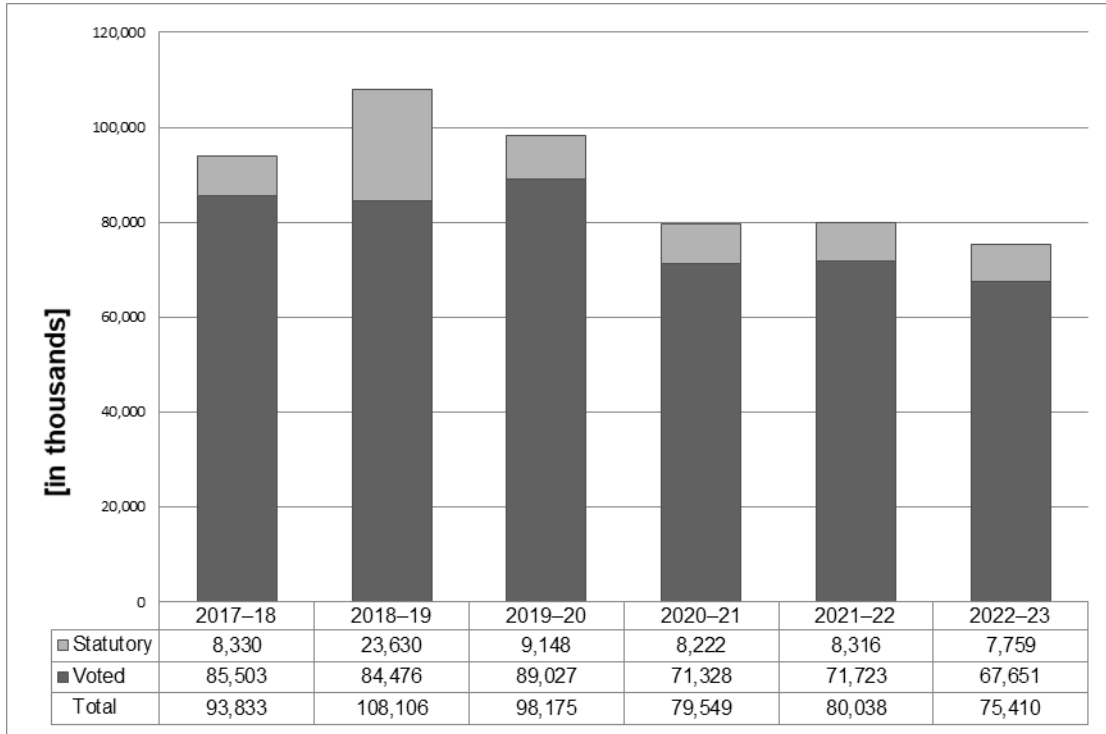
2020–21 planned full-time equivalents	2021–22 planned full-time equivalents	2022–23 planned full-time equivalents
162.5	161.7	162.7

Spending and human resources

Planned spending

Departmental spending 2017-18 to 2022-23

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	2017–18 expenditures ^(a)	2018–19 expenditures ^(a)	2019–20 forecast spending ^(b)	2020–21 budgetary spending (as indicated in Main Estimates)	2020–21 planned spending	2021–22 planned spending	2022–23 planned spending
Energy Adjudication	24,293,849	23,372,250	21,240,882	19,870,310	19,870,310	20,094,039	19,380,574
Safety and Environment Oversight	23,004,346	22,648,545	24,616,508	17,875,000	17,875,000	18,449,404	16,228,045
Energy Information	10,444,458	9,554,137	8,840,227	4,459,939	4,459,939	4,554,897	4,466,668
Engagement	4,898,235	5,811,773	11,173,666	7,898,891	7,898,891	7,843,943	7,006,488
Subtotal	62,640,888	61,386,705	65,871,283	50,104,140	50,104,140	50,942,283	47,081,775
Internal Services	31,192,102	32,009,262	32,304,156	29,445,190	29,445,190	29,096,036	28,328,705
Internal Services – GIC Remission Levy ^(c)	0	14,710,000	0	0	0	0	0
Total	93,832,990	108,105,967	98,175,439	79,549,330	79,549,330	80,038,319	75,410,480

(a) National Energy Board expenditures.

