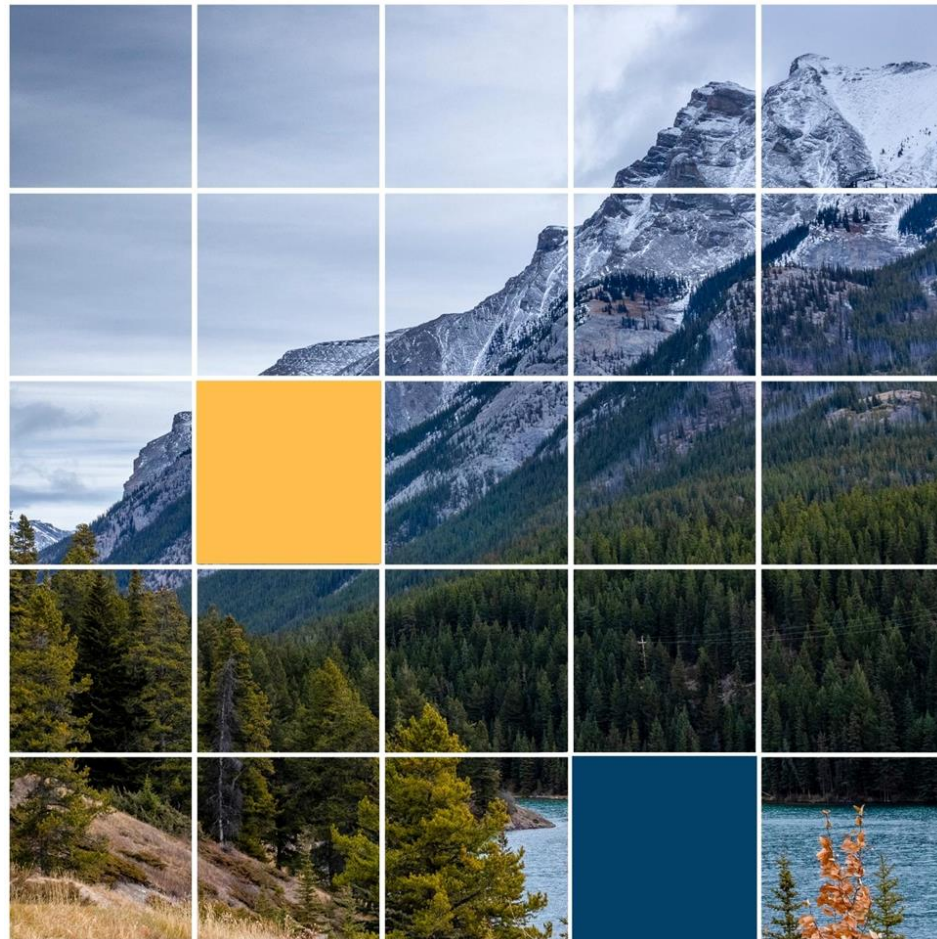




Canada Energy
Regulator

Régie de l'énergie
du Canada

2021–22 Departmental Results Report



original signed by _____

Gitane De Silva, Chief Executive Officer
Canada Energy Regulator

original signed by _____

The Honourable Jonathan Wilkinson, P.C., M.P.
Minister Natural Resources

Canada

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Message from the Chairperson

The Canada Energy Regulator (CER) regulates federal infrastructure to ensure the safe and efficient delivery of energy to Canada and the world. It has been tasked to deliver an energy regulatory system that inspires trust and public confidence on the part of Canadians. The CER does this through robust communications, transparency, collaboration and inclusive engagement.

The CER’s Board of Directors is responsible for governance of the Regulator and sets the strategic direction of the organization. This Departmental Results Report is an overview of the Regulator’s activities of the past year, which included the significant achievement of the Board’s approval of the CER’s first three-year [Strategic Plan](#)ⁱ in April 2021.

The Strategic Plan benefited from the input of the [CER’s Commission](#)ⁱⁱ and [Indigenous Advisory Committee](#)ⁱⁱⁱ (IAC). This plan outlines the CER’s bold mission and vision, and four interconnected strategic priorities; it is the CER’s blueprint for building a modern and more effective regulatory system founded on the legislation that established the CER – the [Canadian Energy Regulator Act](#)^{iv} (CER Act). During 2021-22, the CER effectively delivered on its mandate, with safety at the core, and made substantial progress on each of the new strategic priorities: Trust and Confidence; Reconciliation; Competitiveness; and Data and Digital Innovation.

The Board of Directors is particularly proud of the relationships built, and work to date, with the IAC. Established in August 2020, the IAC has a key focus: to advise the CER on building a new relationship with the Indigenous peoples of Canada. The IAC’s nine members are leaders at the local, regional, and national level, reflecting the diversity of First Nations, Métis Nation and Inuit communities, languages, genders, geographies, and skills and expertise. Operating at a strategic level, the IAC works directly with the Board of Directors as an integral part of the CER’s governance structure. The advice of the IAC has had a profound impact on the Board, strengthening our own work and thinking as well as beginning to make tangible impacts on the organization itself.

We were fortunate to welcome three new Directors to the Board in 2021. Karen Leibovici, Karim Mahmud, and François Tanguay bring extensive experience and expertise to the CER and enhance the Board’s ability to provide effective and strategic oversight to the organization. I would also like to acknowledge the extraordinary contributions to the organization of Alain



Jolicoeur, one of the initial Directors of the CER and previously a Member of the National Energy Board. Mr. Jolicoeur resigned from the CER’s Board of Directors in early 2022, and he will be truly missed.

In a year when Canadians continued to be challenged by the ongoing global pandemic, the Board commends the herculean efforts of the CER’s staff to remain agile, innovate and deliver results for Canadians.

Cassie J. Doyle

Chairperson

Board of Directors of the Canada Energy Regulator

Message from the Chief Executive Officer

The CER regulates federal infrastructure to ensure the safe and efficient delivery of energy to Canada and the world, protect the environment, recognize, and respect the rights of the Indigenous peoples of Canada, and provide timely and relevant energy information and analysis. Our staff accomplishes this through their robust safety and environmental oversight, support for our Commission’s adjudication processes, engaging meaningfully with Canadians and Indigenous peoples, and staying abreast of the constantly evolving energy information landscape.



Our organization has adapted and delivered strong results across many Program areas. We have also taken careful note of where we did not achieve our intended results and outcomes. The CER is committed to excellence through on-going measurement and assessment of our work, and we will use the lessons learned over the year to drive continual improvement.

As we deliver on our mandate, safety remains steadfastly at the core of what we do. With the COVID-19 pandemic continuing to impact the lives of Canadians this past year, that meant taking additional precautions both for our staff and the communities where our regulated infrastructure is present. We continued to successfully deliver virtual hearings and undertake comprehensive inspections. During the historic floods in British Columbia (BC), our staff were on the ground to oversee our regulated companies’ response to the floods, and to ensure federally-regulated infrastructure stayed safe.

In December 2021, the CER released [Canada's Energy Future 2021: Energy Supply and Demand Projections to 2050](#)^v, a report that has been informing the energy conversation at Canada’s boardroom tables and dinner tables. This report explores how new technologies and climate policies will impact Canadian energy consumption and production trends over the next 30 years. We are going even further with our next iteration. Our staff is hard at work expanding our analysis to include modeling consistent with Canada’s commitment to achieving net-zero emissions by 2050.

We have continued to make progress towards transforming the way we work with Indigenous peoples. We have invested significantly in enhancements to our approach to Crown consultation and accommodation and will continue to do so. Our work towards the implementation of the [United Nations Declaration on the Rights of Indigenous Peoples](#)^{vi} (UN Declaration) within our mandate continues to evolve. With the advice of the IAC and working with the Indigenous

Advisory and Monitoring Committees (IAMC) for the Line 3 Replacement and Trans Mountain Expansion Projects, we are building a new relationship with Indigenous peoples. Our work to recruit, retain, and promote more Indigenous employees, including a bridging program for Indigenous Monitors, is also key to improving how we discharge our mandate while ensuring the respect for the rights of Indigenous peoples.

Over the past year, the CER launched a review of the [Onshore Pipeline Regulations](#)^{vii} (OPR), our primary “rulebook” for onshore pipelines. We are conducting a comprehensive review to update the OPR, building on years of learnings and incorporating feedback received from Indigenous peoples, regulated companies, landowners, and other stakeholders. This significant effort will further modernize our regulatory framework.

We are fortunate to be supported by talented staff in data, finance, human resources, facilities, and all other areas of our internal operations, who provide the daily support to enable delivery of our regulatory mandate. We initiated a Hybrid Workplace Pilot in March 2022, alongside significant efforts to modernize other aspects of our internal operations.

When I joined the CER, I shared my personal and professional commitment to diversity and inclusion with all staff. All Canadians should see themselves reflected at all levels of the public service. A diverse workforce will allow us to capitalize on broader perspectives and expertise to improve how we work as a regulator. This year, the CER delivered its Diversity and Belonging Roadmap to help address issues of discrimination and inequitable workplace experiences. This Roadmap outlines the tangible actions we are taking and the further actions required to get us where we need to be, and I am confident that we will continue on the right path together.

I would like to thank every member of the CER team for their hard work and commitment over the past year, the Board for its strategic direction and oversight, and the IAC for its transformative advice. The CER is working daily to be a regulator that holds the trust and confidence of Canadians. We are evolving to meet the changing needs of Canadians and the energy system, while holding those we regulate to the highest standards of safety, and the protection of rights and the environment. While I am incredibly proud of all that the CER achieved in 2021-22, I am more excited for what we will achieve together in the coming year.

