

National Energy Board

2018–19

Departmental Results Report

The original version was signed by

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Chair and CEO
National Energy Board

The original version was signed by

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Minister
Natural Resources

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Cat No: NE2-19E-PDF
ISSN: 2560-9742

This title is published separately in both
official languages.

Copies are available on request from:
Library and Publication Services
National Energy Board
Suite 210, 517 Tenth Avenue SW
Calgary, Alberta T2R 0A8

Telephone:
403-292-4800
1-800-899-1265

Fax:
403-292-5503

Email: publications@cer-rec.gc.ca
www.cer-rec.gc.ca

Printed in Canada

© Sa Majesté la Reine du chef du Canada 2018
représentée par l'Office national de l'énergie

Nº de cat : NE2-19F-PDF
ISSN : 2560-9750

Le titre est publié séparément dans les deux
langues officielles.

Pour obtenir des exemplaires sur demande:
Bibliothèque et bureau des publications
Office national de l'énergie
517, Dixième Avenue S.-O., bureau 210
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Imprimé au Canada

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Message from the Chair and CEO

On August 28, 2019, the National Energy Board (NEB) became the Canada Energy Regulator (CER), with the coming into force of *Bill C-69 and the Canadian Energy Regulator Act (CERA)*ⁱ. The organization has now transitioned to the CER, supported by decades of experience regulating energy projects in the Canadian public interest as well as a history of successfully implementing legislative changes.

This Departmental Results Report details how the organization performed against its planned Departmental outcomes in Fiscal Year 2018-19, prior to the coming into force of the CERA. For this reason the report refers to the NEB as the reporting organization for 2018-19, and to my former title as Chair and CEO.

In 2018-19, the fulfilment of our mandate as Canada's federal energy regulator continued: oversight of pipeline construction and environmental protection, damage prevention and emergency response; adjudication of applications before the Board; expanded access to energy information and data; and the focused, collaborative development of an Indigenous Monitoring program as a key part of enhanced engagement to improve safety and environmental protection outcomes.

Through this period of transition, we have maintained unwavering focus on creating systemic improvements in our work and striving to be a more modern and excellent regulator. We increased our ability to leverage the work across all of our programs and create integrated approaches to the big issues we see, including:

- The importance of listening to and understanding Indigenous Knowledge as a fundamental aspect of safety and environmental protection;
- Using the rich data collected over the past 60 years of regulation to improve the future of regulation – and use that data to invite Canadians to explore that future with us;
- Data experimentation to illuminate root causes of incidents, to create visibility on emerging issues, and to strengthen our regulatory framework; and,
- Ensuring more engagement, transparency and communication in adjudication processes before they even begin.



The work of modernizing the NEB has progressed and will continue to do so. I am proud to work alongside people who remain dedicated in their commitment to regulatory excellence and public service.

C. Peter Watson, P.Eng., FCAE

Results at a glance

For more information on the NEB's plans, priorities and results achieved, see the “Results: what we achieved” section of this report.

Over the course of 2018-19, several significant events influenced the course of the NEB's work, impacting our planned activities and resource use.

- Upon coming into force of [*Bill C-69: An Act to enact the Impact Assessment Act and the Canadian Energy Regulator Act*](#) in August 2019, the NEB became the CER. The NEB proactively planned for and carried out an aggressive modernization agenda to ensure a seamless implementation of the legislative change, while we continued with the critical work under our Core Responsibilities.
- In August 2018, a [*Federal Court of Appeal decisionⁱⁱ*](#) overturned the Order in Council approving the [*Trans Mountain Expansion Project \(TMEP\)ⁱⁱⁱ*](#). In September 2018, the government referred aspects of the Board's recommendation report back to the NEB for reconsideration within 22 weeks (or by February 2019).
- In November 2018, the Minister of Natural Resources Canada asked the NEB for a [*report on potential options to further optimize oil pipeline capacity^{iv}*](#). NEB employees consulted extensively with a broad cross-section of industry, government agencies and other experts, and the NEB publically released a [*comprehensive report in March 2019^v*](#).

In addition to these shifts in our organizational priorities, the NEB identified four key areas of focus for 2018-19 that impacted the way in which we delivered on our Departmental Results.

Major Project Construction: Enhance and Integrate Oversight Processes

In 2018-19, the NEB committed to implementing processes to improve the effectiveness and coordination of its regulatory oversight, and to work with Indigenous groups and stakeholders to address potential issues early and effectively as major pipeline construction activity ramps up.

The NEB introduced hearing process improvements to facilitate engagement from Indigenous groups and landowners, and in particular those impacted by the [*Enbridge Line 3 Replacement Program \(Enbridge Line 3\)^{vi}*](#) and TMEP projects. We expanded our use of Alternative Dispute Resolution (ADR), enabling NEB staff to facilitate solution-focused discussions between stakeholders, companies and Indigenous Peoples along proposed and existing pipeline corridors. By resolving issues early where possible, we reduced the need for formal Board hearings, resulting in more positive, timely outcomes for all parties.

To ensure that our regulatory oversight of Enbridge Line 3 and TMEP were integrated, transparent and effective, the NEB established Integrated Project Management Plans as a part of our Major Projects oversight. These plans identify critical path items and risks, and provide an

early warning system for issues across all streams of regulatory oversight. They also increase public awareness of the two pipeline projects by providing accessible, up-to-date information about the regulatory measures in place.

Enhance Engagement: Strategic and Integrated Planning and Performance

The NEB developed processes and tools to enable consistent and coordinated engagement activity planning across programs, teams and regions. Our engagement is aimed at helping us ensure issues and interests of importance to Canadians are understood and addressed, as well as to seek feedback that helps us to improve how we work.

Engagement activities were integrated into regulatory oversight on the TMEP and Enbridge Line 3 projects, as was the co-development of policies and procedures to support the objectives of the [TMEP^{vii}](#) and [Enbridge Line^{viii}](#) 3 Indigenous Advisory Monitoring Committees (IAMCs). Over the year, Indigenous Monitors participated in 35 inspections and emergency management events with the NEB. The result was an increased, shared understanding of Indigenous interests and NEB's regulatory role.

The NEB also increased the staff complement in its offices in Vancouver and Montreal to better serve Canadians in those regions. Experts in damage prevention, emergency management, environmental protection and pipeline integrity were added to those teams, enabling face-to-face meetings with Indigenous groups and stakeholders to identify and discuss issues. The NEB is using that input to inform program improvements.

Transform Data and Information Management

Over the last year, the NEB invested in strengthening its data capacity and systems to ensure effective data and trend analysis. The NEB held cross-organizational Data Science Workshops that enabled us to build capacity in data analytics, experimentation culture and data-driven decision making. We implemented both “hands-on” data science training and created an on-line version of the training that we are testing with the eventual goal of incorporating it into the Canada School of Public Service educational offerings.

