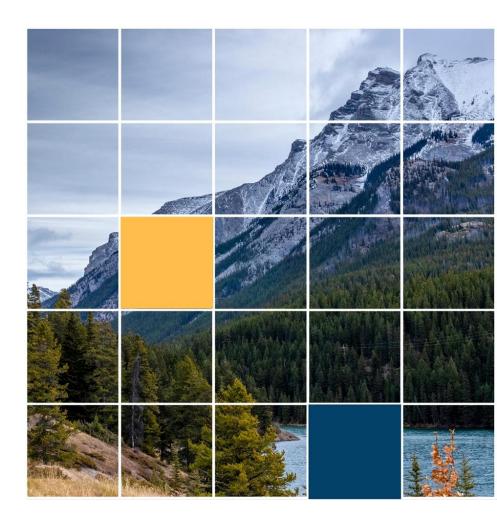# 2023–24 Departmental Plan

The original was signed by _____

Gitane De Silva, Chief Executive Officer
Canada Energy Regulator

The original was signed by _____

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

Canada

# Table of contents

# Message from the Chairperson

On behalf of the Canada Energy Regulator (CER), I am proud to submit our 2023-24 Departmental Plan.

The 2023-24 fiscal year will be the final year of our three-year Strategic Plan, which is grounded in four interconnected and interdependent Strategic Priorities: Trust and Confidence, Reconciliation, Competitiveness, and Data and Digital Innovation. When we launched our Strategic Plan in 2021, we knew we were driving at systemic change in all areas of the CER, from the way we recruit staff to how we release Commission decisions on federally regulated energy infrastructure. We knew there would be challenges along the way; however, two years on, I am proud to say that the CER has not wavered in its commitment. The CER's progress over the past two years toward achieving this Strategic Plan has resulted in real benefits for Canadians.

The energy context in Canada is changing rapidly. We are in the midst of one of the most significant energy transitions we will experience in our lifetimes. As Canada's federal energy regulator, the CER has an essential role to play in this energy transition, while enhancing and innovating our regulatory approaches. We must ensure Canada's federal energy systems can compete on a global scale, maintain a strict focus on safety and environmental sustainability, and earn both Canadians' and CER staff trust and confidence while doing so. Underpinning these efforts is our drive towards a data and digital culture of innovation. And we know that none of this will be possible without the input, guidance, and perspectives of Indigenous Peoples.

If we are to advance our Strategic Plan, we must continue on our path of Reconciliation by working with Indigenous Peoples to implement the *United Nations Declaration on the Rights of Indigenous Peoples*[i] (UN Declaration), a commitment that comes directly from our guiding legislation, the *Canadian Energy Regulator Act*[ii] (CER Act). As part of this commitment, the CER includes Indigenous perspectives in all aspects of our work. A big part of our work advancing Reconciliation is guided by our Indigenous Advisory Committee (IAC), which provides expert advice directly to the Board of Directors.

We also rely heavily on effective collaboration with the Commission of the CER, who represent the adjudication arm of the CER's work. The Commission plays an essential role in the overall delivery of our mandate and our Strategic Plan, and I am grateful for their expertise. I would also like to extend my gratitude to Damien Côté, our former Lead Commissioner, who left the CER in August after six years of service with first, the

National Energy Board and then the CER. We are fortunate to have benefited from Damien's tireless work ethic and his commitment to excellence. I welcome and thank our new Lead Commissioner, Mark Watton, for a smooth transition to this critical role.

Our Strategic Plan is ambitious. It is bold. And it is achievable. We will continue to leverage science, data, Indigenous knowledge, and our collective ingenuity to build an effective and efficient regulatory system Canadians can trust.


Cassie Doyle
Chairperson
Board of Directors of the Canada Energy Regulator

# Message from the CEO

In looking to the next year, the CER will continue to always place safety at the forefront as we continue to evolve as a regulator to meet the needs of Canada's changing energy landscape.

This work will be led by the CER's expert staff who live and work coast-to-coast-to-coast, and who will do so in a hybrid work environment. The CER is poised to tackle the opportunities of the 2023-24 fiscal year, leveraging the technologies and virtual efficiencies we have adopted since the pandemic began, while also increasing in person work for our staff to connect and collaborate in the CER's offices across the country. We are designing a new way of working that supports the organizational culture we want to achieve – a culture founded in equity and inclusion.

As a lifecycle regulator, we work hard every day on behalf of all Canadians to ensure that energy infrastructure is designed and operated to the highest standards. Our commitment to safety is steadfast, and our plan for the coming year remains rooted in the cross-organizational areas of focus and improvement set out in the CER's three-year Strategic Plan. As we begin the final year of this plan, we continue to be guided by a bold vision and our Strategic Priorities: Trust and Confidence, Reconciliation, Competitiveness and Data and Digital Innovation.

These priorities provide additional focus as we deliver on our core responsibilities of safety and environment oversight; energy adjudication; energy information; and engagement.

Over the next year, the CER will continue its drive to enhance a regulatory system that is clear, efficient, and scalable; a system that Canadians can trust. We will do this by leveraging technology to make routine interactions with the CER easier. Our staff will experiment with ways to simplify and streamline low-risk regulatory matters. We will continue our vigilant focus on preventing harm to people, communities, and the environment.

We will continue our comprehensive review of the *Onshore Pipeline Regulations*[iii], actioning what we heard through engagement with industry, Indigenous Peoples and stakeholders to deliver improved regulatory oversight through advances in safety, security, and environmental protection – and to further advance Reconciliation. Our flagship publication, *Canada's Energy Future*[iv], will for the first time include modelling consistent with Canada's commitment to achieving net-zero greenhouse gas emissions by

2050. We will continue to implement our Diversity and Belonging Roadmap and establish an Indigenous recruitment and retention strategy.

Longer-term, work is underway to prepare to regulate the transition to a low-carbon economy, including possibilities such as applications to transport hydrogen through CER-regulated pipelines, and to develop and produce offshore renewables. We will also continue to support Canada's climate commitments to achieve net-zero by 2050 through our energy information work and by clarifying how the Commission of the CER will assess greenhouse gas emissions in project applications.

The specific deliverables of this plan go well beyond these highlights, and the ambitious and deliberate actions we will take as an organization to advance each of our priorities and improve our regulatory performance. This will require dedication and innovation – and I can assure you, we are up to the task.

Gitane De Silva
Chief Executive Officer
Canada Energy Regulator

# Plans at a glance



The CER has a mandate to protect people and the environment, adjudicate energy matters, produce energy information, and meaningfully engage with Indigenous Peoples and stakeholders. Our four interconnected and interdependent Strategic Priorities[v] are the lens through which we deliver results within our Core Responsibilities and Internal Services programs. Through annual strategic planning, the CER's Board of Directors validated the organization's priorities for 2023-24.