Gitane De Silva
Chief Executive Officer
Canada Energy Regulator

Results at a glance

The CER has a clear path forward – with a bold [Vision^{viii}](#) and priorities that focus the future direction of our organization. The CER’s commitment to safety and oversight is unwavering. It is the reason why the organization exists. The CER’s four interconnected Strategic Priorities reflect areas of cross-organizational focus to help us better deliver on our Mission and reach our Vision: Trust and Confidence; Reconciliation; Competitiveness; and Data and Digital Innovation. The following is an update on the [Strategic Plan & Strategic Priorities Implementation Plans^{ix}](#):

Trust and Confidence

The CER is committed to delivering a regulatory system that Canadians trust. The organization will earn that trust and the confidence of Canadians by being transparent, working collaboratively and being responsive to what it hears from stakeholders and Indigenous peoples. Also having the trust and confidence of its own staff is critical to an empowered workforce. The CER is committed to building a culture that is diverse and inclusive, where all staff feel valued and respected. In 2021-22, the CER undertook several initiatives in support of its Trust and Confidence Strategic Priority, including:

- **Improving how the CER communicates:** The CER conducted a comprehensive and actionable review of its communications program and organizational practices. The CER developed a plan in response to the assessment and recommendations are being implemented with many of them already complete.
- **Fostering an engaged, inclusive, and empowered workforce:** The CER developed and began implementing a Future of the Workforce Plan, aimed at creating a safe, flexible, supportive, and inclusive workplace during and after the pandemic. CER also developed a Diversity and Belonging Roadmap which outlines recommended actions for the organization. Recommendations stemming from the Roadmap have been explicitly incorporated into current strategic priority deliverables. To read more about these initiatives, see [Internal Services](#) under Results: what we achieved.
- **Enhancing the CER’s engagement with Canadians:** According to Public Opinion Research conducted in early 2022, Canadians’ overall confidence in the CER was up slightly over previous years, particularly among those familiar with the CER’s work.

Reconciliation

The CER is committed to the ongoing process of [Reconciliation^x](#) with Indigenous peoples and will continue to take meaningful actions in this direction. The organization’s efforts in advancing Reconciliation are supported by the tools found in the CER Act as well as a renewal of the CER’s relationship with Indigenous peoples – which is based upon the recognition of rights,

respect, co-operation, and partnership. The IAC is part of the CER's governance structure and plays an important role in Reconciliation, in providing advice to the Board on how to transform the organization to advance Reconciliation, and to drive meaningful change in the CER's requirements and expectations of regulated industry. In 2021-22, the CER undertook several initiatives in support of Reconciliation, including:

- **Working towards implementation of the UN Declaration within the CER's mandate:** The CER has begun to conduct its analysis of what implementation of the UN Declaration will mean for the organization, and what approaches may be taken towards implementation within the CER's mandate. The CER's work in relation to the UN Declaration is separate, but very much aligned with the efforts of the broader Government in this area, including through its work under the [United Nations Declaration on the Rights of Indigenous Peoples Act](#)^{xi}. This is a multiyear initiative for the CER. While at an early stage, the CER's work to date has included support to the Board and IAC in their co-development of a Statement on what Reconciliation means to the CER and the principles and values that will guide the CER in its Reconciliation journey. In addition, the CER is contributing to the development of the [Federal Indigenous Knowledge Policy Framework initiative \(led by the Impact Assessment Agency\)](#)^{xii}. To read more about the impacts of the IAC, please see [Engagement](#) under Results: what we achieved.
- **Evolving the CER's approach to Crown consultation:** The CER enhanced its ability to support Crown consultation activities beyond adjudicative processes. The CER has the responsibility of being the Crown Consultation Coordinator, undertaking consultation activities to support and complement consultation taking place within adjudicative processes. To read more, see [Energy Adjudication](#) under Results: what we achieved.
- **Delivering on commitments made to the Indigenous Advisory Monitoring Committees (IAMCs):** The CER continues to advance its work with the Indigenous Advisory Monitoring Committee for the Trans Mountain Expansion Project (IAMC-TMX) and Indigenous Advisory Monitoring Committee for Enbridge's Line 3 Replacement Program (IAMC-Line 3), including work on joint monitoring activities. For example, the CER worked with Indigenous Caucus IAMC members to develop a Community Profiles portal, which provides a mobile tool for Indigenous Monitors and CER Inspectors to access community information relevant to inspection areas, and to connect monitors with local resources to identify specific Indigenous community issues or interests. To read more, see [Safety and Environment Oversight](#) under Results: what we achieved.
- **Improving the Indigenous cultural competency of the organization:** The CER is working on its Indigenous Recruitment, Retention and Advancement Strategy that will establish priorities and actions that cultivate an Indigenous inclusive workforce focused on attracting, retaining, and promoting Indigenous employees. The CER is also building

an Indigenous Cultural Competency Framework and Change Management Strategy that will enable it to transform how it welcomes and works with Indigenous peoples.

Competitiveness

The CER Act clearly outlines the ambition for the CER’s regulatory system to enhance Canada’s global competitiveness. The CER delivered on that commitment by moving forward with improvements to the predictability, transparency, and efficiency of its regulatory processes. In 2021-22, the CER undertook several initiatives in support of Competitiveness, including:

- **Developing an Industry Engagement Structure:** The CER recognized the need to create a permanent engagement structure with industry to support open and transparent dialogue, facilitate reporting on initiatives, and receive feedback. Initial consultation on the idea with regulated companies was positive, and work is underway to launch the first steps of the approach to develop the permanent engagement structure.
- **Exploring the CER’s role in Environmental, Social, and Governance (ESG):** The CER undertook a project to explore and understand its role within the ESG arena. The organization will continue to share ESG-related information through energy information publications during the upcoming fiscal year.
- **Contributing to Canada’s energy transition dialogue:** The CER provides Canadians, Indigenous people, and decision-makers with relevant energy information to help inform Canada’s energy transition to a low-carbon economy. In the Energy Future 2021 report released in December 2021, the CER introduced six net-zero electricity scenarios as part of its long-term energy supply and demand outlook. To read more see [Energy Information](#) under Results: what we achieved.
- **Examining the CER’s role in hydrogen regulation:** The CER continues to explore, prepare, and understand its regulatory role within new emerging energy commodities, such as hydrogen. The CER has engaged with all levels of government and energy regulators domestically and internationally, industry associations, industry, and other stakeholders to understand the rapidly evolving hydrogen market and provide appropriate advice to policymakers.
- **Clarifying regulatory requirements:** Clarity regarding regulatory processes and evolving requirements is key to enhancing competitiveness. The organization clarified its regulatory requirements through improvement of and updates to the [CER Filing Manual](#)^{xiii} for decommissioning and abandonment applications. Draft updates have been released for public comment, including sections related to supply and markets, confidentiality, and variance applications.

Data and Digital Innovation

The CER is creating a data and digital innovation culture and systems to effectively deliver its mandate and to allow for improved public access, use, and analysis of accurate data. This will enhance the CER’s energy information, in addition to helping with meaningful participation and informing decision-making creating more opportunities for digital engagement. It will also lead to a better understanding of who the CER is and what it does.

The CER supports its people to increase data skills enterprise-wide to accelerate data and digital innovation across the organization. In 2021 -22, the CER undertook several initiatives in support of Data and Digital Innovation, including:

- **Delivering skills training and tools to increase data competencies and use across the CER:** The CER implemented advanced data training programs to upskill staff in a wide range of data specializations. Additionally, in March 2022, the CER created a Data Community of Practice to foster enterprise-wide innovation and established a Skills Inventory.
- **Establishing and building the data foundation (data and tools) to enable analytics, decision making, and public participation.** The CER continued mining and structuring regulatory documents to make CER data more searchable and usable for research, analysis, and decision making through the OneData project. The organization released several new products and tools to improve public accessibility of our adjudication processes, including a new [Participation Portal](#)^{xiv} aimed at guiding participants through the Intervenor or Commenter processes. The CER also developed [BERDI](#)^{xv} (Biophysical, Economic, Regional Data & Information), a tool to provide broader internal access to data contained in historic Environmental and Socio-Economic Assessments.
- **Establishing and building the integrated data and information systems for the CER and external parties:** The CER developed a regulatory filing solution for applicants renewing Import/Export Orders. This solution automates and streamlines routine administrative applications and rule-based analysis to achieve enterprise-wide efficiencies. The organization also created and launched an [External Application Dashboard](#)^{xvi} so hearing participants can easily access information about any hearing schedule and regulatory documents. It was launched for the [NorthRiver Midstream NEBC Connector Project](#)^{xvii}.

To learn more about the work being done to advance the CER’s Strategic Priorities, please see the [CER Board of Director’s 2021-22 Annual Report](#)^{xviii}.

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

Results: what we achieved

The 2021-22 actual results included in this Departmental Results Report are based on unaudited financial statements.

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.

Results

Preventing harm is the foundation of how the CER keeps people safe and protects the environment. The CER aims to achieve zero incidents, meaning there is no harm to people or the environment on the energy infrastructure it regulates. The CER follows a risk-based approach in planning and conducting compliance verification activities (CVA) and when the activities of regulated companies have the potential to pose greater harm to people or the environment, the CER focuses increased oversight through engagement, inspections, investigations, audits, and enforcement, when necessary.

In addition to CVAs, the CER provides oversight in other ways such as:

- Analyzing the root causes of incidents to ensure appropriate corrective or preventive actions are identified.
- Examining documents related to conditions of authorizations to verify that companies are taking the necessary steps to comply with these conditions.
- Responding to emergencies when they happen to verify that companies are protecting the safety of people and minimizing environmental damage.
- Reviewing Operations & Maintenance notifications as part of ongoing oversight of operating facilities.

In 2021-22, there were 2309 active conditions on facility authorizations, and compliance with those conditions was 100 per cent.

The CER conducted 239 CVAs, which included:

- 107 Inspections
- 18 Emergency Response Exercises
- 6 Management System Audit Reports
- 16 Compliance Screening Meetings
- 30 Implementation Assessment Meetings
- 60 Information Exchange Meetings
- 2 Manual Reviews

- Reviewing Notices of Contamination to oversee companies' management of contamination and remediation activities.

In 2021-22, there were a total of 42 incidents that harm people or the environment reported to the CER compared to 19 in 2020-21. Of the 42 incidents in 2021-22, 34 (or 80 per cent) occurred during construction. The CER continues to implement several oversight activities to mitigate risks, including targeted meetings with specific companies, and adjustments to compliance plans as incidents come in.

Indigenous Monitors

The CER is committed to advancing Reconciliation with Indigenous peoples and finding new ways to include Indigenous peoples in the oversight of federally-regulated infrastructure. The organization continues to increase the involvement of Indigenous Monitors in its compliance activities, which builds trust and confidence with Indigenous peoples, while simultaneously strengthening its environment and safety oversight. The first phase of the [CER's Indigenous Monitoring Program^{xix}](#) continued to move forward establishing contracts to enable the participation of Indigenous Monitors for several projects on the [NOVA Gas Transmission Limited \(NGTL\) 2021 System Expansion Project^{xx}](#), including the [Edson Mainline Expansion Project^{xxi}](#) and [North Corridor Expansion Project^{xxii}](#).