The NEB also undertook a leading edge information project which focuses on the interactive visualization of pipeline safety and energy information. [Canada’s pipeline system portal^{ix}](#) focuses on enhancing publicly available facts, statistics, and analysis related to the finances, safety, and lifecycle regulation of Canadian pipelines. As a result of these efforts, Canadians have better access to the unique kinds of information that is created and collected by the NEB, and we are better positioned for continual improvement in the way we offer that information in the future.

Invest in People & Management Systems

Over 2018-19 the NEB developed an integrated vision and approach to support a workplace that is agile, inclusive and equipped, and that reflects the diversity of Canada. The NEB also implemented a renewed management system in support of the organization's focus on regulatory and management excellence. To support this, we created a performance framework for all Internal Services, and undertook a comprehensive review and renewal of all core NEB processes to ensure all leaders are aligned to successfully deliver on the NEB's mandate.

Results: what we achieved

Core Responsibilities

Energy Adjudication

Description

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



Results

The NEB uses feedback from past participants on different aspects of our hearing processes to plan and implement improvements in the way we work. Initiatives undertaken in 2018-19 included:

- Expanding our use of alternative dispute resolution (ADR) as a part of the major project detailed route hearings. ADR can lead to positive outcomes because it provides participants with a way to collaborate on finding solutions, and can be applied specifically to local issues. This not only results in more efficient and timely processes: it facilitates positive, open dialogue between companies and participants. Through ADR, about 84% of land matters complaints were resolved outside of formal adjudicative processes.
- Creating a partnership with the non-profit organization [Code for Canada \(C4C\)](#)^x to modernize REGDOCS, the NEB's publicly accessible database of regulatory documents that includes hearing reports, environmental assessments, transcripts, and decisions. C4C fellows will work with NEB employees to research, develop, test, and

iterate a digital solution to make it easier to discover energy projects of interest, extract information about those projects, and submit documents to be considered by the NEB.

- Refining our Participant Funding Program (PFP) processes to provide eligible hearing participants with improved service. Starting with the [NOVA Gas Transmission Ltd. – Northwest Mainline Loop \(Boundary Lake North Section\)](#)^{xi} in March 2018, PFP piloted a streamlined application process to reduce burden on applicants and provide funding assurance more quickly. The percentage of applicants who are satisfied with the service provided by PFP remains above target at 89%. This year, funding decisions were provided within eight days of a complete funding application or application deadline, greatly surpassing the 30-day service standard.

These kinds of initiatives increase clarity of NEB processes and reduce barriers to participation, while maintaining procedural fairness and efficient, timely completion of processes.

An important aspect of increasing accessibility and transparency of Energy Adjudication processes is ensuring that they meet the needs of diverse groups of participants, including Indigenous Peoples. The NEB worked with Indigenous intervenors to co-develop a consultation approach for the [2021 NGTL System Expansion Project](#)^{xii}, which crosses dozens of traditional territories. This resulted in some key changes being made in the process, including holding sessions for Oral Indigenous Knowledge on the Tsuut’ina Nation lands in Calgary, and extending certain deadlines to accommodate cultural activities. Flexibility in how we approach the design of specific hearing processes enables richer, more diverse participation and information-gathering, which in turn results in a better outcome for all parties.

Our performance results indicate that we still have more work to do in ensuring that adjudication processes are transparent to all participants. The Energy Adjudication program is actively considering ways to address participant concerns and will focus on this work over the 2019-20 fiscal year.

Results achieved

Departmental results	Performance indicators	Target	Date to achieve target	2018–19 Actual results	2017–18 Actual results	2016–17 Actual results
Energy adjudication processes are fair.	Percentage of adjudication decisions overturned on judicial appeal related to procedural fairness.	0%	Annually	0%*	0%	0%
Energy adjudication	Percentage of adjudication decisions	100%	Annually	100%	100%	100%

processes are timely.	and recommendations that are made within legislated time limits and service standards.					
Energy adjudication processes are transparent.	Percentage of surveyed participants who indicate that adjudication processes are transparent.	75%	Annually	73%	88%	79%
Energy adjudication processes are accessible.	Percentage of surveyed participant funding recipients who agree that participant funding enabled their participation in an adjudication process.	90%	Annually	100%	94%	92%

* The Federal Court of Appeal set aside the GIC approval of the Trans Mountain Expansion Project in August 2018, but that decision was not made on procedural fairness grounds.

Budgetary financial resources (dollars)

2018–19 Main Estimates	2018–19 Planned spending	2018–19 Total authorities available for use	2018–19 Actual spending (authorities used)	2018–19 Difference (Actual spending minus Planned spending)
20,000,175	20,000,175	30,184,499	23,372,250	3,372,075

Human resources (full-time equivalents)

2018–19 Planned full-time equivalents	2018–19 Actual full-time equivalents	2018–19 Difference (Actual full-time equivalents minus Planned full-time equivalents)
118.30	103.85	(14.45)

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

Safety and Environment Oversight

Description

Setting and enforcing regulatory expectations for National Energy Board-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, tolls and tariffs, energy exports and imports, and oil and gas exploration and drilling in certain northern and offshore areas of Canada.



Results

Major construction activity increased in 2018-19, including work on the Enbridge Line 3 and Trans Mountain Expansion projects. The NEB implemented integrated project management for the oversight of the projects, intended to provide timely identification of risks and emerging issues across all streams of regulatory oversight and to provide the public with more information on regulatory oversight of the projects.

Because of known risks, including higher rates of worker injuries associated with construction activity, the NEB also put in place a worker safety oversight plan. Activities under this plan included:

- Conducting pre-construction audits, such as our audit in advance of the Keystone XL Pipeline construction, with a focus on contractor oversight.
- Undertaking [compliance and enforcement](#)^{xiv} activities related to serious injuries in addition to following up on every incident. This included inspectors visiting the field to observe firsthand how the companies conduct incident response. Over 2018-19, the NEB conducted 23 field inspections directly related to worker safety, including eight on Enbridge Line 3.
- Establishing a Serious Injury and Fatality Team that is convened when any serious injury is reported to the NEB. This team consists of a number of safety experts who assess the incident to determine where further compliance and enforcement action could be taken.

Even with enhanced oversight activities, the NEB saw an increase in the number of incidents that harm people or the environment with the total numbers rising from 19 in 2017-18 to 25 in 2018-19. The biggest proportion of the incidents related to construction worker activity.

As a result of reviews of these serious injuries the NEB has further increased our oversight of construction projects and in particular third-party contractors. We are also reaching out to other industries and regulators to share learnings and approaches that can help reduce serious injuries to workers.