The changing energy landscape - from increased involvement from Indigenous Peoples in regulatory oversight to a focus on increased energy security - has reinforced the importance and relevance of these priorities, and the spirit and intent of our prioritized plans remain unchanged from the prior fiscal year. The plans extend beyond the outcomes of any one program and require cross-organizational focus and leadership to continue driving a systematic shift in the way the CER works.

The CER is in the final year of its three-year implementation of four interdependent Strategic Priorities[1]. The interconnectedness of these priorities is an essential feature of our plans, as described below:

**Trust and Confidence**

The Trust and Confidence Strategic Priority aims to ensure the CER continues to enjoy the confidence of both Canadians and CER staff. The CER is committed to fostering the trust and confidence of Canadians in the CER through robust communications, transparency, collaboration, and inclusive engagement; building respectful relationships with Indigenous Peoples; and fostering an engaged and empowered workforce.

In 2023-24, the CER will:

- continue to implement the recommendations of the Strategic Communications Assessment, with a focus on demonstrating best practices for external and internal engagement;

- deliver a CER National Engagement Framework and Strategy, with a focus on different regional and topic-specific areas of interest;

---

[1] Through the 2023-24 strategic planning process, the CER Board of Directors will review the CER's current Strategic Plan and Priorities to determine updates for the 2024-25 to 2026-27 timeframe.

- begin implementation of the multi-year Strategic Workforce Plan;

- adapt the Hybrid Workplace Approach; and

- assess the success of the implemented recommendations of the Diversity and Belonging Roadmap, and continue implementation of remaining recommendations, such as:

    o providing evidence-based training for staff and leaders to prevent and respond to misconduct;
    o publishing aggregated data on misconduct and actions taken; and
    o creating a CER-specific leadership development program to support the career advancement of all staff members, including members of equity-deserving groups, while applying a Gender-based Analysis Plus (GBA Plus) lens.

**Reconciliation**

The CER is committed to the ongoing process of Reconciliation[vi] with the Indigenous Peoples of Canada and is taking meaningful actions in that direction. We are changing how we work with Indigenous Peoples with a commitment to implementing the UN Declaration and the Calls to Action of the Truth and Reconciliation Commission. We are moving forward by:

- enhancing the involvement of Indigenous Peoples in how we discharge our mandate and driving meaningful change in the CER's requirements and expectations of regulated industry;

- building renewed relationships based on the recognition of rights, respect, cooperation, and partnership; and

- improving the cultural competency of the CER and its staff.

In 2023-24, the CER will:

- implement the UN Declaration within the CER's mandate, including through:

    o identification of priority actions and initiatives to support implementation;

    o engagement and the building of broader awareness with Indigenous Peoples, communities, industry, and stakeholders on the CER's actions and initiatives to support implementation;

    o working with federal colleagues to ensure the CER's work in relation to implementation remains aligned with guidance and direction from the broader federal government, being developed in accordance with the UN Declaration; and

    o implementing key elements of the CER Indigenous Cultural Competency Framework, including an Indigenous Recruitment, Retention and

> Advancement Strategy, an Indigenous Procurement Strategy, an Elders-In-Residence program, and cultural competence training and awareness activities;

- develop and implement a National Indigenous Engagement Framework and Plan; and

- develop Pipeline and Energy Information products with input from Indigenous Peoples.

The CER will also continue to support the Indigenous Advisory Monitoring Committees (IAMCs)[vii]. The IAMCs operate independently to increase Indigenous involvement in the federal monitoring and oversight of the Trans Mountain Pipeline Expansion[viii] (TMX) and the Enbridge Line 3 Replacement Program[ix] (Line 3) by providing the opportunity for Indigenous Peoples to participate meaningfully in oversight activities along the pipeline corridor, while companies do work to build and operate the projects. This work is also helping to inform Indigenous monitoring of other CER-regulated projects, including work underway in 2023-24 to engage communities impacted by the NOVA Gas Transmission Line (NGTL) to develop a new collaborative oversight mechanism.

**Competitiveness**

The CER is committed to the Government of Canada's goal of enhancing Canada's global competitiveness. Making decisions in a timely and predictable manner, facilitating innovation, and enabling sound projects into operation and through their lifecycle are all areas where regulatory oversight can positively impact global competitiveness.

The Competitiveness Strategic Priority focuses on improving transparency, predictability, and efficiency of lifecycle regulation; enhancing and innovating in regulatory approaches; and, researching new ways for a regulator to contribute to Canada's transition to a low-carbon economy.

In 2023-24, the CER will:

- implement a permanent engagement structure with regulated companies to help identify and advance issues related to competitiveness and other areas of the CER mandate;

- continue CER readiness work related to hydrogen transportation in pipelines, including collaborating with governments and other regulators along with industry, Indigenous Peoples and stakeholders, to support Canada's transition to a low-carbon energy system;

- provide governments, the public, and industry with access to energy information and data related to current topics and trends in the energy sector, including energy modeling and analysis on how Canada can meet a net-zero greenhouse gas emissions target by 2050;

- refine regulatory process transparency and predictability by providing clarity through updated filing requirements, enhancing guidance around new CER Act factors, and streamlining low-risk application processes; and

- continue the *Onshore Pipeline Regulations*[x] update, to deliver a regulation that supports the highest level of safety, security and environmental protection, advances reconciliation with Indigenous Peoples, addresses transparency and inclusive participation, provides for predictable and timely oversight and encourages innovation.

**Data and Digital Innovation**

The CER's Data and Digital Innovation Strategic Priority supports the creation of a data and digital innovation culture. Our systems enable the effective delivery of the CER's mandate and allow for improved public access, use and analysis of accurate data and energy information for meaningful participation and informed decision-making. Data cascades over all the CER does and enhances opportunities for digital engagement with Canadians.

Expanding our use of data in how we do our work and in providing Canadians with energy information leads to a better understanding of who we are and what we do.

In 2023-24, the CER will:

- deliver skills training and tools to increase data competencies in the CER by implementing a Data Job Family to attract and retain talent and establish technical competency requirements;

- establish and build the data foundation to build and enable analytics, decision-making and public participation, including launching an Energy Futures[xi] Net-Zero Data Visualization;

- continue to advance CER OneData - extracting and cleaning data from multiple regulatory systems to create a "one-stop shop for data" to facilitate data analysis and systems modernization; and

- establish and build integrated data and information systems for the CER and external parties, including advancing the CER Portal, the CER's digital regulatory filing system.

For more information on the CER's plans, see the "Core responsibilities: planned results and resources" section of this plan.