The CER organized several technical sessions with stakeholders and Indigenous peoples affected by newly approved NGTL projects. The goal of these sessions was to encourage two-way dialogue with these groups and increase their awareness of the roles and responsibilities of the CER during pipeline construction and operations.

CER Response to Floods in British Columbia

On 14 November 2021, extreme weather impacted the Lower Mainland and interior of BC; floods washed over homes, businesses, and communities. CER-regulated facilities were among the infrastructure impacted. Over several weeks, Trans Mountain Corporation (Trans Mountain) and Enbridge Pipelines Ltd. (Enbridge) reported numerous exposures of pipeline infrastructure and implemented precautionary shutdowns.

Experts from across the organization focused on the response to the flooding in BC to ensure the safety and protection of the public, workers, Indigenous communities, and the environment. A Crisis Management Team and a Virtual Emergency Operations Centre were established, and a Field Response Team was deployed for 17 days to oversee company actions.

The IAMC-TMX played a significant role in the BC flood response, with IAMC Indigenous Monitors onsite with CER Inspection Officers.

CER staff worked closely with Trans Mountain and Enbridge to ensure the safe return of the operating lines to full service. There were no injuries, releases, or other significant impacts to federally regulated infrastructure attributed to the BC Floods.

Trans Mountain Expansion Project (TMEP)

In 2021-22, construction activities on the [TMEP^{xxiii}](#) continued across all work areas, including at terminals, pump stations, and the Burnaby Tunnel. The company's activities, and the CER's oversight of the TMEP, were carried out against the backdrop of the ongoing COVID-19 pandemic, an unprecedented wildfire season in the summer, and the extreme weather event causing flooding in BC. The CER's oversight was conducted with due consideration to the public health orders in both Alberta and BC and the company's construction schedule. The CER's Inspection Officers were considered essential employees, and therefore not impacted by travel restrictions within and across BC. This meant they could continue conducting inspections.

The CER undertook 50 CVAs on TMEP specifically this year, including inspections, emergency response exercises, and compliance meetings. Review of project condition compliance filings continued throughout the year.

A series of incidents occurred on the TMEP over the year, including several serious injuries and adverse environmental effects. In all cases, the CER actively followed up on the company's investigations of these incidents and acted where necessary.

Onshore Pipeline Regulations (OPR) Review

The CER is undertaking the first-ever [comprehensive review of its principal regulation for the oversight of pipelines^{xxiv}](#), the OPR. The review includes updates to align the OPR with the CER Act and represents how the CER will deliver on commitments to enhance Canada's global competitiveness. It also represents how the CER will transform the way it and its regulated companies will work with Indigenous peoples across the lifecycle of regulated facilities. Reconciliation is a prominent theme within the review, building on important work completed previously with the CER's Indigenous partners, including the IAMCs.

In December 2021, the CER launched the first phase of engagement for the OPR Review and worked with Indigenous peoples, regulated companies, and interested stakeholders across

100th CVA Completed with IAMC Indigenous Monitors for TMEP

The CER completed its 100th CVA with IAMC Indigenous Monitors for the TMEP. This is an exceptional milestone for the IAMC-TMX and the CER. The CER's compliance verification activities were informed by the IAMC-TMX and through collaboration with Indigenous Monitors. A key area of focus this year of the Indigenous Monitoring Program was on Sites of Indigenous Significance (SIS) along pipeline routes.

The CER worked closely with the IAMC-TMX and Indigenous Monitors to address considerations related to the confidentiality of SIS locations and potential project impacts on these sites. Multiple workshops were held to redefine how SIS should be protected and how companies should engage with affected communities. As a result, the TMEP has improved processes and transparency with respect to chance finds.

Canada to gather feedback on approaches for engagement and to test key themes for improvement.

The CER developed a [Discussion Paper^{xxv}](#) to identify possible areas of change and to focus on early engagement activity. This Discussion Paper outlines questions for input, which will assist with future policy and regulation development. Topics addressed in it include lessons learned, Reconciliation with Indigenous peoples, engagement and inclusive participation, global competitiveness, safety and environmental protection, and implementation.

With the help of the [Impact Assessment Agency of Canada^{xxvi}](#), funding was made available to support the participation of Indigenous peoples in the first phase of the OPR Review for the Discussion Paper. There was an unprecedented level of interest from Indigenous peoples, with over 90 applications for funding from Indigenous peoples and communities across Canada. Input received from this phase will be summarized in a “What We Heard” report, expected to be released in 2022-23, and will inform the next phase of the review.

Safety Culture

The CER has made a commitment to building an understanding of what safety culture is and how companies can improve theirs. This past year the CER published an external-facing [Safety Culture Learning Portal^{xxvii}](#) that covers guidance on assessments, learning moments, an updated CER Safety Culture Statement, annual survey results, and the results of two CER hosted industry workshops. The CER also lead a [Canadian Standards Association Express document on Human & Organizational Factors^{xxviii}](#). The document was released for public comment, which ended December 2021, and was published in May 2022.

Gender-based Analysis Plus

- The CER enforces specific conditions placed on an applicant relating to Gender-based Analysis Plus (GBA Plus) matters in the application assessment process in subsequent oversight activity.
- The CER conducts a GBA Plus analysis pursuant to the [Cabinet Directive on Regulation^{xxix}](#) for its regulation development projects. The CER continues to improve and strengthen its regulatory framework by assessing the impact that proposed regulatory framework changes could have on Canadians from identifiable groups and making it more accessible to all Canadians. We have leveraged efforts made through the Data and Digital Innovation Strategic Priority to reach a wider audience for our consultations.
- Communications with regulated industry uses gender-neutral terms and promotes gender-neutral terminology.

Experimentation

- The CER explored ways to extract environmental and socio-economic data and images from regulatory filing submissions to help the regulator and communities - including Indigenous communities – monitor and gain insights to prevent harm to people and the environment. The Community Profiles Prototype application was co-developed by the CER, the Indigenous Partnerships Office of NRCan and the IAMC-TMX. The interactive map can be used by Indigenous Monitors, via a handheld device, to access up-to-date community information specific to the Trans Mountain Pipeline and TMEP.
- Information about contaminated sites and remediation related to CER-regulated facilities was made more accessible in interactive maps on the CER’s [Pipeline Profiles^{xxx}](#) pages for Indigenous peoples and stakeholders. The dashboards were built using technology that allowed for fast rendering, even on slower internet connections in remote locations. It also includes innovative features such as the ability to find sites within a distance from any location.
- The CER also enhanced the transparency and accessibility of our Operations Regulatory Compliance Application (ORCA). IAMC Indigenous Monitors are now able to be assigned and work directly in the application, with documents and exchanges with regulated companies being visible and transparent to all parties.

Results achieved

The following table shows, for Safety and Environment Oversight, the results achieved, the performance indicators, the targets, and the target dates for 2021–22, and the actual results for the three most recent fiscal years for which actual results are available.

Departmental results	Performance indicators	Target	Date to achieve target	2019–20 actual results	2020–21 actual results	2021–22 actual results
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.	Exactly 0	March 2022	7*	12	22
	Number of incidents related to regulated infrastructure that harm the environment.	Exactly 0	March 2022	2	7*	20
	Percentage of unauthorized activities on regulated infrastructure that involve repeat violators.	At most 15%	March 2022	12%	11%*	10%

**The CER reports from a real-time database environment and includes all events reported during the fiscal year. As regulated companies report more information on an event or data is validated by CER staff, the status of an event may change from reportable to not reportable or vice versa.*

Budgetary financial resources (dollars)

The following table shows, for Safety and Environment Oversight, budgetary spending for 2021–22, as well as spending for that year.

2021–22 Main Estimates	2021–22 planned spending	2021–22 total authorities available for use	2021–22 actual spending (authorities used)	2021–22 difference (actual spending minus planned spending)
25,473,425	25,473,425	25,770,209	24,544,585	(928,840)

Human resources (full-time equivalents)

The following table shows, in full-time equivalents, the human resources the department needed to fulfill this core responsibility for 2021–22.

2021–22 planned full-time equivalents	2021–22 actual full-time equivalents	2021–22 difference (actual full-time equivalents minus planned full-time equivalents)
144.5	150.7	6.2

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

Energy Adjudication

Description

Making decisions or recommendations to the Governor in Council (GIC) 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.

Results

Crown Consultation Coordinator

The ongoing process of Reconciliation is reflected in the CER’s approach to Crown consultation in its adjudication of energy projects. The CER’s Crown Consultation Coordinator activities are conducted in a way that is consistent with the Crown’s obligations and commitments, including by the UN Declaration, the Calls To Action of the Truth and Reconciliation Commission, and

the Principles respecting the Government of Canada’s relationship with Indigenous peoples. Throughout 2021-22, the CER continued to develop and enhance its approach to Crown consultation. Many learnings have been gained through feedback from Indigenous communities, the Board, the IAC, and the Commission.

The CER’s Crown Consultation Coordinator met with 21 Indigenous communities for the [NGTL West Path 2023 Delivery Project](#)^{xxxii} throughout 2021-22 to engage in two-way dialogue on potential impacts of the applied-for project on the rights and interests of Indigenous peoples. This work continues into the 2022-23 fiscal year as Crown consultations on the project shift to supporting the GIC decision on the Project. For [NorthRiver Midstream NEBC Connector Project](#)^{xxxiii}, Crown consultations in 2021-22 focused on building relationships with the 35 Indigenous communities on the Crown list. These consultation activities highlighted key areas of concern for Indigenous communities, including cumulative effects methodologies, cumulative impacts to the rights of Indigenous peoples, and meaningful economic inclusion.

The CER expanded networks with other federal authorities, such as [Environment and Climate Change Canada](#)^{xxxiv} and [Crown-Indigenous Relations and Northern Affairs Canada](#)^{xxxv}, to enable a whole-of-government response to impacts on Indigenous communities. This included building relationships with key operational contacts from federal authorities to support Crown consultation for the NGTL West Path 2023 Delivery Project and NorthRiver Midstream’s NEBC Connector Project, and raising cross-cutting policy issues at the Impact Assessment Committees.