In addition to augmenting our inspection and oversight processes, the NEB has worked to understand and prevent possible incidents from occurring, and to influence the development of strong safety culture in industry. For example, by undertaking focused engagement with stakeholders and industry in 2018-19, the NEB has driven improvements in damage prevention outcomes, with the number of Unauthorized Activities (UAs) or “near misses^{xv}” reported dropping by just over 16%, from 276 to 231.

The NEB continued its work to support and promote a positive industry safety culture, hosting a Safety Culture Workshop in February 2019. This initiative brought together representatives from NEB-regulated companies with NEB technical staff and executives to have an open dialogue on safety culture advancement efforts, challenges and best practices. Workshop attendees discussed the relevance of these findings to the oil and gas sector and offered insights about alternative approaches that are currently being employed and lessons learned. The workshop facilitated meaningful conversation among the participants and encouraged sharing of experiences and learning from one another in a small group environment.

Including Indigenous Peoples in the monitoring of energy infrastructure creates stronger safety and environmental oversight outcomes and prevents harm.

Over 2018-19, IAMC Monitors and NEB Inspection Officers participated in three joint training exercises, and the Enbridge Line 3 and TMEP IAMC Indigenous Monitors participated in 35 inspections and emergency management events with the NEB. The program had immediate effects that resulted in an increased, shared understanding of Indigenous interests and NEB’s regulatory role. It also made significant in-roads towards relationship-building and long-term changes in the capacity of the NEB to integrate Indigenous Knowledge, values, and perspectives into its work.

“The cooperation between the NEB Inspection Officers and IAMC Indigenous Monitors was very respectful. The first inspection, we issued an Order—that was pretty successful. We found something that needed addressing and it was accepted by the Inspection Officers after they looked into it. That was exciting for me—to see how they work, how they understand things. Every step of the way I was included.” - IAMC Indigenous Monitor

“Working with Indigenous Monitors helped me broaden my lens, to include elements that I would have not picked up in inspections before. It helped me do my job and ensure that impacts on the land and on Indigenous culture were avoided or minimized.” - NEB Inspection Officer

Results achieved

Departmental results	Performance indicators	Target	Date to achieve target	2018–19 Actual results	2017–18 Actual results	2016–17 Actual results
Harm to people or the environment, throughout the lifecycle of energy-related activities, is prevented.	Number of incidents related to National Energy Board-regulated infrastructure that harm people or the environment.	0	Annually	25	19*	16
	Percentage change of specific incident types on National Energy Board-regulated infrastructure.	10% decrease	Annually	2% increase	13%** increase	11% increase
	Percentage change of near misses on National Energy Board-regulated infrastructure.	5% decrease	Annually	9% decrease	15%*** increase	13% increase

* Revised from 17 in *Departmental Results Report 2017–18*. As a part of routine reporting and assessment procedures, quarterly and annual numbers can vary slightly as companies or NEB employees validate data that has been submitted.

** Revised from 10% increase in *Departmental Results Report 2017–18*.

*** Revised from 16% increase in *Departmental Results Report 2017–18*.

Budgetary financial resources (dollars)

2018–19 Main Estimates	2018–19 Planned spending	2018–19 Total authorities available for use	2018–19 Actual spending (authorities used)	2018–19 Difference (Actual spending minus Planned spending)
26,151,718	26,151,178	30,981,551	22,648,545	(3,503,633)

Human resources (full-time equivalents)

2018–19 Planned full-time equivalents	2018–19 Actual full-time equivalents	2018–19 Difference (Actual full-time equivalents minus Planned full-time equivalents)
143.20	120.24	(22.96)

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

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.



Results

Over 2018-19, the NEB developed a data-driven strategy which included new methods for assessing what issues are of most interest to Canadians, and what data and products are most effective in demonstrating industry outcomes, public safety and NEB performance. As a part of this strategy, we also increased opportunities for Canadians, other regulators and non-government organizations to collaborate and work in partnership with the NEB on pipeline safety and energy market information products. During the course of the year, the NEB:

- Partnered with [Ingenium: Canadian Museums for Science and Innovation^{xvii}](#) to create a [lesson plan for high school students^{xviii}](#) that teaches them about energy in Canada. It is based on the NEB's [Canada's Energy Future 2018: Energy Supply and Demand Projections to 2040^{xix}](#) analysis and uses the [Exploring Canada's Energy Future^{xx}](#) interactive data visualization tool. The lesson plan, which was downloaded 1436 times during the year, is designed to encourage students' own observations about energy generation and consumption, provide them with the tools to engage in important conversations about energy in Canada, and increase their energy literacy.
- Collaborated with Natural Resources Canada, Environment and Climate Change Canada, and Statistics Canada on a project to centralize all national energy data in a single online [Canadian Energy Information Portal^{xxi}](#). This portal provides Canadians with a single point of access to a wide variety of statistics and measures of the country's energy sector. The portal also features an interactive dashboard that provides a comprehensive picture of the Canadian energy sector, with a focus on monthly and provincial usage. The initiative will benefit anyone interested in obtaining data on energy who may not have prior knowledge of where or how to find that information, and create a more efficient

mechanism for both NEB employees and members of the public who regularly use energy data.

- Released new Import and Export Visualizations, and the 2018 edition of the Energy Futures Report, which includes two new scenarios regarding Canada's energy future. In addition, the NEB updated its online Condition Compliance Table and Pipeline Throughput data. We continued to produce a portfolio of publications on energy supply, demand and infrastructure as part of the our ongoing market monitoring and assessment of Canadian energy requirements and trends.
- Key NEB Energy Reports Released in 2018-19**

 - *Canada's Energy Future 2018: Energy Supply and Demand Projections to 2040*
 - *Canadian Refinery Overview – Energy Market Assessment*
 - *Economics of Solar Power in Canada*
 - *Western Canadian Crude Oil Supply, Markets, and Pipeline Capacity*
 - *Optimizing Oil Pipeline and Rail Capacity out of Western Canada*
- Created a pipeline information portal that is easily accessible and understandable by any user, including an updated and improved [Interactive Pipeline Map^{xxii}](#); a new [Safety Performance Dashboard^{xxiii}](#); and, a more comprehensive dataset of all [conditions associated with approved pipeline projects^{xxiv}](#). Feedback from Indigenous Peoples and landowners has been positive, indicating that having access to information about incidents, owners and geographical locations of pipelines is a valuable tool that enhances their ability to interact both the pipeline companies, and with the NEB as the regulator.
 - Released two reports ([Western Canadian Crude Oil Supply, Markets and Pipeline Capacity^{xxv}](#), and [Optimizing Oil Pipeline and Rail Capacity out of Western Canada^{xxvi}](#)) in response to a request from the Minister of Natural Resources on how to optimize oil transportation capacity on existing pipelines and rail. The request was made at a time when crude oil prices were heavily discounted in Canada creating important challenges for Canadian oil producers. The reports found that oil pipeline systems are currently running at capacity and market players are operating within the rules set up in tariffs and legislation.