Corporate risks and related response strategies affecting the delivery of the CER's outcomes can be found on its website[xii].

# Core responsibilities: planned results and resources

This section contains information on the department's planned results and resources for each of its core responsibilities.

## Energy Adjudication



### Description

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

### Planning highlights

The CER will continue to update and evolve the requirements and guidance issued to proponents. In 2022, the CER launched a process to update the Environmental and Socio-economic Assessment and Lands Sections of the CER *Filing Manual*[xiii] - the first comprehensive review in over a decade.

> **Continuous Improvement of the Filing Manual**
>
> Energy infrastructure assessment is evolving, especially around considerations such as Indigenous rights and interests, cumulative effects, climate change, and intersectional impacts of projects. Regulatory processes are moving from mostly technical dialogues on the merits of a project to a broader discourse of impacts with many interested parties. The respectful, consistent, and effective consideration and protection of Indigenous knowledge will contribute to better understanding of potential impacts, improved project design, strengthened mitigation and accommodation measures, and sound regulatory decisions.
>
> The CER is updating the *Filing Manual* to reflect clear expectations for proponents as they consider environmental and socioeconomic effects. Project applications that appropriately address interests of impacted parties should reduce overall process burdens (such as information requests, conditions, and supplementary filings) and support hearing processes that are more efficient for all.

Throughout 2023-24, we will engage with Indigenous Peoples, industry, provincial and territorial partners and others, and incorporate relevant feedback received through other processes. We will also continue looking for opportunities to align with and integrate information from federal departments and agencies on key topics such as hydrogen, Crown consultations, and cumulative effects to ensure we deliver clear and consistent guidance to proponents in support of a predictable regulatory process.

The CER will continue to explore adjudicative process improvements to enhance the efficiency, predictability, accessibility, and timeliness of reviews, directly supporting our Competitiveness Strategic Priority. Building on the success of the Applications Dashboard[xiv], we will expand the scope to include more project application types, enhancing staff's ability to ensure both legislated time limits and service standards are met. This work will feed into the development of the external CER portal, where applicants will be able to submit and track the progress of applications, enhancing transparency and confidence in the process.

The newly established Crown Consultation team is taking innovative approaches to consultations to meet the Government of Canada's commitments and obligations with respect to its duty to consult and accommodate in a manner consistent with the UN Declaration. The Crown Consultation team will continue to build relationships with Indigenous Peoples over the coming year, evolving current practices to establish meaningful consultation processes that respect the uniqueness of individual First Nation, Métis, and Inuit communities.

To support the Energy Adjudication core responsibility in 2023-24, the CER will:

- publish a Discussion Paper to solicit feedback on key updates to the Environment and Socio-economic Assessment and Lands sections of the *Filing Manual*[xv];

- continue to collaborate with other departments to advance work on the assessment and management of cumulative effects;

- finalize supplemental guidance for proponents on GHG emissions;

- conduct a review and learn of the Crown consultation process used for NGTL's West Path Delivery Project 2023;

- improve accessibility for everyone participating in Energy Adjudication processes by developing the CER portal; and

- consider and prepare for the energy transition and regulation of hydrogen pipelines by reviewing codes and standards, regulations, and guidance to proponents.

**Gender-based Analysis Plus**

- Section 183.2 (c) of the 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 has issued filing guidance on assessing GBA Plus requirements in applications and started assessing applications using this guidance.

- Staff with GBA Plus training will continue to review all infrastructure adjudicative processes. The CER's Hearing Managers, Process Advisors, and Socio-Economic Specialists help ensure that the CER's early engagement activities, Alternative

Dispute Resolution services, and adjudicative processes (including Indigenous knowledge sessions) are accessible to diverse groups, including women, men, gender-diverse, and underrepresented people.

**United Nations' (UN) 2030 Agenda for Sustainable Development and the UN Sustainable Development Goals**

- Activities under the Energy Adjudication core responsibility include impact assessments which support the CER's recommendations or decisions to the Governor in Council, which in turn contribute to advancing Sustainable Development Goal (SDG) 7: Ensuring access to affordable, reliable, sustainable, and modern energy for all. These activities pertain to applications for 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.

**Innovation**

- The CER will assess data associated with adjudication processes to identify linkages and trends among factors such as project type, location, assessment timelines, Information Requests, and conditions imposed by the CER. This work will form the basis for focused process improvement recommendations.

- As COVID-19 restrictions evolve, the CER is working to ensure we can effectively adapt and pivot between in-person and virtual hearing processes, or some combination of both, as required. We will continue to explore ways to maintain benefits of both approaches.

**Planned results for Energy Adjudication**

The following table shows, for Energy Adjudication, the planned results, the result indicators, the targets, and the target dates for 2023-24, and the actual results for the three most recent fiscal years for which actual results are available.

The CER has repositioned the Participant Funding program into a Grants and Contributions (G&C) Service in accordance with Treasury Board's *Policy on Service and Digital*[xvi]. Please refer to the Reporting Framework section of this report for more details on this change.

| Departmental result | Departmental result indicator | Target | Date to achieve target | 2019-20 actual result[a] | 2020-21 actual result | 2021-22 actual result |
|---|---|---|---|---|---|---|
| Energy adjudication processes are fair. | Percentage of adjudication decisions overturned on judicial appeal related to procedural fairness. | Exactly 0% | March 2024 | 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 2024 | 100% | 83%[b] | 83% |
| Energy adjudication processes are transparent. | Percentage of surveyed participants who indicate that adjudication processes are transparent. | At least 75% | March 2024 | 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 2024 | 100% | 100% | 94% |

(a)   Actual results reported under the CER with the passing of the CER Act on 28 August 2019.

(b)   This number has been updated from the *2022-23 Departmental Plan* to align with the more recently published *2021-22 Departmental Results Report*.

**Planned budgetary spending for Energy Adjudication**

The following table shows, for Energy Adjudication, budgetary spending for 2023-24, as well as planned spending for that year and for each of the next two fiscal years.

| 2023–24 budgetary spending (as indicated in Main Estimates) | 2023–24 planned spending | 2024–25 planned spending | 2025–26 planned spending |
|---|---|---|---|
| 27,016,679 | 27,016,679 | 26,705,288 | 26,705,288 |

**Planned human resources for Energy Adjudication**

The following table shows, in full-time equivalents, the human resources the department will need to fulfill this core responsibility for 2023-24 and for each of the next two fiscal years.

| 2023–24 planned full-time equivalents | 2024–25 planned full-time equivalents | 2025–26 planned full-time equivalents |
|---|---|---|
| 126.5 | 124.5 | 124.5 |

Financial, human resources and performance information for the CER's Program Inventory is available in the GC InfoBase[xvii].