TMEP Detailed Route Hearings

The TMEP’s remaining detailed route hearings ended in 2021-22, with 100 per cent of the route finalized. Opposition to various detailed route hearings were withdrawn because Trans Mountain reached agreements with those opposed, including Semà:th First Nation's hearing concerning lands through the Lightning Rock area in BC’s Lower Mainland.

The Commission approved a route variance involving an alternative route outside the approved corridor in the Coldwater Valley area of BC, also referred to as the TMEP West Alternative

CER had several firsts in Crown consultation during 2021-22, including:

- the first Crown submission to be filed in an adjudicative process before the Commission for the TMEP West Alternative Route.
- the first two section 183 applications in which Crown consultation activities are led by the CER: NGTL West Path 2023 Delivery Project and NorthRiver Midstream NEBC Connector Project.
- the first occasion where the CER responded to information requests within a Commission proceeding from Indigenous intervenors in relation to a Crown consultation submission.

Route. This was the first facilities hearing completed under the CER Act, and the first project that included CER-led Crown consultation coordinator activities.

The Commission continues to adjudicate on route deviation applications, which involve minor adjustments to the route within the approved pipeline corridor, and rights-of-entry and utility crossing applications.

Tolls and Tariff Applications

The Commission adjudicated several tolls and tariff applications, including:

- [Enbridge Application for Canadian Mainline Contract Service^{xxxvi}](#)
- [NGTL’s Firm Transportation – Linked North Montney Service^{xxxvii}](#)
- [Secure Energy’s Application for Transmission Service on the Westspur Pipeline^{xxxviii}](#)
- [Campus Energy’s Application for Approval of Tolls and Terms and Conditions of service for the Suffield Pipeline System^{xxxix}](#)
- [Canadian Natural Resources Ltd’s Application for Access and Tolls^{xl}](#)

The Enbridge Application for Canadian Mainline Contract Service was of particular significance as it was the first time a major existing Canadian oil pipeline applied to switch a large portion of its capacity to long-term contracts without a major proposed project. It also included a unique hearing process where oral cross-examination was completed in a virtual environment, with 39 Intervenors participating. The Commission denied Enbridge's application to enter long-term contracts on the Canadian Mainline pipeline for 90 per cent of the system's capacity, noting that the proposal would have caused a foundational shift in oil transportation by leaving less than 20 per cent of total pipeline capacity out of Western Canada for monthly oil shipments.

For further details on adjudicative decisions and recommendations to the GIC from the CER, please see the [2021-22 Annual Report of the Commission of the CER^{xli}](#).

Role of the CER’s Commission

The Commission has several responsibilities, including making decisions on tolls and tariff applications and applications for pipelines under 40 km. Applications for pipelines greater than 40 km would require GIC approval based on a Commission recommendation. Any project that proposes more than 75 km of new right-of-way would require an integrated review process led by the Impact Assessment Agency of Canada.

While the Commission carries out its responsibilities independently, it is part of the CER and contributes to the overall delivery of the CER mandate.

For more information on Commission decisions and recommendations, please see the CER website.

Participant Funding Program

The [Participant Funding Program \(PFP\)](#)^{xliii} facilitates the participation of all eligible Intervenors in public hearings, as well as Indigenous peoples during early engagement and those involved in Crown consultation activities during the Commission’s hearing process. In March 2021, the CER updated the PFP Terms and Conditions to allow funding for Northern hearings and Crown consultation activities. It also enabled grants for early engagement and allowed 15 per cent administration costs for Indigenous recipients. In December 2021, the funding maximums were revised to meet evolving needs around participation in new hearing types and Crown consultation activities.

Filing Manual Updates

[Updates to the CER’s technical requirements](#)^{xliiii} as set out in the CER’s [Filing Manual](#)^{xliiv} have been initiated, including allowing for a public comment period for each section of technical updates. Updated sections for abandonment and decommissioning have been finalized, and several other sections relating to supply and markets, confidentiality, and variance applications have been published for comment periods. Ongoing technical updates will occur throughout 2022-23.

Gender-based Analysis Plus

- Section 183.2 (c) of CER Act outlines GBA Plus factors that must be considered in Commission recommendations to the Minister such as health, social and economic effects, including with respect to the intersection of sex and gender with other identity factors. The CER issued filing guidance on assessing GBA Plus requirements in applications and assessed applications accordingly.
- The CER’s Hearing Managers, Process Advisors, and Socio-Economic Specialists ensured that the CER’s early engagement activities, Alternative Dispute Resolution services, and adjudicative processes are accessible to Canadians from identifiable groups.

Experimentation

- Application Dashboards were developed on the CER’s project-specific websites for public hearings, including the [NorthRiver Midstream NEBC Connector Project](#)^{xlv}. This new product helps hearing participants gain greater visibility on the hearing process timeline, understand next steps, and easily access key information to effectively participate and share their views and evidence.
- The CER continued mining and structuring regulatory documents to make CER data more searchable and usable for research, analysis, and decision making. This included the development of BERDI to enable broader public access to data contained in

Environmental and Socio-Economic Assessments received between the years 2003 and 2019.

Results achieved

The following table shows, for Energy Adjudication, the results achieved, the performance indicators, the targets and the target dates for 2021–22, and the actual results for the three most recent fiscal years for which actual results are available.

Departmental results	Performance indicators	Target	Date to achieve target	2019–20 actual results	2020–21 actual results	2021–22 actual results
Energy adjudication processes are fair.	Percentage of adjudication decisions overturned on judicial appeal related to procedural fairness.	Exactly 0%	March 2022	0%	0%	0%
Energy adjudication processes are timely.	Percentage of adjudication decisions and recommendations that are made within legislated time limits and service standards.	Exactly 100%	March 2022	100%	83%*	83%
Energy adjudication processes are transparent.	Percentage of surveyed participants who indicate that adjudication processes are transparent.	At least 75%	March 2022	79%	80%	89%
Energy adjudication processes are accessible.	Percentage of surveyed participant funding recipients who agree that participant funding enabled their participation in an adjudication process.	At least 90%	March 2022	100%	100%	94%

**This number has been updated from the 2020-21 Departmental Results Report.*

Budgetary financial resources (dollars)

The following table shows, for Energy Adjudication, budgetary spending for 2021–22, as well as actual spending for that year.

2021–22 Main Estimates	2021–22 planned spending	2021–22 total authorities available for use	2021–22 actual spending (authorities used)	2021–22 difference (actual spending minus planned spending)
19,419,562	19,419,562	20,258,800	17,722,847	(1,696,715)

Human resources (full-time equivalents)

The following table shows, in full-time equivalents, the human resources the department needed to fulfill this core responsibility for 2021–22.

2021–22 planned full-time equivalents	2021–22 actual full-time equivalents	2021–22 difference (actual full-time equivalents minus planned full-time equivalents)
107.0	104.1	(2.9)

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

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

The CER produces neutral and fact-based energy analysis to inform the energy conversation in Canada. Providing access to relevant, accurate, and timely energy data and information supports the public dialogue on energy issues and decision-making by Canadians, governments, industry, and other stakeholders.

Canadians have used CER publications in a variety of knowledge areas, including energy, policy, and healthcare. In the past year, topics related to emissions, renewables, and energy security have been the most cited or accessed. Canadian citizens, journalists, and policy advisors came to CER in increasing numbers over 2021-22 in search of timely and relevant energy information, mostly driven by the conflict in the Ukraine. Our experts have responded with new oil and gas production forecasts, advisements on pipeline capacity, and created a new Market Snapshot with an updated view on crude oil and refined petroleum products imports.

During the 2021-22 fiscal year, the CER’s Energy Information products, reports, and statistics included:

- 29 new online energy information products
- 12 Reports and 17 Market Snapshots
- More than 1.3 million energy information web page views
- 132 information request responses
- 85 collaborative engagements with energy stakeholders
- 135 citations of energy and pipeline information sourced as a reference in major online publications

Canada's Energy Future 2021

Providing Canadians and decision-makers with the energy information that helps inform the energy transition to a low-carbon economy is also one of the ways the CER is advancing its work as part of its Competitiveness Strategic Priority. One of the most significant energy information products that the CER released in 2021-22 was [Canada's Energy Future 2021 Report: Energy Supply and Demand Projections to 2050](#)^{xlvi} (Energy Futures 2021).

The Energy Futures 2021 report is the CER's long-term energy supply and demand outlook. The report generated considerable dialogue in the media, on social media, and with energy experts about the future of energy in Canada. Following its release, the Minister of Natural Resources requested that the CER undertake a scenario analysis of supply and demand for all energy commodities (clean fuels, electricity, and oil and gas) consistent with Canada achieving net-zero emissions by 2050.

All data released as part of Energy Futures, including the results from the net-zero scenarios, is available on [Open Government: Canada's Energy Future 2021: Energy Supply and Demand Projections to 2050 - Open Government Portal](#)^{xlvi}.

Enhancing the CER's Pipeline Profiles

The CER continues to invest in compiling and releasing data on the safety, environmental, and economic performance of the pipelines and powerlines it regulates. This data is released in various formats to reach a broad range of people, from open data files to interactive visualizations. Core to this effort is the [Pipeline Profiles web portal](#)^{xlvii} – a single place to find detailed information and regularly updated data on significant oil and natural gas pipelines regulated by the CER.

Over the 2021-22 fiscal year, several important new features were added to the Pipeline Profiles. For example, two new dashboards were added in the Safety and Environment section of each Pipeline Profile, providing summary statistics and visualizations on contaminated sites and remediation and operations and maintenance activities. In addition, a new profile was introduced for Enbridge's Line 9 pipeline. With the introduction of this new profile, the Pipeline Profiles now provide comprehensive data on 92 per cent of the pipeline kilometres regulated by the CER.

In June, the CER released [Canada's Pipeline System 2021](#)¹, which provided an overview of Canada's major pipeline transportation systems for three energy commodities: crude oil, natural gas, and natural gas liquids. It explored recent commodity market trends, pipeline capacity and utilization levels, and the CER's economic regulation of pipelines. The report received widespread media coverage over radio, broadcast, and web.