Program targets were exceeded and response to new products were consistently high during 2018-19, from in-depth reports on energy analysis to innovative [online energy quizzes^{xxvii}](#) and snapshots. The Energy Information program continues to be instrumental in supporting energy literacy across many platforms, and in conveying the role and the work of the NEB to a broader audience.

Results achieved

Departmental results	Performance indicators	Target	Date to achieve target	2018–19 Actual results	2017–18 Actual results	2016–17 Actual results
Canadians have access to and use energy information for knowledge, research and decision making.	Number of times energy information is accessed.	750,000	Annually	1,216,873	986,347	879,831
	Percentage of surveyed web users who agree that energy information is useful for knowledge, research or decision making.	75%	Annually	90%	84%	Not available*
Canadians have access to community-specific NEB-regulated infrastructure information.	Increased information specific to National Energy Board-regulated infrastructure in communities.	5 new datasets	Annually	15	5	7
Canadians have opportunities to collaborate and provide feedback on NEB information products.	Number of opportunities that Canadians have to collaborate and provide feedback on energy information products.	42	Annually	105	76	Not available*

*This indicator was new for 2017-18, as part of the NEB's transition to the Departmental Results Framework.

Budgetary financial resources (dollars)

2018–19 Main Estimates	2018–19 Planned spending	2018–19 Total authorities available for use	2018–19 Actual spending (authorities used)	2018–19 Difference (Actual spending minus Planned spending)
4,931,394	4,931,394	6,520,219	9,554,137	4,622,743

Human resources (full-time equivalents)

2018–19 Planned full-time equivalents	2018–19 Actual full-time equivalents	2018–19 Difference (Actual full-time equivalents minus Planned full-time equivalents)
36.90	47.78	10.88

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

Engagement

Description

Engaging with stakeholders and Indigenous Peoples on topics within the NEB's mandate and role, beyond engagement on specific projects.



Results

The NEB is committed to enhancing regulatory outcomes through system-wide engagement approaches. In 2018-19, the NEB created new and additional opportunities for engagement between the NEB, Indigenous Peoples and stakeholders. Key initiatives included:

- The establishment of a Three-Year Focus Area on Reconciliation, reflecting an organization-wide understanding and agreement that as we modernize assessment and lifecycle oversight activities, we must also reconcile our relationships with Indigenous Peoples and engage differently.
- Development of an Indigenous Cultural Competence Framework that will shape our policies, processes and training going forward. The goal of the Framework is to provide specific, consistent and structured knowledge and skills that improve our ability to competently and respectfully engage with Indigenous People.
- Provision of support and resources to the IAMC committees for the TMEP and Enbridge Line 3 projects, which provide Indigenous groups and communities with direct participation in monitoring activities alongside NEB inspectors. The NEB will also continue to formalize ways for Indigenous Peoples to participate directly in the NEB's regulatory processes in a sustainable manner.

- Extensive consultation and information-sharing through the NEB’s Land Matters Group (LMG) and the LMG Advisory Committee on regulatory implementation of Bill C-69, including early consultation on issues of significant interest like [Compensation Dispute Resolution^{xxix}](#), [Power Line Damage Prevention Regulations^{xxx}](#), and the development of a Land Matters Advisory Service.

An investment of additional staff in our Montreal and Vancouver regional offices, including subject matter experts on damage prevention, emergency management, environmental protection and pipeline integrity, has strengthened the NEB’s ability to engage proactively with Indigenous groups, regional municipalities and local stakeholders on issues particular to those areas.

The Vancouver Regional Office’s ongoing meetings with the Lower Mainland Municipalities allowed technical staff from the NEB to meet face-to-face with municipal stakeholders regarding increased costs incurred by municipalities as a result of work conducted near NEB-regulated pipelines and identify options to address these concerns. Early engagement in this area will inform the on-going development of [Cost Apportionment^{xxxi}](#) regulations.

The Montreal Regional Office (MRO) worked with officials from the Communauté métropolitaine de Montréal and the Quebec Government to finalize the [Cadre de référence Intervention Pipelines^{xxii}](#), a framework aimed at clarifying the roles and responsibilities of Emergency Management officials from all levels of government in the event of a pipeline incident in the province. The MRO has also engaged extensively with officials from Public Safety Quebec, Public Safety Canada and other municipalities, including the City of Montreal to organize Diapason 2, a two-day table-top incident response exercise involving more than 150 participants. This was the second table-top exercise organized in the region, and these exercises continue to be well-attended and well-received.

Results achieved

Departmental results	Performance indicators	Target	Date to achieve target	2018–19 Actual results	2017–18 Actual results	2016–17 Actual results
Stakeholders and Indigenous Peoples share their perspectives and provide feedback regarding the NEB mandate and role.	Number of participants in National Energy Board engagement programs.	5,000	Annually	9,269	4,270	723
NEB engagement activities with stakeholders and Indigenous Peoples are meaningful.	Percentage of surveyed stakeholders who engaged with the National Energy Board who indicate that the engagement was meaningful.	75%	Annually	84%	76%	Not available*
	Percentage of surveyed Indigenous Peoples who engaged with the National Energy Board who indicate that the engagement was meaningful.	75%	Annually	80%	80%	Not available*

*This indicator was new for 2017–18, as part of the NEB’s transition to the Departmental Results Framework.

Budgetary financial resources (dollars)

2018–19 Main Estimates	2018–19 Planned spending	2018–19 Total authorities available for use	2018–19 Actual spending (authorities used)	2018–19 Difference (Actual spending minus Planned spending)
6,462,601	6,462,601	9,115,931	5,811,773	(650,828)

Human resources (full-time equivalents)

2018–19 Planned full-time equivalents	2018–19 Actual full-time equivalents	2018–19 Difference (Actual full-time equivalents minus Planned full-time equivalents)
23.00	33.99	10.99

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

Internal Services

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 service categories that support Program delivery in the organization, regardless of the Internal Services delivery model in a department. The 10 service categories are:

- ▶ Acquisition Management Services
- ▶ Communications Services
- ▶ Financial Management Services
- ▶ Human Resources Management Services
- ▶ Information Management Services
- ▶ Information Technology Services
- ▶ Legal Services
- ▶ Materiel Management Services
- ▶ Management and Oversight Services
- ▶ Real Property Management Services

Building on the management system rigor established in the regulatory programs, the NEB formalized a performance framework for Internal Services, to assess performance and to align Internal Service program plans and priorities with the NEB's broader program strategies.