# Safety and Environment Oversight



## Description

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

## Planning highlights

Preventing harm is the foundation of how the CER keeps people safe and protects the environment. This year we will continue to focus a significant portion of our oversight on construction to prevent serious incidents that harm people and the environment. The CER enforces some of the strictest safety and environmental standards in the world. We are constantly assessing data and trends from our oversight activities to identify areas where companies can improve. We apply the same lens to our oversight of cyber security and pipeline standards and in areas like safety culture, where we promote sharing of information and collaboration across companies. External factors, like an increasing number of extreme weather events, also drive us to review our oversight and assess changes needed.

**Updating and Adapting the Onshore Pipeline Regulations**

We are updating the *Onshore Pipeline Regulations* (OPR) - the CER's principal regulation for onshore pipelines - building on learnings from years of implementing the OPR, and feedback from Indigenous Peoples, regulated companies, landowners and other stakeholders.

This update will ensure the inclusion of Indigenous perspectives in CER oversight programs and in all phases of the pipeline lifecycle. We will ensure clarity of expectations in areas including:

- process and pipeline safety;
- hydrogen pipelines and facilities;
- safety culture;
- cyber security; and
- hazard mitigation stemming from extreme weather events.

In delivering an updated OPR, the CER will provide a regulation that supports the highest level of safety, security and environmental protection, advances Reconciliation with Indigenous Peoples, addresses transparency and inclusive participation, and provides for predictable and timely oversight and encourages innovation.

The CER is fundamentally transforming our oversight and how we work with Indigenous Peoples, supporting our Reconciliation Strategic Priority. We continue to increase the involvement of Indigenous monitors in our oversight, bringing more Indigenous

perspectives into our work and enhancing our oversight tools. We will collaborate with Indigenous groups, other regulators and companies on shared oversight areas, including Sites of Indigenous Significance and land reclamation. The *Onshore Pipeline Regulations*[xviii] will see changes proposed[2] that will transform Indigenous Peoples' involvement in oversight in the future. The CER also expects regulated companies to engage and consult in a way that meets evolving expectations on how best to protect people, the environment and property, and that respects the rights and interests of Indigenous Peoples. This year the CER will share areas of best practices for companies in how they work with Indigenous Peoples.

The CER will continue to explore improvements to our oversight processes, systems and tools that will increase the efficiency, transparency, and predictability of our oversight internally and with companies, supporting our Competitiveness Strategic Priority. Tools we are assessing this year include Engineering Assessments and Information Requests.

To support the Safety and Environment Oversight core responsibility in 2023-24, the CER will:

- strengthen expectations in our oversight of cyber security for industrial control systems, and for process and pipeline safety;

- promote Safety Culture improvements by continuing to host industry workshops to share learnings and approaches, and promoting learning via the Safety Culture Learning Portal[xix];

- continue to identify technical research projects that will encourage innovative and improved methods to strengthen pipeline integrity;

- identify changes to the CER regulations and related codes, standards and processes to ensure readiness of our oversight for potential future hydrogen energy infrastructure, and collaborate with other regulators to facilitate clarity of mandates and processes for new energy infrastructure;

- use our regulatory oversight tools to ensure industry continues to assess evolving hazards from a growing number of extreme weather events, and ensure our oversight processes, tools, and capacity can respond;

- collaborate with Indigenous groups and communities, other regulators and regulated companies on processes to improve Indigenous oversight, including Sites of Indigenous Significance and issue management and land reclamation;

- develop and deliver Best Practices for regulated companies to use to inform and engage Indigenous communities when a serious incident occurs or for an emergency,

---

[2] The review represents part of how the CER will deliver its commitments to enhance Canada's global competitiveness and transform the way the CER and its regulated companies work with Indigenous Peoples across the lifecycle of regulated facilities.

and identify other best practices that would improve how regulated companies involve Indigenous communities in oversight;

- develop and engage on proposed areas of change for the *Onshore Pipeline Regulations*[xx] update;

- assess and identify potential improvements to transparency and efficiencies with industry related to Engineering Assessments and Information Requests.

- continue the ongoing Abandonment Cost Estimates and Set Aside and Collection Mechanism 2021 Review, to enable effective oversight through accurate estimates and to put in place a repeatable and predictable process to follow every five years; and

- continue to develop and implement a set of processes and procedures for the identification, monitoring, designation, and abandonment of orphan pipelines under the CER Act.

## Gender-based Analysis Plus

- The CER will continue to work to ensure that safety and oversight activities do not negatively impact Canadians from identifiable groups. The CER will enforce specific conditions placed on an applicant relating to 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*[xxi] for its regulation development projects. The CER will continue strengthening its regulatory framework by assessing the impact that proposed regulatory framework changes could have on Canadians from identifiable groups.

- Communications with regulated industry will use gender-neutral terms and promote gender-neutral terminology.

- In response to recommendations from an evaluation of the Regulatory Framework Program, the CER will continue to improve its regulatory framework change process so that it is more accessible to all Canadians. In collaboration with other regulators and the Canadian Standards Association, we will endeavour to make relevant standards free and accessible to all. The CER will leverage efforts made through the Data and Digital Innovation Strategic Priority to reach a wider audience for consultations.

## United Nations' (UN) 2030 Agenda for Sustainable Development and the UN Sustainable Development Goals

- This core responsibility supports SDG 7: Access to affordable, reliable, sustainable, and modern energy for all, in two specific ways. First, through the overall mandate for setting and enforcing regulatory expectations for regulated companies over the

entire lifecycle of energy-related facilities. In addition to that, the development of a strategy for oversight of hydrogen in pipelines will position the CER to support the achievement of this SDG into the future.

- The strategy for oversight of hydrogen facilities and pipelines also supports SDG 9: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.

**Innovation**

- The CER will continue to develop methods to extract environmental and socio-economic data and images from various regulatory filing submissions (such as reclamation reports, construction progress reports, and environmental and socio-economic assessments) to help the regulator and communities – including Indigenous communities – better monitor and gain insights to prevent harm to people and the environment.

- The CER is continuing to work on tools to enable effective collaboration on oversight with Indigenous monitors and improve sharing of information with Indigenous communities via interactive maps.

**Planned results for Safety and Environment Oversight**

The following table shows, for Safety and Environment Oversight, the planned results, the result indicators, the targets, and the target dates for 2023-24, and the actual results for the three most recent fiscal years for which actual results are available.

| Departmental result | Departmental result indicator | Target | Date to achieve target | 2019–20 actual result[a] | 2020–21 actual result | 2021–22 actual result |
|---|---|---|---|---|---|---|
| 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 2024 | 7[b] | 12 | 22 |
| | Number of incidents related to regulated infrastructure that harm the environment. | Exactly 0 | March 2024 | 2 | 7[b] | 20 |

| | Percentage of unauthorized activities on regulated infrastructure that involve repeat violators. | At most 15% | March 2024 | 12% | 11%[b] | 10% |
|---|---|---|---|---|---|---|

(a)  Actual results reported under the CER with the passing of the CER Act on 28 August 2019.