Increasing Collaboration – Broadening the CER’s Reach

Policymakers, regulators, and stakeholders need high quality energy information to enable Canada’s transition to a low carbon economy. For that reason, the CER worked to develop deeper connections and broader collaboration with stakeholders and partners in 2021-22. The CER worked with the [Canadian Centre for Energy Information \(CCEI\)](#)^{li} to simplify access for seekers and users of Canada’s energy data. CCEI is a partnership between [Statistics Canada](#)^{liii} and [NRCan](#)^{liiii}, in collaboration with Environment and Climate Change Canada and the CER.

In June, the CER and Statistics Canada jointly published "[Canadian Crude Oil Exports: A 30 Year Review](#)"^{liv} This retrospective combined data from both departments to highlight factors that influenced Canadian crude oil export trends. It also showcased impacts on the Canadian balance of trade, crude oil production, and industry investment. In January 2022, a [Memorandum of Understanding between the CER and Transport Canada](#)^{lv} was signed as part of the CCEI strategy to unite reputable government data programs for data-informed decisions.

Gender-based Analysis Plus

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

Experimentation

- The CER committed to exploring technologies to find innovative ways to analyze and share energy information, and to enable users to explore the information on their own. We have experimented with using open-source models, specifically the Python for Power System Analysis (PyPSA) tool, to design a prototype for a real-time electricity dashboard, which is now led by the CCEI. The model is a core part of the Energy Futures Modelling System and was used to model the six net-zero electricity scenarios in Energy Futures 2021.
- We have conducted three user studies for the Pipeline Information program to validate directions for the program - two studies with the CER staff, and a more extensive one interviewing members of the public in the Eastern Region.
- The CER also studied the potential application of blockchain technology to trade statistics by observing, on behalf of the Government of Canada, a 6-month pilot project sponsored by the United States Department of Homeland Security. Our key learning is that the application of this technology to the collection of regulatory trade statistics would require a horizontal and 'whole of government' approach involving multiple government departments.

Results achieved

The following table shows, for Energy Information, the results achieved, the performance indicators, the targets, and the target dates for 2021–22, and the actual results for the three most recent fiscal years for which actual results are available.

Departmental results	Performance indicators	Target	Date to achieve target	2019–20 actual results	2020–21 actual results	2021–22 actual results
Canadians access and use energy information for knowledge, research or decision-making.	Evidence that Canadians access and use CER energy information products and specialized expertise, including community-specific information, for knowledge, research or decision-making.	Narrative evidence	March 2022	N/A*	N/A*	Refer to narrative in the Results section
Canadians have opportunities to collaborate and provide feedback on Canada Energy Regulator information products.	Number of opportunities that Canadians have to collaborate and provide feedback on energy information products.	At least 85	March 2022	56	113	85

*This is a new measure introduced in 2021–22. Results for previous years are not available.

Budgetary financial resources (dollars)

The following table shows, for Energy Information, budgetary spending for 2021–22, as well as actual spending for that year.

2021–22 Main Estimates	2021–22 planned spending	2021–22 total authorities available for use	2021–22 actual spending (authorities used)	2021–22 difference (actual spending minus planned spending)
8,112,706	8,112,706	8,208,531	8,716,482	603,776

Human resources (full-time equivalents)

The following table shows, in full-time equivalents, the human resources the department needed to fulfill this core responsibility for 2021–22.

2021–22 planned full-time equivalents	2021–22 actual full-time equivalents	2021–22 difference (actual full-time equivalents minus planned full-time equivalents)
54.4	48.2	(6.2)

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

Engagement

Description

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

Results

The CER engages with diverse groups of people on decisions that directly affect them. The Stakeholder Engagement Program and the Indigenous Engagement Program help the whole organization tailor engagement activities to reflect the unique relationships with those impacted by its work, notably Indigenous peoples, landowners, and industry.

While engagement continued to be impacted by the pandemic last year, the CER explored ways to engage differently, in a largely virtual environment. Virtual engagement allowed us to engage more inclusively and more frequently, without the constraints of pandemic restrictions, travel budgets and time. We have also learned that in-person engagement remains important to build meaningful relationships. Moving forward, we will use these learnings and insights to develop even better engagement strategies. Improving coordination and planning is a key priority, as the CER has heard from participants that they have limited capacity both in terms of budget and resources to contribute to multiple engagement initiatives.

Engagement with Indigenous Peoples

The work underway with the IAMCs and the IAC represents important steps towards building trust and mutual capacity between the CER and Indigenous Nations and communities impacted by CER-regulated infrastructure. The CER is confident that the enhanced involvement of First Nations, the Métis Nation, and the Inuit will bring meaningful changes to how the CER works.

The CER's Strategic Plan has benefited from advice from the IAC, which includes clear commitments and concrete initiatives to build strong and respectful relationships with Indigenous peoples. With the advice and support of the IAC, the CER is enhancing how Indigenous perspectives can be incorporated into every level of the organization and its work through co-design and co-development:

- The IAC's advice has directly influenced the CER's Crown consultation and accommodation approach and the recently initiated, comprehensive OPR Review.
- The CER established an Indigenous Monitor Bridging Program, which provided opportunities for Indigenous Monitors to join the CER as Regulatory Compliance Officers and train to become designated Inspection Officers.
- The CER organized several technical sessions with stakeholders and Indigenous peoples affected by newly approved NGTL projects. The goal of these sessions was to encourage two-way dialogue with these groups and increase their awareness of the roles and responsibilities of the CER during pipeline construction and operations.

In addition, the CER is working with the [Elders Knowledge Circle, through the United Way^{lvii}](#), to receive advice on stewardship of public hearing transcripts and audio files of Treaty 7 Nations within the CER's information holdings. Meetings are being held with elders from all five Treaty 7 Nations: the Piikani, Siksika, Kainai, Stoney-Nakoda, and the Tsuut'ina, to explore best practices and identify approaches that could apply more broadly.

Engagement with Stakeholders

The former National Energy Board [Cost Recovery Regulations^{lviii}](#) are being updated to reflect the changes in the regulation-making authority introduced by the CER Act. The review includes updates for alignment with the CER Act and represents part of how we will deliver our

IAC Progress to Date

The CER's IAC launched in August 2020 to provide broad and strategic advice to the Board on how to build a renewed relationship with First Nations, the Métis Nation, and Inuit communities. The first year and a half of the IAC's work focused on building the committee's foundation: developing relationships between the IAC, CER Board of Directors, and senior staff; influencing the Strategic Plan of the CER and co-endorsing a robust three-year work plan.

The IAC's advice has had a significant impact on the strategic direction of the CER, and its recommendations are helping advance Reconciliation within the CER's mandate. In March 2022, the first annual [IAC Progress and Impact Report](#) was released, covering August 2020 through March 2022. The Report describes how the IAC has influenced the strategic direction of the CER, building strong relationships with the Board of Directors and CER staff, working towards implementing the UN Declaration within the CER mandate and changing the way the CER regulates.

The CER will continue to learn from the IAC about how it can incorporate Indigenous perspectives into every level of the organization and its work.

commitments to enhance Canada’s global competitiveness. The CER released a Regulatory Proposal on the CER and Consulting with Canadians websites to seek feedback on proposed amendments for the cost recovery regulations. The proposed amendments included changes to the allocation for recovering costs from small, intermediate, and large oil and gas pipelines as well as a methodology to recover costs from project applicants who are not currently regulated by the CER and for project applications that are denied and withdrawn. Feedback received was posted on the CER website and generally indicated a preference to maintain the existing methodology for cost allocation when compared to the proposed changes. A second round of engagement on an updated Regulatory Proposal is planned for late 2022-23.

In November 2021, the CER held a virtual Damage Prevention Workshop with approximately 150 people in attendance from 36 different companies. The workshop focused on the *Damage Prevention Regulations*^{lix} contravention data and using that data to inform and improve Damage Prevention programs and CER enforcement.

The *Land Matters Group Advisory Committee (LMG AC)*^{lx} continued to advance the three strategic issues identified in the LMG AC work plan: landowner engagement, company access to properties, and damages. In addition, the quarterly newsletter has grown by providing readers with more in-depth lands related information.

Gender-based Analysis Plus

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

Experimentation

The CER expanded its use of online participatory engagement tools and feedback mechanisms in 2021-22, to better identify and share information at the community level. Stemming from a request from the IAMC-TMX, CER staff collaborated with Indigenous Partnerships Office of NRCan as co-federal lead and Indigenous communities to develop the Community Profiles tool for CER Inspection Officers and IAMC Indigenous Monitors to remotely access community information relevant to inspection areas. This helps to connect Indigenous Monitors with local resources that can identify specific Indigenous community issues or interests that could be relevant to their work.

Results achieved

The following table shows, for Engagement, the results achieved, the performance indicators, the targets and the target dates for 2021–22, and the actual results for the three most recent fiscal years for which actual results are available.

Departmental results	Performance indicators	Target	Date to achieve target	2019–20 actual results	2020–21 actual results	2021–22 actual results
Input provided by Indigenous peoples and stakeholders influences the Canada Energy Regulator's decisions and work.	Evidence that input from Indigenous peoples and stakeholders influences the Canada Energy Regulator's decisions and work.	Narrative evidence	March 2022	N/A*	Narrative**	Refer to narrative in the Results section
Indigenous peoples and stakeholders provide feedback that engagement with the CER is meaningful.	Percentage of participants in engagement activities who indicate that the engagement was meaningful.	At least 75%	March 2022	84%	80%	72%

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

**Refer to narrative of corresponding year's DRR.

Budgetary financial resources (dollars)

The following table shows, for Engagement, budgetary spending for 2021–22, as well as actual spending for that year.

2021–22 Main Estimates	2021–22 planned spending	2021–22 total authorities available for use	2021–22 actual spending (authorities used)	2021–22 difference (actual spending minus planned spending)
10,789,049	10,789,049	11,089,417	8,732,565	(2,056,483)

Human resources (full-time equivalents)

The following table shows, in full-time equivalents, the human resources the department needed to fulfill this core responsibility for 2021–22.

2021–22 planned full-time equivalents	2021–22 actual full-time equivalents	2021–22 difference (actual full-time equivalents minus planned full-time equivalents)
47.6	51.4	3.8

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

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
- ▶ communication services
- ▶ financial management services
- ▶ human resources management services
- ▶ information management services
- ▶ information technology services
- ▶ legal services
- ▶ material management services
- ▶ management and oversight services
- ▶ real property management services

Results

The CER’s Internal Services continued to support the organization in adapting efficiently to the circumstances of the COVID-19 pandemic. Successful delivery of IT-enabled business projects ensured seamless delivery of the CER’s core responsibilities through the continued work-from-home mandate. In accordance with direction from the Government of Canada, the CER implemented a vaccination policy for its staff and developed a Vaccination Attestation Tracking System where employees could verify their vaccination status. The CER also created a new user-

friendly and accessible web-based application for Interim Work Agreements to support the launch of a Hybrid Workplace Pilot.