As a part of the Internal Services performance framework, the NEB clarified and strengthened the role of the Management and Oversight program as the steward of the NEB's management system, to imbed management system principles across every NEB program. This integrated management system approach will support NEB staff and leaders in driving continual improvement in the delivery of our Departmental Results and our mandate.

The work of the NEB is driven through data analysis, information exchange and performance measurement. The world of data and information is continually changing, and over 2018-19 the NEB focused on a transformation of how we manage and use data to enable and support our staff and to meet the energy information needs of Canadians.

The result is a three-year strategy to:

- provide Canadians with greater access to our data and information;
- increase opportunities for citizen science; and,
- introduce new technologies and approaches to data collection.

Results

Budgetary financial resources (dollars)

2018–19 Main Estimates	2018–19 Planned spending	2018–19 Total authorities available for use	2018–19 Actual spending (authorities used)	2018–19 Difference (Actual spending minus Planned spending)
0	0	14,710,000*	14,710,000	0
19,946,812	19,946,812	23,527,623	32,009,262	12,062,450

*The NEB's statutory actual spending has increased in 2018–19, in comparison to other years. This is due to a remittance to Northern Gateway Pipelines Limited Partnership^{xxxiv} (NGPL). NGPL paid a levy of \$14,710,000 to the Federal Government after the project certificates were issued for the Northern Gateway Pipeline Project in 2014–15. In June 2016, the Federal Court of Appeal quashed these certificates. Subsequently, NGPL requested the levy be refunded and the Federal Government provided off-cycle funding in 2018–19 to enable the NEB to remit the \$14,710,000 to NGPL on behalf of the Federal Government.

Human resources (full-time equivalents)

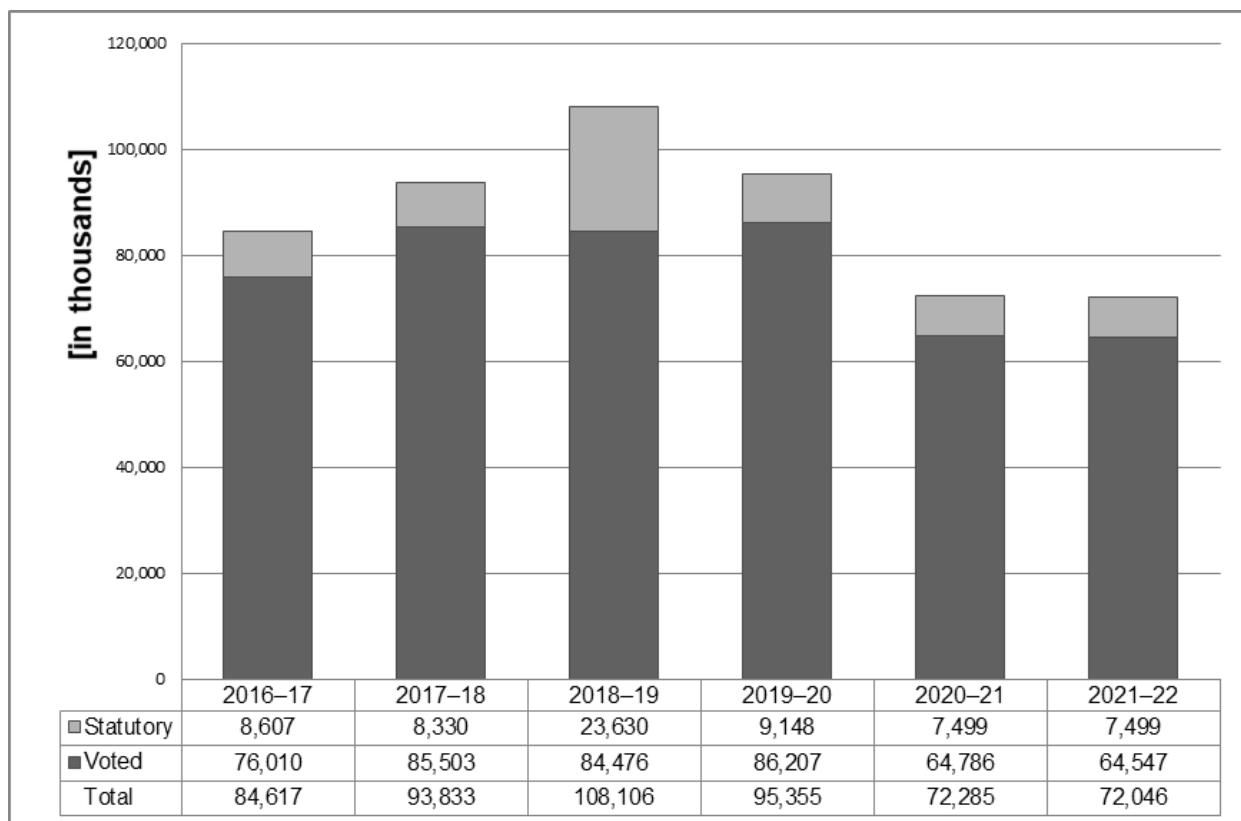
2018–19 Planned full-time equivalents	2018–19 Actual full-time equivalents	2018–19 Difference (Actual full-time equivalents minus Planned full-time equivalents)
143.10	170.58	27.48

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

Analysis of trends in spending and human resources

Actual expenditures

Departmental spending trend graph



The NEB is funded through Parliamentary appropriations. The Government of Canada currently recovers approximately 98% of the appropriation from the industry the Board regulates. All collections from cost recovery invoices are deposited to the account of the Receiver General for Canada and credited to the Consolidated Revenue Fund.

Pipeline and power line companies regulated by the NEB (authorized under the [National Energy Board Act^{xxxvi}](#)) are subject to cost recovery. Applications before the Board for 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 Board, in which case a one-time levy is assessed following the authorization of construction.

Cost recovery is carried out on a calendar year basis.