(b)  Data has been updated from the *2022-23 Departmental Plan* to align with the more recently published *2021-22 Departmental Results Report*. The CER reports from a live 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.

**Planned budgetary spending for Safety and Environment Oversight**

The following table shows, for Safety and Environment Oversight, budgetary spending for 2023-24, as well as planned spending for that year and for each of the next two fiscal years.

| 2023–24 budgetary spending (as indicated in Main Estimates) | 2023–24 planned spending | 2024–25 planned spending | 2025–26 planned spending |
|---|---|---|---|
| 23,671,971 | 23,671,971 | 23,087,801 | 22,735,465 |

**Planned human resources for Safety and Environment Oversight**

The following table shows, in full-time equivalents, the human resources the department will need to fulfill this core responsibility for 2023-24 and for each of the next two fiscal years.

| 2023–24 planned full-time equivalents | 2024–25 planned full-time equivalents | 2025–26 planned full-time equivalents |
|---|---|---|
| 135.0 | 131.0 | 128.0 |

Financial, human resources and performance information for the CER's Program Inventory is available in the GC InfoBase[xxii].

# Energy Information



## Description

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

## Planning highlights

Energy plays a fundamental role in the lives of all Canadians. From transportation to home heating to the clothes we wear, every product and service in our country requires energy. Energy information serves to make sense of what is currently going on in the energy sector and where it may go in the future.

> **Memorandum of Understanding (MOU) with the Saskatchewan First Nations Natural Resource Centre of Excellence (SFNNRCOE)**
>
> Through the MOU with the SFNNRCOE, the CER will fill gaps in the energy information landscape in Canada, in particular the energy information needs of Indigenous audiences.
>
> This work will also increase understanding of traditions and culture of Indigenous Peoples, their areas of expertise and knowledge and will contribute to reconciliation and building a relationship based on the recognition of rights, respect, co-operation and in the spirit of true partnership.

The CER's two Energy Information programs: Energy Systems Information; and Pipeline Information, help inform Canada's energy conversation by providing energy data and fact-based analysis and modeling to Canadians on energy supply and markets, energy trade, and the energy transition. The CER also focuses on making information related to CER-regulated pipeline infrastructure more transparent and accessible. It publishes data visualizations that make complex data and information understandable to Canadians and helps Canadians navigate the CER regulatory oversight story. This information supports Canada's public dialogue on energy issues and decision-making by Canadians, governments, industry, and other stakeholders.

The CER is working on several high-profile energy analysis publications and data releases, including:

- *Canada's Energy Future*[xxiii]: the CER's long-term energy supply and demand outlook. In 2023-24 we will release the next iteration of this report, the CER's most ambitious Energy Futures report yet. This will be our first long-term outlook to include scenario analysis consistent with Canada achieving net-zero emissions by 2050, as per direction from the Minister of Natural Resources. In addition, the CER

will continue to build and improve its energy modeling capabilities to explore the complex and nuanced dynamics of Canada's pathway to net-zero by 2050.

- Market Snapshots[xxiv]: regular, brief publications on various energy topics relevant to everyone in Canada. In 2023-24, the CER will continue to produce market snapshots on topics tied to ever-changing energy developments such as electric vehicles, renewables, hydrogen and carbon capture utilization and storage. In addition, the CER will work in partnership with the Saskatchewan First Nations Natural Resource Centre of Excellence to create a market snapshot that visualizes drilling sites on Saskatchewan Treaty lands.

- Provincial and Territorial Energy Profiles[xxv]: provide an overview of energy production, consumption, transportation and trade for each of Canada's provinces and territories. The profiles include information on all energy sources, including crude oil and refined products, natural gas, uranium, and renewables. They illustrate the diversity of Canada's energy systems and provide readers with key facts and new developments in Canada's energy systems. The 2023-24 release will include updated information and enhanced user experience and accessibility.

- Energy Commodity Statistics[xxvi]: The CER will continue to publish various statistics updates throughout the year, including historical monthly Canadian Crude Oil and Equivalent and Marketable Natural Gas production by province and territory; imports and exports of natural gas and liquefied natural gas; exports of natural gas liquids; exports of crude oil and refined petroleum products; and imports and exports of electricity.

To support the Energy Information core responsibility in 2023-24, the CER will:

- continue to mature both the Pipeline Information program and the Energy System Information program, to advance transparency, Data and Digital Innovation, Competitiveness, and Reconciliation Strategic Priorities;

- continue to improve modeling expertise and modeling tools;

- continue to develop and implement energy information processes;

- continue to support the Canadian Centre for Energy Information (CCEI) work plan, including through the data standards initiative and content for the CCEI website; and

- improve the Commodity Tracking System (CTS) with increased features, integration, and reporting to add value to all CTS system users.

**Gender-based Analysis Plus**

- The CER will continue initiatives to improve content, accommodating the diverse needs of Canadians so that it is equally accessible to all audiences.

- Content will be published in both official languages and use and promote gender-neutral terminology.

- All images used in Energy Information publications will depict the diverse nature of the public in a fair, representative, and inclusive manner, including a balance of sex, gender, language, ethnicity/race, religion, age, disability, geography, culture, income, sexual orientation, and education.

- The CER will adhere to the Government of Canada's accessibility guidelines and web accessibility standards. We will develop energy information publications that are colour-blind friendly, use whitespace appropriately, include shorter paragraphs and bulleted lists, employ plain language, and ensure all images and charts have alternative text descriptions to explain what is being shown.

- We will improve page load speeds, make data sets available for download, and provide low-bandwidth interactive charts so that people in remote communities can still access and use CER content.

**United Nations' (UN) 2030 Agenda for Sustainable Development and the UN Sustainable Development Goals**

- Energy information plays an important role in Canadians' decisions as Canada transitions towards a low-carbon economy. The CER's Energy Information core responsibility, including the flagship Energy Futures publication and related series of outlooks, will include analysis of low-carbon options and scenarios. This will contribute to advancing the Government of Canada's support for the UN 2030 Agenda for Sustainable Development and the UN Sustainable Development Goals, particularly with respect to SDG 7: Access to affordable, reliable, sustainable, and modern energy for all, SDG 8: Clean Growth, and SDG 13: Effective Action on Climate Change.