Data and Digital Development

Investment in data and digital training was high during 2021-22, responding to the CER's commitment to build a strong data and digital culture across the organization, and enhance public trust by increasing the accessibility of data and information through open data sets and user-friendly interfaces. The CER implemented advanced data training programs to upskill staff in a wide range of data specializations. Additionally, the CER created a Data Community of Practice to foster enterprise-wide innovation and established a Skills Inventory.

The results of this investment is evident across the CER's Core Responsibilities, with the successful completion of projects like BERDI, which provides broader public access to data contained in Environmental and Socio-Economic Assessments; improvements to ORCA to allow for reporting on remediation data and provide accessibility of the tool to Indigenous Monitors; and, the delivery of the Energy Futures 2021 Visualization tool, transforming complex material into visual platforms such as infographics to make the content easier to understand.

Diversity and Belonging

The CER is committed to making our workplace more inclusive, diverse, and accessible. In 2021-22, the CER established a Diversity and Belonging Team tasked with proposing a Roadmap to make our organization an inclusive, equitable space where everyone thrives. The Diversity and Belonging Roadmap, completed in March 2022, is a key deliverable under the CER's Strategic Priority of Trust and Confidence. In it, the Diversity and Belonging Team sought to identify issues, coordinate within and outside the CER, and propose recommendations for some of the more challenging aspects of organizational culture and employee wellbeing.

During 2021-22 many new initiatives supporting diversity and inclusion were implemented, including a new Employee Assistance Program, Ombuds Services, anonymous third-party reporting tool, and suite of all-staff mandatory training to support the Workplace Harassment and Violence Prevention policy. Staffing actions were completed with an emphasis toward improvements in recruitment and retention of equity-deserving groups. In addition, the CER launched innovative employee consultations to revamp a suite of HR policies through equity, diversity, inclusion, and accessibility lenses.

Financial Systems Modernization

Over 2021-22, the CER worked through a challenging and complex process to replace its obsolete financial management systems in time for a successful transition in April 2022. As part of modernizing the CER's financial systems, the CER committed to adopting SAP, a proven tool

that allows users to interact with a common corporate database to perform finance, accounting, procurement, and asset management activities. Modernizing our financial systems puts the CER in step with other government departments and agencies, with the common support and resources that brings. The implementation of SAP is expected to drive efficiencies by standardizing and streamlining financial management processes, as well as improving the timeliness and accuracy of information for decision making.

Budgetary financial resources (dollars)

The following table shows, for Internal Services, budgetary spending for 2021–22, as well as spending for that year.

2021–22 Main Estimates	2021–22 planned spending	2021–22 total authorities available for use	2021–22 actual spending (authorities used)	2021–22 difference (actual spending minus planned spending)
44,298,450	44,298,450	46,958,602	49,652,874	5,354,424

Human resources (full-time equivalents)

The following table shows, in full-time equivalents, the human resources the department needed to carry out its internal services for 2021–22.

2021–22 planned full-time equivalents	2021–22 actual full-time equivalents	2021–22 difference (actual full-time equivalents minus planned full-time equivalents)
191.5	204.3	12.8

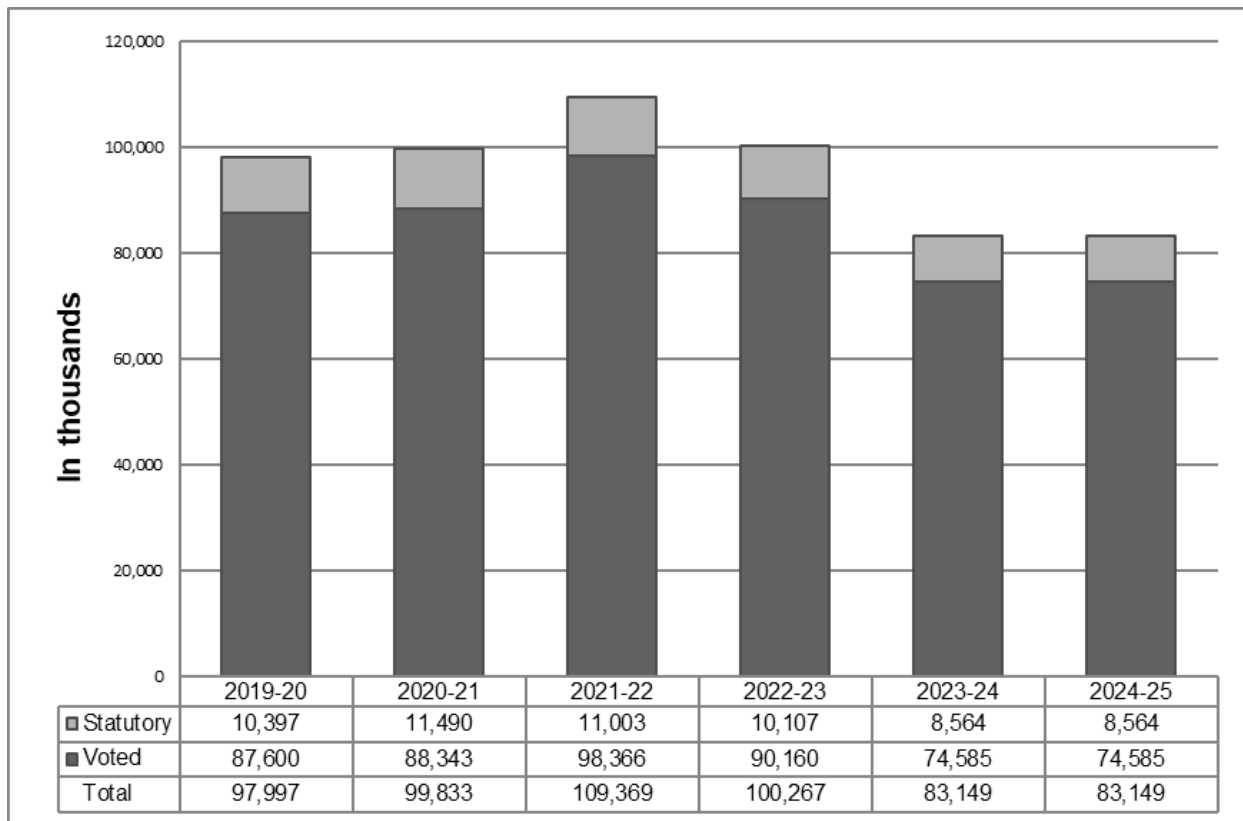
Financial, human resources and performance information for the CER’s Program Inventory is available in [GC InfoBase](#)^{lxii}.

Spending and human resources

Spending

Spending 2019-20 to 2024-25

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



The CER is funded through Parliamentary appropriations. The Government of Canada currently recovers a large majority 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 and credited to the Consolidated Revenue Fund.

Pipeline and power line companies that hold authorizations under the Canadian Energy Regulator Act are subject to cost recovery. Applications before the CER 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 CER 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)

The “Budgetary performance summary for core responsibilities and internal services” table presents the budgetary financial resources allocated for the CER’s core responsibilities and for internal services.

Core responsibilities and internal services	2021–22 Main Estimates	2021–22 planned spending	2022–23 planned spending	2023–24 planned spending	2021–22 total authorities available for use	2019–20 actual spending (authorities used)	2020–21 actual spending (authorities used)	2021–22 actual spending (authorities used)
Energy Adjudication	19,419,562	19,419,562	18,753,370	15,667,637	20,258,800	21,550,144	20,864,381	17,722,847
Safety and Environment Oversight	25,473,425	25,473,425	23,618,055	21,460,856	25,770,209	24,588,408	23,152,134	24,544,585
Energy Information	8,112,706	8,112,706	6,919,278	5,174,538	8,208,531	9,235,424	5,934,378	8,716,482
Engagement	10,789,048	10,789,048	9,262,659	5,635,459	11,089,417	7,611,046	9,611,208	8,732,565
Subtotal	63,794,741	63,794,741	58,553,362	47,938,490	65,326,957	62,985,022	59,562,101	59,716,479
Internal services	44,298,450	44,298,450	41,713,697	35,210,475	46,958,602	35,011,968	39,028,902	49,652,874
Internal Services – GIC Remission Levy							1,241,925	
Total	108,093,191	108,093,191	100,267,059	83,148,965	112,285,559	97,996,990	99,832,928	109,369,353

Variance between 2019-20 Actual spending and 2020-21 Actual spending

The 2020-21 actual spending is \$1.84 million higher than the 2019-20 actual spending primarily due to:

- a decrease of \$2.33 million related to Transportation as a result of restriction of COVID-19;
- increase of \$1.24 million related to remission to Vector Pipeline Limited Partnership;
- an increase of \$1.0 million mainly related to SAP implementation project; and
- a net increase of \$1.93 million related to information and technology hardware updates.

Variance between 2020-21 Actual spending and 2021-22 Actual spending

The 2021-22 actual spending is \$9.54 million higher than the 2020-21 actual spending, and the variance is primarily due to:

- an increase of \$0.07 million related to Budget 2017 Indigenous Advisory and Monitoring Committees as well as communications and access to information capacity;
- an increase of \$2.98 million mainly related to a Budget 2020 initiative to improve the CER's ability to interpret and make data available digitally to Canadians;
- an increase of \$2.10 million related to a Budget 2018 initiative to transition to new impact assessment and regulatory processes;
- an increase of \$0.76 million related to 2021-22 employee benefit plan costs;
- an increase of \$4.85 million related to other compensation adjustments including changes to terms and conditions of service or employment in the federal public administration;
- an increase of \$0.29 million mainly related to the SAP implementation project; and
- a decrease of \$1.24 million mainly related to the remission of a levy to Vector Pipeline Limited Partnership in fiscal year 2020-21.