Budgetary performance summary for Core Responsibilities and Internal Services (dollars)

Core Responsibilities and Internal Services	2018–19 Main Estimates	2018–19 Planned spending	2019–20 Planned spending	2020–21 Planned spending	2018–19 Total authorities available for use	2018–19 Actual spending (authorities used)	2017–18 Actual spending (authorities used)	2016–17 Actual spending (authorities used)
Energy Regulation*	0	0	0	0	0	0	0	40,961,325
Energy Adjudication	20,000,175	20,000,175	21,168,557	18,105,562	30,184,499	23,372,250	24,293,849	0
Safety and Environment Oversight	26,151,718	26,151,718	29,865,211	20,822,924	30,981,551	22,648,545	23,004,346	0
Energy Information	4,931,394	4,931,394	6,031,164	5,157,645	6,520,219	9,554,137	10,444,458	6,125,216
Engagement	6,462,601	6,462,601	9,549,898	6,743,745	9,115,931	5,811,773	4,898,235	0
Subtotal	57,545,888	57,545,888	66,614,830	50,829,876	76,802,200	61,386,705	62,640,888	47,086,541
Internal Services – GIC Remission Levy**	0	0	0	0	14,710,000	14,710,000	0	0
Internal Services	19,946,812	19,846,812	25,069,921	21,455,137	23,527,623	32,009,262	31,192,102	37,530,277
Total	77,492,700	77,492,700	91,684,751	72,285,013	115,039,823	108,105,967	93,832,990	84,616,818

*The NEB transitioned to a new Departmental Results Framework structure for 2017-18. Engagement Spending and FTEs prior to 2017-18 were tracked as a part of the NEB's other programs. Energy Adjudication and Safety and Environmental Oversight were tracked as a part of Energy Regulation.

**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 (OIC) remitting the amount of \$14,710,000 to Northern Gateway Pipelines Limited Partnership.

The NEB 2018-19 total authorities available for use is \$37.55M higher than the 2018-19 planned spending due to:

- an increase of \$14.71M related to Governor in Council's remission of levy to the Northern Gateway Pipeline project;
- an increase of \$8.00M related to Budget 2018 transition to new impact assessment and regulatory processes;
- an increase of \$6.09M related to the Trans Mountain Expansion Project reconsideration;
- an increase of \$5.49M related to compensation allocation as a result of adjustments made to terms and conditions of service or employment of the federal public administration;
- an increase of \$1.48M related to reimbursement of 2018-19 eligible paylist expenditures;
- an increase of \$1.58M related to Operating Budget Carry Forward from 2017-18 to 2018-19; and
- an increase of \$0.20M related to 2018-19 Employee Benefit Pension.

The NEB 2018-19 actual spending is \$6.93M lower than the 2018-19 total authorities available for use primarily due to:

- a lapse of \$1.26M in Participant Funding Program related to the Trans Mountain Expansion Project reconsideration as recipients claimed fewer eligible expenses than award value; and,
- a lapse of \$5.67M mainly related to the inability to fully expend funding available for Budget 2018 transition to new impact assessment and regulatory processes due to the timing of the coming into force date.

The NEB 2019-20 planned spending is \$14.19M higher than 2018-19 planned spending mainly due to the following:

- an increase in our appropriation of \$11.72M related to Budget 2018 transition to new impact assessment and regulatory processes and the Trans Mountain Expansion Project Reconsideration; and
- an increase of \$2.47M related to terms and conditions of service or employment of the federal public administration.

The NEB 2020-21 planned spending is \$19.40M less than the 2019-20 planned spending is mainly due to the following:

- a decrease of \$13.29M related to sunsetting of Budget 2015 Energy Transportation Infrastructure;
- a decrease of \$5.25M related to sunsetting of Budget 2017 Pipeline Safety Lifecycle Oversight;
- a decrease of \$0.58M related to sunsetting of Budget 2017 Communication and Access to Information Capacity; and
- a decrease of \$0.28M related to the Trans Mountain Expansion Project Reconsideration.

The NEB 2018-19 actual spending is \$14.27M higher than the 2017-18 actual spending mainly due to Governor in Council's remission of levy to Northern Gateway Pipelines Limited Partnership that occurred in 2018-19.

Variance between 2017-18 Actual spending and 2016-17 Actual spending

The NEB's Actual spending for fiscal year 2017-18 was \$9.2M higher than fiscal year 2016-17 due, in large part, to the wage increases in the collective agreement and retroactive payments, and Budget 2017 (pipeline safety lifecycle oversight, communication and access to information capacity and indigenous advisory and monitoring committees for energy infrastructure projects).

2018–19 Budgetary actual gross spending summary (dollars)

Core Responsibilities and Internal Services	2018–19 Actual gross spending	2018–19 Actual gross spending for specified purpose accounts	2018–19 Actual revenues netted against expenditures	2018–19 Actual net spending (authorities used)
Energy Adjudication	-	-	-	23,372,250
Energy Information	-	-	-	9,554,137
Engagement	-	-	-	5,811,773
Safety and Environment Oversight	-	-	-	22,648,545
Subtotal	-	-	-	61,386,705
Internal Services	-	-	-	46,719,262
Total	-	-	-	108,105,967

Actual human resources

Human resources summary for Core Responsibilities and Internal Services (full-time equivalents)

Core Responsibilities and Internal Services	2016–17 Actual full-time equivalents	2017–18 Actual full-time equivalents	2018–19 Planned full-time equivalents	2018–19 Actual full-time equivalents	2019–20 Planned full-time equivalents	2020–21 Planned full-time equivalents
Energy Regulation*	276.7	0	0	0	0	0
Energy Adjudication	0	125.7	118.3	103.85	119.8	115.8
Safety and Environment Oversight	0	124.5	143.2	120.24	159.2	116.2
Energy Information	37.3	55.5	36.9	47.78	34.2	28.9
Engagement	0	24	23	33.99	44.0	26.0
Subtotal	314.0	329.7	321.4	305.86	357.2	286.9
Internal Services	160.5	151.6	143.1	170.58	161.3	144.6
Total	474.5	481.3	464.5	476.44	518.5	431.5

*The NEB transitioned to a new Departmental Results Framework structure for 2017-18. Engagement FTEs prior to 2017-18 were tracked as a part of the NEB's other programs. Energy Adjudication and Safety and Environmental Oversight were tracked as a part of Energy Regulation.

The increase of 11.94 full time equivalents (FTE) from 2018-19 planned to the 2018-19 actual is due to hiring position funded by Budget 2018 transition to new impact assessment and regulatory processes to assist the organization in implementing the transition to the Canada Energy Regulator.

The decrease of 87 full-time equivalents between 2019–20 and 2020–21 is mainly attributed to:

- a decrease of 51 full-time equivalents related to sunsetting of Budget 2015 for Energy Transportation Infrastructure;
- a decrease of 30 full-time equivalents related to sunsetting of Budget 2017 for Pipeline Safety Lifecycle Oversight;
- a decrease of 4 full-time equivalents related to sunsetting of Budget 2017 for Communication and Access to Information Capacity;
- a decrease of 2 full-time equivalents related to sunsetting of Budget 2018 for transition to new impact assessment.

Expenditures by vote

For information on the NEB's organizational voted and statutory expenditures, consult the *Public Accounts of Canada 2018–2019*.^{xxxvii}

Government of Canada spending and activities

Information on the alignment of the NEB's spending with the Government of Canada's spending and activities is available in the [GC InfoBase](#)^{xxxviii}.