(b) 2019-20 forecast spending includes National Energy Board forecasted spending to 27 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.

An increase of \$14.3 million from 2017-18 expenditures to 2018-19 expenditures is primarily due to:

- an increase of \$14.7 million related to Governor in Council’s remission of levy to the Northern Gateway Pipeline project;
- an increase of \$2.6 million Participant Funding Program mainly related to Trans Mountain Expansion Project Reconsiderations as well as Budget 2018 Transition to New Impact Assessment and Regulatory Processes;
- a net decrease of \$1.3 million mainly for communication and professional services; and
- a net decrease of \$1.7 million personnel costs as a result of collective agreement renewal signed in 2017-18.

A decrease of \$9.93 million from 2018-2019 expenditures to 2019-20 forecasting spending is primarily due to the following:

- a decrease of \$14.71 million related to a levy remission to Northern Gateway Pipelines Limited;
- a decrease of \$1.14 million related to Trans Mountain Expansion Project Reconsiderations;

- an increase of \$3.67 million related to Budget 2019 Canada Energy Regulator Transition Costs; and
- a net increase of \$2.25 million mainly related to Budget 2018 transition to new impact assessment and regulatory processes.

The 2020-21 planned spending is \$18.63 million lower than the 2019-20 forecast spending primarily due to:

- a decrease of \$13.3 million related to Budget 2015 Energy Transportation Infrastructure;
- a decrease of \$5.3 million related to Budget 2017 Pipeline Safety Lifecycle Oversight;
- a decrease of \$0.6 million related to Budget 2017 Communication and Access to Information Capacity;
- a decrease of \$3.7 million related to Budget 2019 Canada Energy Regulator transition costs;
- a decrease of \$0.34 million related to Budget 2017 Indigenous Advisory and Monitoring Committee;
- a decrease of \$0.24 million related to Budget 2018 transition to new impact assessment and regulatory processes;
- a decrease of \$0.22 million related to Trans Mountain Expansion Project Reconsiderations;
- a decrease of \$3.2 million related to Operating Budget Carry Forward; and
- a decrease of \$2.08 million related to employee benefit plan; and
- an increase of \$10.35 million related to compensation adjustments made to terms and conditions of service or employment of the federal public administration.

The 2022-23 planned spending is \$4.6 million lower than the 2021-22 planned spending primarily due to:

- a decrease of \$1.7 million in funding related to Budget 2017 Indigenous Advisory and Monitoring Committees;
- a decrease of \$1.0 million in funding related to Budget 2018 transition to new impact assessment and regulatory processes; and
- a decrease of \$1.9 million related to compensation adjustments made to terms and conditions of service or employment of the federal public administration.

The CER will be seeking renewal of this 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 98 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^{xxvi} 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	2017–18 actual full-time equivalents ^(a)	2018–19 actual full-time equivalents ^(a)	2019–20 forecast full-time equivalents ^(b)	2020–21 planned full-time equivalents	2021–22 planned full-time equivalents	2022–23 planned full-time equivalents
Energy Adjudication	125.8	103.9	119.3	108.2	108.5	106.8
Safety and Environment Oversight	124.5	120.2	161.0	114.0	114.3	103.3
Energy Information	55.5	47.8	33.9	29.0	29.1	29.2
Engagement	24.0	34.0	26.1	39.3	39.4	35.0
Subtotal	329.7	305.9	340.3	290.5	291.3	274.3
Internal Services	151.6	170.6	168.7	162.5	161.7	162.7
Total	481.3	476.5	509.0	453.0	453.0	437.0

(a) National Energy Board full-time equivalents.

(b) 2019-20 forecast full-time equivalents include National Energy Board forecasted full-time equivalents to 27 August 2019.

The increase in planned full-time equivalents from 2018-19 to 2019-20 is due to Budget 2018 Modernization funding in hiring technical specialists to assist the organization to implement the proposed CER Act.