**Innovation**

- The CER will continue to test new web development tools to ensure published content is updated in a timely fashion and the information meets the needs of users.

- The CER will explore redesigning the Interactive Pipeline Map[xxvii] to better illustrate CER-regulated pipeline infrastructure and its relation to communities and Canada's broader energy systems.

**Planned results for Energy Information**

The following table shows, for Energy Information, the planned results, the result indicators, the targets, and the target dates for 2023-24, and the actual results for the three most recent fiscal years for which actual results are available.

| Departmental result | Departmental result indicator | Target | Date to achieve target | 2019–20 actual result | 2020–21 actual result | 2021–22 actual result |
|---|---|---|---|---|---|---|
| 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 2024 | N/A[(a)] | N/A[(a)] | Refer to results narrative in *2021-22 Departmental Results Report*[xxviii]. |
| 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 2024 | 56 | 113 | 85 |

(a)   This is a new measure introduced in 2021-22. Results for previous years are not available.

**Planned budgetary spending for Energy Information**

The following table shows, for Energy Information, budgetary spending for 2023-24, as well as planned spending for that year and for each of the next two fiscal years.

| 2023–24 budgetary spending (as indicated in Main Estimates) | 2023–24 planned spending | 2024–25 planned spending | 2025–26 planned spending |
|---|---|---|---|
| 8,607,939 | 8,607,939 | 8,607,939 | 5,276,489 |

**Planned human resources for Energy Information**

The following table shows, in full-time equivalents, the human resources the department will need to fulfill this core responsibility for 2023-24 and for each of the next two fiscal years.

| 2023–24 planned full-time equivalents | 2024–25 planned full-time equivalents | 2025–26 planned full-time equivalents |
|---|---|---|
| 56.1 | 56.1 | 31.1 |

Financial, human resources and performance information for the CER's program inventory is available on GC InfoBase[xxix].

# Engagement

## Description

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

## Planning highlights

The CER is committed to ensuring that our work and the decisions we make are informed by diverse input from people across Canada. We strive to do more than just listen to concerns and share information - we have a duty to be responsive and transparent about how we act on the feedback we receive so that we continue to foster the trust and confidence of Canadians.

> **Integrating Indigenous Perspectives**
>
> The CER will continue to engage Indigenous communities affected by the NOVA Gas Transmission Ltd. system (British Columbia, Alberta, and Saskatchewan) to co-develop a collaborative mechanism for the purpose of enhancing their involvement in pipeline compliance and oversight of the system.
>
> The aim of the initiative is to foster discussions regarding the rights and interests of Indigenous Peoples as they relate to the compliance and oversight for all existing NGTL pipeline projects regulated by the CER, including the 2021 NGTL System Expansion Project, Edson Mainline Expansion Project, and North Corridor Expansion Project. The new mechanism would also apply to future CER-regulated pipelines that may be added to the NGTL system, such as the NGTL West Path Delivery 2023 Project.

The CER continues to evolve its Engagement programs to measure success by the extent to which it meaningfully engages Indigenous Peoples and stakeholders. Meaningful engagement occurs when the CER seeks to understand the issues, interests and changing values of Canadians, and how those relate to regulatory oversight. It is also important to reflect and act on the feedback received, so that input can positively impact and improve the CER's decisions and its work.

Through the Stakeholder Engagement program and the Indigenous Engagement program, we tailor engagement to reflect the unique needs and interests of those impacted by our work, notably Indigenous Peoples, landowners, provincial and local governments, and regulated industry.

The CER is innovating by exploring new technologies to support virtual and geographically diverse engagement and finding ways to engage and collaborate with parties who have a stake in our decisions and our work. In addition to existing

partnerships with the IAMCsxxx for Line 3 and TMX, the Land Matters Group Advisory Committeexxxi, and the Aboriginal Liaison Partnershipxxxii in B.C., the CER is proceeding with the development of an initiativexxxiii to co-develop a collaborative mechanism with Indigenous Peoples relating to pipeline compliance and oversight of the NGTL System. In addition, as part of its Competitiveness Strategic Priority, the CER is also creating a framework to engage regulated industry.

To support the Engagement core responsibility in 2023-24, the CER will:

- implement a National Engagement Strategy, a milestone deliverable of the Trust and Confidence and Reconciliation Strategic Priorities, which includes an Indigenous Engagement Strategy to support the organization to:
    - o leverage relationships established at the regional and national levels to better understand the views and concerns that inform our decisions and work;
    - o conduct engagement in a coordinated manner toward common objectives while embracing reconciliation;
    - o share the information we collect through engagement to improve our work; and
    - o equip staff with the knowledge, skills, and tools to engage meaningfully.

- remain committed to a renewed relationship with Indigenous Peoples based on the recognition of rights, respect, cooperation, and partnership. We are transforming the way we work with Indigenous Peoples, with a commitment to implementing the UN Declaration;

- engage regulated companies, Indigenous Peoples, and stakeholders to gather input on important regulatory change initiatives such as the *Onshore Pipeline Regulations*xxxiv and *Filing Manual*xxxv; and

- continue improving the cultural competency of the CER and its staff, which is core to the CER's engagement and Reconciliation activities. The CER is putting training in place to meet the Truth and Reconciliation Commission's Report - Call to Action 57 - to educate staff on the history of Indigenous Peoples, including their cultural and treaty rights.

**Gender-based Analysis Plus**

- Engagement measures enable the CER to monitor how effectively it engages a diversity of views to inform its decisions and work.

- The CER has performed outreach to Indigenous partners, landowners, industry and other stakeholders to learn how we can best engage with them. We will continue to plan targeted engagement activities in a way that reflects and incorporates feedback to optimize our reach to diverse stakeholders.

## United Nations' (UN) 2030 Agenda for Sustainable Development and the UN Sustainable Development Goals

- Building renewed relationships with our Indigenous partners and stakeholders supports the goals of SDG 7: Ensure access to affordable, reliable, sustainable, and modern energy for all and SDG 9: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation, as Indigenous People and stakeholders provide input that improves decision-making, regulatory processes, Indigenous monitoring and oversight, and policy development.

### Innovation

- The CER has developed the CER Dialogue[xxxvi] engagement platform to deliver online engagement and will continue to implement the tool to engage the public in discussion forums, idea boards, and surveys and to seek comments and feedback regarding CER information and publications.

  The CER intends to expand this tool to include pages for the *Onshore Pipeline Regulations*[xxxvii] and the Regulated Industry Engagement project, in addition to continued use for the *Accessible Canada Act*[xxxviii] and other projects as they arise.