Financial statements and financial statements highlights

Financial statements

The NEB's audited financial statements for the year ended March 31, 2019, are available on the [NEB website](#).

Financial statements highlights

Condensed Statement of Operations (audited) for the year ended March 31, 2019
(dollars)

Financial information	2018–19 Planned results	2018–19 Actual results	2017–18 Actual results	Difference (2018–19 Actual results minus 2018–19 Planned results)	Difference (2018–19 Actual results minus 2017–18 Actual results)
Total expenses	94,392,801	124,393,406	107,121,711	30,000,605	17,271,695
Total revenues	-	-	-	-	-
Net cost of operations before government funding and transfers	94,392,801	124,393,406	107,121,711	30,000,605	17,271,695

The NEB's actual net cost of operations before Government funding and transfers in 2018-19 was \$30M more than the planned results for the same fiscal year. The net increase is primarily due to:

- an increase of \$14.71M due to a levy remission to Northern Gateway Pipelines Limited;
- an increase of \$2.79M due to Participant Funding Program mainly related to Budget 2018, and the Trans Mountain Expansion Project Reconsideration;
- an increase of \$3.94M related to Budget 2018 transition to new impact assessment and regulatory processes, and the Trans Mountain Expansion Project reconsideration;
- an increase of \$6.98M related to compensation adjustments made to terms and conditions of service or employment of the federal public administration; and
- an increase of \$1.58M related to Operational Budget Carry forward.

The NEB's actual net cost of operations before government funding and transfers in 2018-19 was \$17.27M more than the actual results for the previous fiscal year. The net increase is primarily due to:

- an increase of \$14.71M levy remission to Northern Gateway Pipelines Limited;
- an increase of \$3.51M due to Participant Funding Program mainly related to Budget 2018 and the Trans Mountain Expansion Project Reconsideration;
- an increase of \$3.94M related to Budget 2018 transition to new impact assessment and regulatory processes and the Trans Mountain Expansion Project Reconsideration;
- an increase of \$6.98M related to compensation adjustments made to terms and conditions of service or employment of the federal public administration;

- a decrease of \$4.67M related to Budget 2016 Funding related to Interim Strategy for Pipelines and other NEB Reviews;
- a decrease of \$1.0M related to Budget 2015 Energy Transportation Infrastructure
- a decrease of \$3.98M related to Budget 2014 Energy East; and
- a decrease of \$2.22M related to the Operational Budget Carry Forward.

Condensed Statement of Financial Position (audited) as of March 31, 2019 (dollars)

Financial Information	2018–19	2017–18	Difference (2018–19 minus 2017–18)
Total net liabilities	25,836,220	34,687,036	(8,850,816)
Total net financial assets	16,162,558	24,924,941	(8,762,383)
Departmental net debt	9,673,662	9,762,095	(88,433)
Total non-financial assets	17,649,079	20,733,080	(3,084,001)
Departmental net financial position	7,975,417	10,970,985	(2,995,568)

Total net financial liabilities and net financial assets in 2018-19 have a decrease of \$8.85M and \$8.76M, respectively, in comparison to 2017-18. The decreases are mainly attributed to \$6.25M of over-billing adjustment from calendar year 2016 and \$2.5M related to retroactive payments as a result of the collective agreement renewal.

Total non-financial assets have a decrease of \$3.1M compared to 2017-18 primarily due to capital purchasing in 2017-18 related to IT hardware as well as depreciation associated with leasehold improvements.

Supplementary information

Corporate information

Organizational profile

Appropriate minister: Amarjeet Sohi

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

Ministerial portfolio: Natural Resources

Enabling instrument: *National Energy Board Act* (NEB Act)

Year of incorporation / commencement: 1959

Other:

Headquarters - Calgary, Alberta

Regional Offices - Montréal, Québec

Vancouver, British Columbia

Yellowknife, Northwest Territories

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 [NEB's website](#).

For more information on the NEB's organizational mandate letter commitments, see the [Minister's mandate letter](#).

Operating context and key risks

Information on operating context and key risks is available on the [NEB's website](#).

Reporting Framework

The NEB's Departmental Results Framework and Program Inventory of record for 2018–19 are shown below.

Graphical presentation of Departmental Results Framework and Program Inventory

Core Responsibility 1: Energy Adjudication		Core Responsibility 2: Safety and Environment Oversight		Core Responsibility 3: Energy Information		Core Responsibility 4: Engagement		Internal Services
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 incidents related to National Energy Board-regulated infrastructure that harm people or the environment.	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: Stakeholders and Indigenous Peoples share their perspectives and provide feedback regarding the National Energy Board mandate and role.	Indicator: Number of participants in National Energy Board engagement programs.	
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 change of specific incident types on National Energy Board-regulated infrastructure.	Indicator: Canadians have access to community-specific National Energy Board-regulated infrastructure information.	Departmental Result: Canadians have opportunities to collaborate and provide feedback on National Energy Board information products.	Indicator: Increased information specific to National Energy Board-regulated infrastructure in communities.	Departmental Result: National Energy Board engagement activities with stakeholders and Indigenous Peoples are meaningful.	Indicator: Percentage of surveyed stakeholders who engaged with the National Energy Board who indicate that the engagement was meaningful.	
Departmental Result: Energy Adjudication processes are transparent.	Indicator: Percentage of surveyed participants who indicate that adjudication processes are transparent.	Indicator: Percentage change of near misses on National Energy Board-regulated infrastructure.	Indicator: Canadians have opportunities to collaborate and provide feedback on National Energy Board information products.	Indicator: Number of opportunities that Canadians have to collaborate and provide feedback on energy information products.	Indicator: Number of opportunities that Canadians have to collaborate and provide feedback on energy information products.	Indicator: Percentage of surveyed Indigenous Peoples who engaged with the National Energy Board 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.	Program: Infrastructure, Tolls and Export Applications	Program: Company Performance	Program: Energy System Information	Program: Stakeholder Engagement	Program: Indigenous Engagement		
Program: Participant Funding	Program: Management System and Industry Performance	Program: Pipeline Information	Program: Emergency Management	Program: Regulatory Framework				

Supporting information on the Program Inventory

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

Supplementary information tables

The following supplementary information tables are available on the [NEB's website](#):

- ▶ Departmental Sustainable Development Strategy
- ▶ Details on transfer payment programs of \$5 million or more
- ▶ Gender-based analysis plus
- ▶ Response to parliamentary committees and external audits

Federal tax expenditures

The tax system can be used to achieve public policy objectives through the application of special measures such as low tax rates, exemptions, deductions, deferrals and credits. The Department of Finance Canada publishes cost estimates and projections for these measures each year in the [Report on Federal Tax Expenditures](#).^{xl} This report also provides detailed background information on tax expenditures, including descriptions, objectives, historical information and references to related federal spending programs. The tax measures presented in this report are the responsibility of the Minister of Finance

Organizational contact information



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[@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 an appropriated department over a three-year period. Departmental Plans are tabled in Parliament each spring.