The decrease of 16 full-time equivalents from 2022-23 planned full-time equivalents in comparison to the 2021-22 planned full-time equivalents is mainly attributed to the:

- decrease of 10 full-time equivalents related to Budget 2017 Indigenous Advisory and Monitoring Committees for energy infrastructure projects; and
- decrease of 6 full-time equivalents related to Budget 2018 Transition to new impact assessment and regulatory processes.

Estimates by vote

Information on the CER’s organizational appropriations is available in the [2020–21 Main Estimates](#)^{xxvii}.

Condensed future-oriented statement of operations

The condensed future-oriented statement of operations provides an overview of the CER’s operations for 2019–20 to 2020–21.

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](#)^{xxviii}.

Condensed future-oriented statement of operations
for the year ending March 31, 2021 (dollars)

Financial information	2019–20 forecast results ^(a)	2020–21 planned results	Difference (2020–21 planned results minus 2019–20 forecast results)
Total expenses	115,420,832	96,794,722	(18,626,110)
Total revenues	0	0	0
Net cost of operations before government funding and transfers	115,420,832	96,794,722	(18,626,110)

(a) 2019-20 forecast results include National Energy Board forecasted results to 27 August 2019.

The CER's planned results for 2020-21 is \$18.63 million less than the 2019-20 forecast results. This is primarily due to the following items:

- a decrease of \$13.3 million in funding related to Budget 2015 Energy Transportation Infrastructure;
- a decrease of \$6.39 million related to Budget 2017 (Pipeline Safety Lifecycle Oversight, Communications and Access to Information Capacity and Indigenous Advisory and Monitoring Committees);
- a decrease of \$3.7 million related to Budget 2019 Canada Energy Regulator Transition Costs;
- a decrease of \$3.2 million related to Budget 2018-19 Operating Budget Carry Forward;
- an increase of \$7.27 million related to compensation adjustments made to terms and conditions of service or employment of the federal public administration; and
- a net increase of \$0.69 million mainly related to employee benefit plan.

Corporate information

Organizational profile

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

Institutional head: C. Peter Watson, P.Eng., FCAE

Ministerial portfolio: Natural Resources

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

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](#)^{xxx}.

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

Operating context

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

Reporting framework

The CER has incorporated wording updates to some Core Responsibility descriptions to reflect new CER legislated responsibilities. The CER has also updated some departmental result and indicator wording to reflect CER legislation and improvements.

The CER’s approved Departmental Results Framework and Program Inventory for 2020-21 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: Number of times the energy information is accessed.	Departmental Result: Input provided by Indigenous Peoples and stakeholders influences our decisions and our work.	Indicator: Evidence that input from Indigenous Peoples and stakeholders influences our decisions and our 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.				Indicator: Percentage of surveyed web users who agree that energy information is useful for knowledge, research or decision-making.			
	Departmental Result: Energy Adjudication processes are transparent.	Indicator: Percentage of surveyed participants who indicate that adjudication processes are transparent.			Departmental Result: Canadians have access to community-specific regulated infrastructure information.	Indicator: Increased information specific to regulated infrastructure in communities.			
	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: Number of incidents related to regulated infrastructure that harm the environment.	Indicator: Percentage of unauthorised 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](#)^{xxxiii}.

Supplementary information tables

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

- ▶ 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 2020–21.

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](#)^{xxxv}. 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.

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[@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 2020–21 Departmental Plan, government-wide priorities refers to those high-level themes outlining the government's agenda in the 2015 Speech from the Throne, namely: Growth for the Middle Class; Open and Transparent Government; A Clean Environment and a Strong Economy; Diversity is Canada's Strength; and Security and Opportunity.