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

### Planned results for Engagement

The following table shows, for Engagement, the planned results, the result indicators, the targets, and the target dates for 2023-24, and the actual results for the three most recent fiscal years for which actual results are available.

| Departmental result | Departmental result indicator | Target | Date to achieve target | 2019–20 actual result | 2020–21 actual result | 2021–22 actual result |
|---|---|---|---|---|---|---|
| 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 | March 2024 | N/A[(a)] | Refer to results narrative in *2020-21 Departmental Results Report*[xxxix]. | Refer to results narrative in *2021-22 Departmental Results Report*[xl]. |

| Indigenous Peoples and stakeholders provide feedback that engagement with the Canada Energy Regulator is meaningful. | Percentage of participants in engagement activities who indicate that the engagement was meaningful. | At least 75% | March 2024 | 84% | 80% | 72% |
|---|---|---|---|---|---|---|

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

**Planned budgetary spending for Engagement**

The following table shows, for Engagement, budgetary spending for 2023-24, as well as planned spending for that year and for each of the next two fiscal years.

| 2023–24 budgetary spending (as indicated in Main Estimates) | 2023–24 planned spending | 2024–25 planned spending | 2025–26 planned spending |
|---|---|---|---|
| 10,149,308 | 10,149,308 | 9,413,045 | 9,413,046 |

**Planned human resources for Engagement**

The following table shows, in full-time equivalents, the human resources the department will need to fulfill this core responsibility for 2023-24 and for each of the next two fiscal.

| 2023–24 planned full-time equivalents | 2024–25 planned full-time equivalents | 2025–26 planned full-time equivalents |
|---|---|---|
| 51.1 | 48.1 | 48.1 |

Financial, human resources and performance information for the CER's program inventory is available on GC InfoBase[xli].

# Internal services: planned results



**Description**

Internal services are the services that are provided within a department so that it can meet its corporate obligations and deliver its programs. There are 10 categories of internal services:

▸ Management and Oversight Services

▸ Communications Services

▸ Legal Services

▸ Human Resources Management Services

▸ Financial Management Services

▸ Information Management Services

▸ Information Technology Services

▸ Real Property Management Services

▸ Materiel Management Services

▸ Acquisition Management Services

**Planning highlights**

The CER's internal services play an integral role in supporting the delivery of every aspect of our mandate, ensuring employees have the tools they need to deliver high-quality work in the Canadian public interest. Internal Services will continue to support the implementation of actions within our core responsibilities and Strategic Priorities: Trust and Confidence; Reconciliation; Competitiveness; and Data and Digital Innovation.

In 2023-24, internal services will:

• adapt our Hybrid Workplace Approach and advance work on the culture assessment;

• continue to implement the Diversity and Belonging Roadmap;

• implement the Indigenous Recruitment and Retention Strategy;

• through our financial management and acquisition programs, support the CER in meeting the Government of Canada's commitment to ensure a minimum of five percent of the total value of contracts are held by Indigenous businesses;

- continue offering internal data and digital training opportunities to drive organizational culture change;

- conduct data structuring, interaction, and analytics projects to continue increasing the accessibility of data and information through open data sets and user-friendly interfaces;

- adopt GCDocs, enabling consistent information management processes and solutions through technology and governance;

- digitize historical records of business value to enhance access to baseline socio-economic and environmental data;

- continue providing staff with digital solutions that reduce manual interventions for routine, low-risk administrative applications;

- improve the CER's potential for process automation and data analytics by continuing to streamline regulatory filing systems;

- provide support for and advance the use of IT cloud services within the CER to improve enterprise mobility and support the CER's digital transformation initiatives;

- translate the CER's internal intranet and associated systems to expand our reach to diverse internal audiences, while also meeting the spirit of the *Official Languages Act*[xlii];

- continue to uphold our commitment to translate and make available externally facing information and documents in applicable Indigenous languages;

- continue to increase two-way engagement on social media platforms leveraging the CER social media strategy;

- increase staff capacity and results in the application of GBA Plus commitments internally and externally; and

- publish a progress report against the CER's inaugural Accessibility Plan[xliii], as required under the *Accessible Canada Act*[xliv].

**Planning for Contracts Awarded to Indigenous Businesses**

The CER is included in the Government of Canada's Phase 3 implementation of departments required to report on awarding contracts to Indigenous businesses. Measures taken in the organization to facilitate the achievement of the mandatory minimum target of five percent of the total value of contracts awarded to Indigenous businesses are described below.

- The CER will strive to annually award at least five percent of the total value of CER contracts to Indigenous vendors by building relationships and gradually adjusting

processes and expectations that support increased purchases of goods and services from Indigenous vendors.

- The CER is executing an Indigenous Procurement Strategy and Action Plan (IPS), an organization-wide, commonly understood, barrier-free approach to support Indigenous vendors. The IPS will provide the CER with a starting point to help meet our commitment and comply with the Government of Canada's mandatory requirement to award at least five percent of the total value of contracts to Indigenous businesses by 2024-25. Our efforts in this regard support our Reconciliation Strategic Priority and aligns with the CER's Statement on Reconciliation: The Path to Advancing Reconciliation at the CER[xlv].

- The CER will:

  - begin to establish an organization-wide approach that is commonly understood, less complex, and barrier-free that utilizes the Procurement Strategy for Indigenous business, meets CER business needs and maximizes the number of Indigenous vendors benefitting from the purchase of goods and services;

  - over the longer term, explore ways to strengthen management system components that focus on the IPS, such as data, evidenced-based goals, processes, accountabilities, guidelines, and training; and

  - conduct internal and, in the future, external communication about the IPS.

The following table shows in % the actual, forecasted and planned value for the target.

| 5% reporting field description | 2021-22 actual % achieved | 2022-23 forecasted % target | 2023-24 planned % target |
|---|---|---|---|
| Total percentage of contracts with Indigenous businesses | N/A[a] | Phase 1: N/A<br>Phase 2: N/A | At least 5% |

**(a)** The CER is included in the Government of Canada's Phase 3 implementation. The CER must comply with federal strategy as part of Phase 3 implementation by no later than fiscal year 2024-25 and will report on target achievement in future Departmental Results Reports.

**Planned budgetary spending for internal services**

The following table shows, for internal services, budgetary spending for 2023-24, as well as planned spending for that year and for each of the next two fiscal years.

| 2023–24 budgetary spending (as indicated in Main Estimates) | 2023–24 planned spending | 2024–25 planned spending | 2025–26 planned spending |
|---|---|---|---|
| 43,976,647 | 43,976,647 | 43,976,306 | 40,055,231 |

**Planned human resources for internal services**

The following table shows, in full-time equivalents, the human resources the department will need to carry out its internal services for 2023-24 and for each of the next two fiscal years.

| 2023–24 planned full-time equivalents | 2024–25 planned full-time equivalents | 2025–26 planned full-time equivalents |
|---|---|---|
| 188.3 | 187.3 | 181.3 |

# Planned spending and human resources

This section provides an overview of the department's planned spending and human resources for the next three fiscal years and compares planned spending for 2023-24 with actual spending for the current year and the previous year.