Departmental Result (résultat ministériel)

A Departmental Result represents the change or changes that the department seeks to influence. A Departmental Result is often outside departments' immediate control, but it should be influenced by program-level outcomes.

Departmental Result Indicator (indicateur de résultat ministériel)

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

Departmental Results Framework (cadre ministériel des résultats)

Consists of the department's Core Responsibilities, Departmental Results and Departmental Result Indicators.

Departmental Results Report (rapport sur les résultats ministériels)

A report on an appropriated department's actual accomplishments against the plans, priorities and expected results set out in the corresponding Departmental Plan.

experimentation (expérimentation)

Activities that seek to explore, test and compare the effects and impacts of policies, interventions and approaches, to inform evidence-based decision-making, by learning what works and what does not.

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 help identify the potential impacts of policies, Programs and services on diverse groups of women, men and gender differences. We all have multiple identity factors that intersect to make us who we are; GBA+ considers many other identity factors, such as race, ethnicity, religion, age, and mental or physical disability.

government-wide priorities (priorités pangouvernementales)

For the purpose of the 2018–19 Departmental Results Report, 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 where two or more departments 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 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.

priority (priorité)

A plan or project that an organization has chosen to focus and report on during the planning period. Priorities represent the things that are most important or what must be done first to support the achievement of the desired Strategic Outcome(s) or Departmental Results.

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.

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 Bill C-69, <https://www.parl.ca/DocumentViewer/en/42-1/bill/C-69/royal-assent>
- ii Federal Court of Appeal issues Trans Mountain Expansion project decision, <https://www.cer-rec.gc.ca/bts/nws/whtnw/2018/2018-08-30-eng.html>
- iii Trans Mountain Expansion Project, <https://www.cer-rec.gc.ca/pplctnflng/mjrpp/trnsmtnxpnsn/index-eng.html>
- iv Letter from Canada's Minister of Natural Resources, <https://www.canada.ca/en/natural-resources-canada/news/2018/12/letter-from-canadas-minister-of-natural-resources-the-honourable-amarjeet-sohi-to-mr-c-peter-watson-chair-and-chief-executive-officer-of-the-nation.html>
- v Report on optimizing oil pipeline and rail capacity out of Western Canada, <https://www.cer-rec.gc.ca/bts/nws/nr/2019/nr05-eng.html>
- vi Enbridge Line 3 Replacement Program, <https://www.cer-rec.gc.ca/pplctnflng/mjrpp/ln3rplcmnt/index-eng.html>
- vii IAMC-TMX, <https://iamc-tmx.com/about/>
- viii IAMC-Line 3, <http://iamc-line3.com/about/>
- ix Canada's pipeline system portal, <http://www.cer-rec.gc.ca/nrg/ntgrtd/pplnprt/index-eng.html>
- x Code for Canada, <https://codefor.ca/>
- xi Nova Gas Transmission Ltd. – Northwest Mainline Loop, <https://www.cer-rec.gc.ca/pplctnflng/mjrpp/bndrlk/index-eng.html>
- xii NOVA Gas Transmission Ltd. – 2021 NGTL System Expansion Project, <https://www.cer-rec.gc.ca/pplctnflng/mjrpp/2021nvgsxpnsn/index-eng.html>
- xiii GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xiv NEB Compliance and Enforcement, <https://www.cer-rec.gc.ca/sftnvrnmnt/cmplnc/index-eng.html>
- xv Safety Performance Portal Glossary of Terms, <https://www.cer-rec.gc.ca/sftnvrnmnt/sft/dshbrd/mp/glssr-eng.html>
- xvi GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xvii Ingenium, <https://ingeniumcanada.org/>
- xviii Let's Talk Energy, <https://energy.techno-science.ca/en/index.php>
- xix Canada's Energy Future 2018: Energy Supply and Demand Projections to 2040, <http://www.cer-rec.gc.ca/nrg/ntgrtd/ftr/2018/index-eng.html>
- xx Exploring Canada's Energy Future, <https://apps2.neb-one.gc.ca/dvs/?page=landingPage&language=en>
- xxi Canada's Energy Information Portal, <https://www.statcan.gc.ca/eng/topics-start/energy>
- xxii NEB Interactive Pipeline Map, <https://www.cer-rec.gc.ca/sftnvrnmnt/sft/dshbrd/mp/index-eng.html>
- xxiii Safety performance dashboard, <https://www.cer-rec.gc.ca/sftnvrnmnt/sft/dshbrd/dshbrd-eng.html>
- xxiv Condition Compliance Table, <https://www.cer-rec.gc.ca/sftnvrnmnt/cmplnc/cndtns/cndtncmplnclst/index-eng.html>
- xxv Western Canadian Crude Oil Supply, Markets, and Pipeline Capacity, <https://www.cer-rec.gc.ca/nrg/sttstc/crdlndptrlmprdct/rprt/2018wstrncndncrd/index-eng.html>
- xxvi Optimizing Oil Pipeline and Rail Capacity out of Western Canada - Advice to the Minister of Natural Resources, <https://www.cer-rec.gc.ca/nrg/sttstc/crdlndptrlmprdct/rprt/2019ptmzngcpct/index-eng.html>
- xxvii Energy Quiz, <https://www.cer-rec.gc.ca/nrg/nrgqz-eng.html>
- xxviii GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xxix Guidance on Land Related Compensation Disputes, <https://www.cer-rec.gc.ca/prtcptn/nfrmtn/lndmttrdvrsrvc/lndrltdcmpnstn-eng.html>
- xxx International and Interprovincial Power Line Damage Prevention Regulations, <https://www.cer-rec.gc.ca/bts/ctrgrfrp/pwrlndmgprvntrng-eng.html>
- xxxi Cost Apportionment, <https://www.cer-rec.gc.ca/sftnvrnmnt/dmgprvntrn/cndctngctvtsnrppln/s335gdprncpls-eng.html>
- xxxii Cadre de référence - intervention pipelines, https://www.securitepublique.gouv.qc.ca/fileadmin/Documents/securite_civile/colloques/2017/gestion-urgences-pipelines-partie2.pdf

- xxxxii GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
xxxxiv Enbridge Northern Gateway Project, <https://www.ceaa-acee.gc.ca/050/evaluations/proj/21799>
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