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. Canadian Energy Regulator Act, <https://laws-lois.justice.gc.ca/eng/acts/C-15.1/index.html>
- ii. Minister of Natural Resources Mandate Letter, <https://pm.gc.ca/en/mandate-letters/minister-natural-resources-mandate-letter>
- 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. National Centre for Truth and Reconciliation, Calls to Action, http://trc.ca/assets/pdf/Calls_to_Action_English2.pdf
- v. National Centre for Truth and Reconciliation, Truth and Reconciliation Report, <http://www.trc.ca/>
- vi. Department of Justice, Principles respecting the Government of Canada’s relationship with Indigenous Peoples, <https://www.justice.gc.ca/eng/csjsjc/principles-principes.html>
- vii. Government of Canada, Public Service Renewal: Beyond2020, <https://www.canada.ca/en/privy-council/services/blueprint-2020/beyond-2020.html>
- viii. Canada Energy Regulator, 2020-21 Departmental Plan, <http://www.cer-rec.gc.ca/bts/pblctn/dprtmntlpln/2020-2021/index-eng.html>
- ix. Impact Assessment Agency, <https://www.canada.ca/en/impact-assessment-agency.html>
- x. Canada Energy Regulator, Gazoduc Project, <http://www.cer-rec.gc.ca/bts/nws/whtnw/2019/2019-10-22-eng.html>
- xi. Minister of Natural Resources Mandate Letter, <https://pm.gc.ca/en/mandate-letters/minister-natural-resources-mandate-letter>
- xii. Canada Energy Regulator, REGDOCS, <https://apps.cer-rec.gc.ca/REGDOCS/Home/Index>
- xiii. Code for Canada, <https://codefor.ca/about-us/>
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- xv. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
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- xvii. Canada Energy Regulator, Trans Mountain Pipeline ULC – Trans Mountain Expansion Project, <http://www.cer-rec.gc.ca/pplctnflng/mjrpp/trnsmntnxpnsn/index-eng.html>
- xviii. Canada Energy Regulator, Project Conditions, <https://www.cer-rec.gc.ca/pplctnflng/mjrpp/trnsmntnxpnsn/prjctndrns-eng.html>
- xix. Treasury Board of Canada Secretariat, Cabinet Directive on Regulation, <https://www.canada.ca/en/treasury-board-secretariat/services/federal-regulatory-management/guidelines-tools/cabinet-directive-regulation.html>
- xx. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xxi. Natural Resources Canada, Canadian Centre for Energy Information, <https://www.nrcan.gc.ca/science-data/data-analysis/energy-data-analysis/canadian-centre-energy-information/21946>
- xxii. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xxiii. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xxiv. Official Languages Act, <https://laws-lois.justice.gc.ca/eng/acts/O-3.01/index.html>
- xxv. Mitacs (Canadian Science Policy Fellowship), <https://www.mitacs.ca/en/programs/canadian-science-policy-fellowship>
- xxvi. Canada Energy Regulator, Cost Recovery, <http://www.cer-rec.gc.ca/bts/cstrcivr/index-eng.html>
- xxvii. 2020-21 Main Estimates, <https://www.canada.ca/en/treasury-board-secretariat/services/planned-government-spending/government-expenditure-plan-main-estimates.html>
- xxviii. Canada Energy Regulator, 2020-21 Departmental Plan, <http://www.cer-rec.gc.ca/bts/pblctn/dprtmntlpln/2020-2021/index-eng.html>
- xxix. Canadian Energy Regulator Act, <https://laws-lois.justice.gc.ca/eng/acts/C-15.1/index.html>
- xxx. Canada Energy Regulator, 2020-21 Departmental Plan, <http://www.cer-rec.gc.ca/bts/pblctn/dprtmntlpln/2020-2021/index-eng.html>
- xxxi. Prime Minister of Canada, Mandate Letters, <https://pm.gc.ca/en/mandate-letters>

- xxxii. Canada Energy Regulator, 2020-21 Departmental Plan, <http://www.cer-rec.gc.ca/bts/pblctn/dprtmntlpln/2020-2021/index-eng.html>
- xxxiii. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xxxiv. Canada Energy Regulator, 2020-21 Departmental Plan, <http://www.cer-rec.gc.ca/bts/pblctn/dprtmntlpln/2020-2021/index-eng.html>
- xxxv. Report on Federal Tax Expenditures, <http://www.fin.gc.ca/purl/taxexp-eng.asp>