Variance between 2021-22 Planned spending and 2021-22 Actual spending

The 2021-22 actual spending is \$1.28 million higher than the 2021-22 planned spending, and the variance is primarily due to:

- a decrease of \$0.56 million related to Budget 2017 Indigenous Advisory and Monitoring Committees as well as communications and access to information capacity;
- a decrease of \$1.22 million mainly related to a Budget 2020 initiative to improve the CER's ability to interpret and make data available digitally to Canadians;
- a decrease of \$1.60 million related to a Budget 2018 initiative to transition to new impact assessment and regulatory processes;
- an increase of \$0.23 million related to 2021-22 employee benefit plan costs; and
- an increase of \$4.43 million related to other compensation adjustments including changes to terms and conditions of service or employment in the federal public administration.

Variance between 2021-22 Total authorities available for use and 2021-22 Actual spending

The 2021-22 actual spending is \$2.92 million lower than the 2021-22 total authorities, and the variance is primarily due to:

- a decrease of \$0.56 million related to Budget 2017 Indigenous Advisory and Monitoring Committees as well as communications and access to information capacity;
- a decrease of \$1.42 million mainly related to a Budget 2020 initiative to improve the CER's ability to interpret and make data available digitally to Canadians;
- a decrease of \$1.60 million related to a Budget 2018 initiative to transition to new impact assessment and regulatory processes; and

- an increase of \$0.66 million related to other compensation adjustments including changes to terms and conditions of service or employment in the federal public administration.

Variance between 2021-22 Total authorities available for use and 2021-22 Planned spending

The 2021-22 total authorities available for use is \$4.19 million higher than the 2021-22 Planned spending primarily due to:

- an increase of \$2.89 million related to operating budget carry forward from 2020-21 to 2021-22;
- an increase of \$0.20 million related to funding to improve the quality and accessibility to public data;
- an increase of \$0.23 million related to employee benefit plan; and
- an increase of \$0.87 million mainly related to other compensation adjustments including changes to terms and conditions of service or employment of the federal public administration.

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

The 2022-23 planned spending is \$7.83 million lower than the 2021-22 planned spending primarily due to:

- a decrease of \$1.76 million related to Budget 2017 Indigenous Advisory and Monitoring Committees;
- a decrease of \$1.04 million related to a Budget 2018 initiative to transition to new impact assessment and regulatory processes;
- a decrease of \$3.01 million related to a Budget 2020 initiative to improve the CER's ability to interpret and make data available digitally to Canadians; and
- a net decrease of \$2.02 million related to other compensation adjustments including changes to terms and conditions of service or employment in the federal public administration.

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

The 2023-24 planned spending is \$17.12 million lower than the 2022-23 planned spending mainly due to:

- a decrease of \$8.92 million related to Budget 2018 transition to new impact assessment and regulatory processes funding;
- a decrease of \$3.72 million related to funding to improve the CER's ability to interpret and make data available digitally to Canadians;
- a decrease of \$2.94 million related to other compensation adjustments including changes to terms and conditions of service or employment of the federal public administration; and
- a decrease of \$1.54 million mainly related to employee benefit plan.

Human resources

The “Human resources summary for core responsibilities and internal services” table presents the full-time equivalents (FTEs) allocated to each of the CER’s core responsibilities and to internal services.

Human resources summary for core responsibilities and internal services

Core responsibilities and internal services	2019–20 actual full-time equivalents	2020–21 actual full-time equivalents	2021–22 planned full-time equivalents	2021–22 actual full-time equivalents	2022–23 planned full-time equivalents	2023–24 planned full-time equivalents
Energy Adjudication	119.2	129.4	107.0	104.1	101.5	88.5
Safety and Environment Oversight	131.0	142.5	144.5	150.7	132.5	122.0
Energy Information	43.8	30.4	54.4	48.2	33.1	30.1
Engagement	37.8	56.9	47.6	51.4	46.1	28.1
Subtotal	331.8	359.2	353.5	354.4	313.2	268.7
Internal services	162.2	162.4	191.5	204.3	176.8	162.3
Total	494.0	521.6	545.0	558.7	490.0	431.0

Variance between 2019–20 Actual full-time equivalents and 2020–21 Actual full-time equivalents

The increase of 27.6 FTEs from 2019-20 actual to the 2020-21 actual is mainly to stabilize the CER’s operations and improve its ability to interpret and make data available digitally to Canadians.

Variance between 2020-21 Actual full-time equivalents and 2021-22 Actual full-time equivalents

The increase of 37.1 full-time equivalents from 2020-21 actual full-time equivalents to 2021-22 actual full-time equivalents is primarily due to:

- a decrease of 1.1 full-time equivalents related to Budget 2017 Indigenous Advisory and Monitoring Committees;
- an increase of 4.3 full-time equivalents related to a Budget 2018 initiative to transition to new impact assessment and regulatory processes;
- an increase of 14.9 full-time equivalents related to a Budget 2020 initiative to improve the CER’s ability to interpret and make data available digitally to Canadians; and

- an increase of 19.0 full-time equivalents related to changes across the organization to meet operational requirements.

Variance between 2021-22 Actual full-time equivalents and 2021-22 Planned full-time equivalents

The increase of 13.7 full-time equivalents from 2021-22 planned full-time equivalents to 2021-22 actual full-time equivalents is primarily due to:

- a decrease of 4.6 full-time equivalents related to Budget 2017 Indigenous Advisory and Monitoring Committees;
- a decrease of 5.7 full-time equivalents related to a Budget 2018 initiative to transition to new impact assessment and regulatory processes;
- a decrease of 1.1 full-time equivalents related to a Budget 2020 initiative to improve the CER's ability to interpret and make data available digitally to Canadians; and
- an increase of 25.1 full-time equivalents related to changes across the organization to meet operational requirements.

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

The decrease of 55.0 full-time equivalents from 2021-22 planned full-time equivalents to 2022-23 planned full-time equivalents is primarily due to:

- a decrease of 10.0 full-time equivalents related to Budget 2017 Indigenous Advisory and Monitoring Committees;
- a decrease of 6.0 full-time equivalents related to a Budget 2018 initiative to transition to new impact assessment and regulatory processes;
- a decrease of 30.0 full-time equivalents related to a Budget 2020 initiative to improve the CER's ability to interpret and make data available digitally to Canadians; and
- a decrease of 9.0 full-time equivalents related to changes across the organization to meet operational requirements.

Variance between 2022-23 Planned full-time equivalents and 2023-24 Planned fulltime equivalents

The decrease of 59.0 full-time equivalents from 2022-23 planned full-time to 2023-24 planned full-time equivalents is mainly attributed to the following:

- a decrease of 43.0 full-time equivalents related to Budget 2018 transition to new impact assessment and regulatory processes; and
- a decrease of 16.0 full-time equivalents related to changes in funding levels.

Expenditures by vote

For information on the CER’s organizational voted and statutory expenditures, consult the [Public Accounts of Canada 2021](#).^{lxiii}

Government of Canada spending and activities

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

Financial statements and financial statements highlights

Financial statements

The CER’s financial statements (unaudited) for the year ended March 31, 2022, are available on the [departmental website](#).^{lxv}

Financial statement highlights

Condensed Statement of Operations (unaudited) for the year ended March 31, 2022 (dollars)

Financial information	2021–22 planned results	2021–22 actual results	2020–21 actual results	Difference (2021–22 actual results minus 2021–22 planned results)	Difference (2021–22 actual results minus 2020–21 actual results)
Total expenses	125,487,553	124,582,894	115,678,025	(904,659)	8,904,869
Total revenues	-	-	-	-	-
Net cost of operations before government funding and transfers	125,487,553	124,582,894	115,678,025	(904,659)	8,904,869

The actual net cost of operations before government funding and transfers in 2021-22 was \$0.90 million lower than the planned results for the same fiscal year. The net decrease is primarily due to:

- a decrease of \$0.56 million related to Budget 2017 Indigenous Advisory and Monitoring Committees as well as communications and access to information capacity;
- a decrease of \$1.60 million mainly related to a Budget 2020 initiative to improve the CER’s ability to interpret and make data available digitally to Canadians;
- a decrease of \$1.22 million related to a Budget 2018 initiative to transition to new impact assessment and regulatory processes;
- an increase of \$0.23 million related to 2021-22 employee benefit plan costs; and

- a net increase of \$4.05 million related to other compensation adjustments including changes to terms and conditions of service or employment in the federal public administration.

The actual net cost of operations before government funding and transfers in 2021-22 was \$8.90 million higher than the actual results for the previous fiscal year. The net increase is primarily due to:

- an increase of \$0.07 million related to Budget 2017 Indigenous Advisory and Monitoring Committees as well as communications and access to information capacity;
- an increase of \$2.98 million mainly related to a Budget 2020 initiative to improve the CER's ability to interpret and make data available digitally to Canadians;
- an increase of \$2.10 million related to a Budget 2018 initiative to transition to new impact assessment and regulatory processes;
- an increase of \$0.76 million related to 2021-22 employee benefit plan costs;
- an increase of \$0.29 million mainly related to an SAP implementation project; and
- a net increase of \$2.70 million related to other compensation adjustments including changes to terms and conditions of service or employment in the federal public administration.

Condensed Statement of Financial Position (unaudited) as of March 31, 2022 (dollars)

Financial information	2021–22	2020–21	Difference (2021–22 minus 2020–21)
Total net liabilities	23,164,975	30,801,754	(7,636,779)
Total net financial assets	10,738,896	17,666,410	(6,927,514)
Departmental net debt	12,426,079	13,135,344	(709,265)
Total non-financial assets	13,078,019	14,020,372	(942,353)
Departmental net financial position	651,940	885,028	(233,088)

The decrease in net financial assets is mainly caused by a planned settlement of accounts payable to reduce payables near year-end to support the transition to SAP after year-end. The decrease in net debt is primarily due to the amortization of tangible capital assets net of acquisitions of tangible capital assets.

The 2021–22 planned results information is provided in the [CER's Future-Oriented Statement of Operations and Notes 2021–22](#)^{lxvi}.

Corporate information

Organizational profile

Appropriate minister: The Honourable Jonathan Wilkinson, P.C., M.P.

Institutional head: Gitane De Silva

Ministerial portfolio: Natural Resources

Enabling instrument[s]: *Canadian Energy Regulator Act*^{lxvii}

Year of incorporation / commencement: 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](#)^{lxviii}.

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

Operating context

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

Reporting framework

The CER’s Departmental Results Framework and Program Inventory of record for 2021–22 are shown below.

	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. Indicator: Number of incidents related to regulated infrastructure that harm the environment. Indicator: Percentage of unauthorized activities on regulated infrastructure that involve repeat violators.	Departmental Result: Canadians access and use energy information for knowledge, research or decision-making. Indicator: Evidence that Canadians access and use CER energy Information products and specialized expertise, including community-specific information, for knowledge, research or decision-making.	Departmental Result: Input provided by Indigenous peoples and stakeholders influences the Canada Energy Regulator’s decisions and work. Indicator: Evidence that input from Indigenous peoples and stakeholders influences the Canada Energy Regulator’s decisions and work.	Internal Services
	Departmental Result: Energy Adjudication processes are timely. Indicator: Percentage of adjudication decisions and recommendations that are made within legislated time limits and service standards.				
	Departmental Result: Energy Adjudication processes are transparent. Indicator: Percentage of surveyed participants who indicate that adjudication processes are transparent.				
	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 Inventory	Program: Participant Funding	Program: Company Performance	Program: Energy System Information	Program: Stakeholder Engagement	
		Program: Management System and Industry Performance	Program: Pipeline Information	Program: Indigenous Engagement	
		Program: Emergency Management			
		Program: Regulatory Framework			

Supporting information on the program inventory

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

Supplementary information tables

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

- Departmental Sustainable Development Strategy/Reporting on Green Procurement
- Details on transfer payment programs
- Gender-based Analysis plus

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](#).^{lxxiii} This report also provides detailed background information on tax expenditures, including descriptions, objectives, historical information and references to related federal spending programs as well as evaluations and GBA Plus of tax expenditures.

Organizational contact information



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www.cer-rec.gc.ca



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



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



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



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

Appendix: definitions

appropriation (*crédit*)

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

budgetary expenditures (*dépenses budgétaires*)

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

core responsibility (*responsabilité essentielle*)

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

Departmental Plan (*plan ministériel*)

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

departmental priority (*priorité*)

A plan or project that a department 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 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 quantitative measure of progress on a departmental result.

departmental results framework (*cadre ministériel des résultats*)

A framework that connects the department's core responsibilities to its 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, for whom and in what circumstances. 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. For a particular position, the full-time equivalent figure is the ratio of number of hours the person actually works divided by the standard number of hours set out in the person's collective agreement.

Gender-based Analysis Plus (GBA Plus) (*analyse comparative entre les sexes Plus[ACS Plus]*)

An analytical tool used to support the development of responsive and inclusive policies, programs and other initiatives; and understand how factors such as sex, race, national and ethnic origin, Indigenous origin or identity, age, sexual orientation, socio-economic conditions, geography, culture and disability, impact experiences and outcomes, and can affect access to and experience of government programs.

government-wide priorities (*priorités pangouvernementales*)

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

horizontal initiative (*initiative horizontale*)

An initiative where 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 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.

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

result (*résultat*)

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

statutory expenditures (*dépenses législatives*)

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

target (*cible*)

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

voted expenditures (*dépenses votées*)

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

Appendix: Endnotes

- ⁱ The CER Strategic Plan, <https://www.cer-rec.gc.ca/en/about/who-we-are-what-we-do/strategic-plan/index.html>
- ⁱⁱ CER Commission, <https://www.cer-rec.gc.ca/en/about/who-we-are-what-we-do/governance/#:~:text=The%20Commission%20is%20responsible%20for,structure%20and%20Natural%20Resources%20Canada>.
- ⁱⁱⁱ Indigenous Advisory Committee, <https://www.cer-rec.gc.ca/en/about/who-we-are-what-we-do/organization-structure/indigenous-advisory-committee/index.html>
- ^{iv} Canadian Energy Regulator Act, <https://laws-lois.justice.gc.ca/eng/acts/C-15.1/>
- ^v Canada's Energy Future 2021, <https://www.cer-rec.gc.ca/en/data-analysis/canada-energy-future/2021/index.html>
- ^{vi} UN Declaration on the Rights of Indigenous Peoples, <https://www.un.org/development/desa/indigenouspeoples/declaration-on-the-rights-of-indigenous-peoples.html>
- ^{vii} Onshore Pipeline Regulations, <https://www.cer-rec.gc.ca/en/about/acts-regulations/cer-act-regulations-guidance-notes-related-documents/onshore-pipeline/index.html>
- ^{viii} CER Mission and Vision, <https://www.cer-rec.gc.ca/en/about/acts-regulations/cer-act-regulations-guidance-notes-related-documents/onshore-pipeline/index.html>
- ^{ix} CER Strategic Priorities, <https://www.cer-rec.gc.ca/en/about/who-we-are-what-we-do/strategic-plan/#:~:text=Our%20four%20interconnected%20Strategic%20Priorities,and%20Data%20and%20Digital%20Innovation>
- ^x Reconciliation, <https://www.cer-rec.gc.ca/en/consultation-engagement/indigenous-engagement/reconciliation.html>
- ^{xi} An Act respecting the United Nations Declaration on the Rights of Indigenous Peoples, <https://parl.ca/DocumentViewer/en/43-2/bill/C-15/royal-assent>
- ^{xii} Indigenous Knowledge Policy Framework, <https://www.canada.ca/en/impact-assessment-agency/programs/aboriginal-consultation-federal-environmental-assessment/indigenous-knowledge-policy-framework-initiative/indigenous-knowledge-policy-framework.html>
- ^{xiii} Filing Manual, <https://www.cer-rec.gc.ca/en/applications-hearings/submit-applications-documents/filing-manuals/filing-manual/index.html>
- ^{xiv} Participation Portal, <https://akppaz3.cer-rec.gc.ca/RTP/ParticipationType/Chooser/48b38bcd-63e1-4c3b-a0fd-4508cb4e5f85>
- ^{xv} BERDI, <http://niwa-dv-b1/berdi/>
- ^{xvi} NorthRiver Midstream NEBC Connector Project Timeline, <https://www.cer-rec.gc.ca/en/applications-hearings/view-applications-projects/nebc-connector/>
- ^{xvii} NorthRiver Midstream NEBC Connector Project, <https://www.cer-rec.gc.ca/en/applications-hearings/view-applications-projects/nebc-connector/>
- ^{xviii} 2021-22 Annual Report of the Canada Energy Regulator, <https://www.cer-rec.gc.ca/en/about/publications-reports/annual-report/index.html>
- ^{xix} Indigenous Monitoring Program for the NGTL System, <https://www.cer-rec.gc.ca/en/applications-hearings/view-applications-projects/2021-ngtl-system-expansion/cer-indigenous-monitoring-program-for-nova-gas-transmission-ngtl-system/index.html>
- ^{xx} 2021 NGTL System Expansion Project, <https://www.cer-rec.gc.ca/en/applications-hearings/view-applications-projects/2021-ngtl-system-expansion/index.html>
- ^{xxi} Edson Mainline Expansion Project, <https://www.cer-rec.gc.ca/en/applications-hearings/view-applications-projects/edson-mainline-expansion/index.html>
- ^{xxii} North Corridor Expansion Project, <https://www.cer-rec.gc.ca/en/applications-hearings/view-applications-projects/north-corridor-expansion/index.html>

- ^{xxiii} Trans Mountain Expansion Project, <https://www.cer-rec.gc.ca/en/applications-hearings/view-applications-projects/trans-mountain-expansion/index.html>
- ^{xxiv} Onshore Pipeline Regulations Review, <https://www.cer-rec.gc.ca/en/about/acts-regulations/cer-act-regulations-guidance-notes-related-documents/onshore-pipeline/onshore-pipeline-regulations-review/index.html>
- ^{xxv} Onshore Pipeline Regulations Review Discussion Paper, <https://www.cer-rec.gc.ca/en/about/acts-regulations/cer-act-regulations-guidance-notes-related-documents/onshore-pipeline/onshore-pipeline-regulations-review/discussion-paper/index.html#:~:text=What%20is%20the%20OPR%20Review%3F%20The%20CER%E2%80%99s%20objective,for%20predictable%20and%20timely%20oversight%20and%20encourages%20innovation.>
- ^{xxvi} Impact Assessment Agency of Canada, <https://www.canada.ca/en/impact-assessment-agency.html>
- ^{xxvii} Safety Culture Learning Portal, <https://www.cer-rec.gc.ca/en/safety-environment/safety-culture/safety-culture-learning-portal/index.html>
- ^{xxviii} CSA EXP 16:22, <https://www.csagroup.org/store/product/CSA%20EXP16:22/>
- ^{xxix} Cabinet Directive on Regulation, <https://www.canada.ca/en/government/system/laws/developing-improving-federal-regulations/requirements-developing-managing-reviewing-regulations/guidelines-tools/cabinet-directive-regulation.html>
- ^{xxx} Pipeline Profiles, <https://www.cer-rec.gc.ca/en/data-analysis/facilities-we-regulate/pipeline-profiles/index.html>
- ^{xxxi} GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- ^{xxxii} NOVA Gas Transmission Ltd. – West Path Delivery 2023, <https://www.cer-rec.gc.ca/en/applications-hearings/view-applications-projects/2023-nova-gas-west-path/index.html>
- ^{xxxiii} North River Midstream NEBC Connector Project, <https://www.cer-rec.gc.ca/en/applications-hearings/view-applications-projects/nebc-connector/>
- ^{xxxiv} Environment and Climate Change Canada, <https://www.canada.ca/en/environment-climate-change.html>
- ^{xxxv} Crown-Indigenous Relations and Northern Affairs Canada, <https://www.canada.ca/en/crown-indigenous-relations-northern-affairs.html>
- ^{xxxvi} Enbridge Application for Canadian Mainline Contracting, <https://www.cer-rec.gc.ca/en/applications-hearings/view-applications-projects/canadian-mainline-contracting/index.html>
- ^{xxxvii} NGTL Firm Transportation Linked North Montney Service, <https://www.cer-rec.gc.ca/en/applications-hearings/view-applications-projects/ngtl-north-montney-mainline/index.html>
- ^{xxxviii} Secure Energy Westspur Pipeline Facilities, <https://apps.cer-rec.gc.ca/REGDOCS/Item/View/3890510>
- ^{xxxix} Campus Energy Application for Approval, <https://apps.cer-rec.gc.ca/REGDOCS/Item/View/3908276>
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