## Planned spending

**Departmental spending 2020-21 to 2025-26**

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

| [in thousands] | 2020–21 | 2021–22 | 2022–23 | 2023–24 | 2024–25 | 2025–26 |
|---|---|---|---|---|---|---|
| Statutory | 11,490 | 11,003 | 12,895 | 11,413 | 11,238 | 10,572 |
| Voted | 88,343 | 98,366 | 100,979 | 102,010 | 100,552 | 93,614 |
| Total | 99,833 | 109,369 | 113,874 | 113,423 | 111,790 | 104,186 |

This bar chart shows the Canada Energy Regulator's six-year spending trend. It includes actual spending for the fiscal years 2020-21 and 2021-22, forecast spending for the year 2022-23 and planned spending for the years 2023-24 to 2025-26. Amounts are depicted by Voted and Statutory amounts. An explanation of spending variances follows below the Budgetary planning summary for core responsibilities and internal services table.

**Budgetary planning summary for core responsibilities and internal services (dollars)**

The following table shows information on spending for each of the CER's core responsibilities and for its internal services for 2023-24 and other relevant fiscal years.

| Core responsibilities and internal services | 2020–21 actual expenditures | 2021–22 actual expenditures | 2022–23 forecast spending | 2023–24 budgetary spending (as indicated in Main Estimates) | 2023–24 planned spending | 2024–25 planned spending | 2025–26 planned spending |
|---|---|---|---|---|---|---|---|
| Energy Adjudication | 20,864,381 | 17,722,847 | 23,944,189 | 27,016,679 | 27,016,679 | 26,705,288 | 26,705,288 |
| Safety and Environment Oversight | 23,152,134 | 24,544,585 | 26,689,580 | 23,671,971 | 23,671,971 | 23,087,801 | 22,735,465 |
| Energy Information | 5,934,378 | 8,716,482 | 7,550,398 | 8,607,939 | 8,607,939 | 8,607,939 | 5,276,489 |
| Engagement | 9,611,208 | 8,732,565 | 9,167,132 | 10,149,308 | 10,149,308 | 9,413,045 | 9,413,046 |
| **Subtotal** | **59,562,101** | **59,716,479** | **67,351,299** | **69,445,897** | **69,445,897** | **67,814,073** | **64,130,288** |
| Internal services | 39,028,902 | 49,652,874 | 46,522,538 | 43,976,647 | 43,976,647 | 43,976,306 | 40,055,231 |
| Internal services – GIC Remission Levy[a] | 1,241,925 | - | - | - | - | - | - |
| **Total** | **99,832,928** | **109,369,353** | **113,873,837** | **113,422,544** | **113,422,544** | **111,790,379** | **104,185,519** |

(a) On March 26, 2021, the Governor in Council issued a remission order to Vector Pipelines Limited Partnership Inc, on the recommendation of the Minister of Natural Resources and the Treasury Board and pursuant to subsection 23(2.1) of the *Financial Administration Act*, for the amount by which the cost recovery charge payable by Vector Pipeline Limited Partnership under the National Energy Board Cost Recovery Regulations for 2019 exceeds its revised cost recovery charge for that year.

**Variance between 2020-21 actual expenditures and 2021-22 actual expenditures**

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 $4.58 million related to compensation adjustments to reflect changes to terms and conditions of service or employment in the federal public administration;

- 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 employee benefit plan costs;

- an increase of $0.29 million mainly related to the SAP implementation project;

- an increase of $0.07 million related to Budget 2017 Indigenous Advisory and Monitoring Committees as well as communications and access to information capacity; 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 actual expenditures and 2022-23 forecast spending**

The 2022-23 forecast spending is $4.50 million higher than the 2021-22 actual expenditures mainly due to:

- an increase of $2.69 million related to Budget 2022 funding to continue to enable data-driven, evidence-based impact assessments, as well as Indigenous Advisory and Monitoring Committees;

- an increase of $2.24 million related to compensation adjustments to reflect changes to terms and conditions of service or employment in the federal public administration;

- an increase of $1.89 million related to employee benefit plans;

- an increase of $0.95 million related to Participant Funding Program;

- a decrease of $1.41 million related to a Budget 2018 initiative to transition to new impact assessment and regulatory processes;

- a decrease of $1.21 million 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 $0.65 million related to Budget 2017 Indigenous Advisory and Monitoring Committees as well as communications and access to information capacity.

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

The 2023-24 planned spending is $0.45 million lower than the 2022-23 forecast spending mainly due to:

- a decrease of $11.47 million mainly related to compensation adjustments to reflect changes to terms and conditions of service or employment in the federal public administration;

- a decrease of $1.48 million related to employee benefit plans;

- an increase of $5.86 million related to Budget 2022 funding to continue to enable data-driven, evidence-based impact assessments;

- an increase of $3.05 million related to a Budget 2018 initiative to transition to new impact assessment and regulatory processes;

- an increase of $2.44 million 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 $1.15 million related to Budget 2022 Indigenous Advisory and Monitoring Committees as well as communications and access to information capacity.

**Variance between 2023-24 planned spending and 2024-25 planned spending**

The 2024-25 planned spending is $1.63 million lower than the 2023-24 planned spending primarily related to Budget 2022 Indigenous Advisory and Monitoring Committees.

**Variance between 2024-25 planned spending and 2025-26 planned spending**

The 2025-26 planned spending is $7.60 million lower than the 2024-25 planned spending primarily related to Budget 2020 initiative to improve the CER's ability to interpret and make data available digitally to Canadians.

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 CER 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[xlvi] is carried out on a calendar year basis.

# Planned human resources

The following table shows information on human resources, in full-time equivalents (FTEs), for each of the CER's core responsibilities and for its internal services for 2023-24 and the other relevant years.

**Human resources planning summary for core responsibilities and internal services**

| Core responsibilities and internal services | 2020-21 actual full-time equivalents | 2021-22 actual full-time equivalents | 2022-23 forecast full-time equivalents | 2023-24 planned full-time equivalents | 2024-25 planned full-time equivalents | 2025-26 planned full-time equivalents |
|---|---|---|---|---|---|---|
| Energy Adjudication | 129.4 | 104.1 | 114.5 | 126.5 | 124.5 | 124.5 |
| Safety and Environment Oversight | 142.5 | 150.7 | 162.1 | 135.0 | 131.0 | 128.0 |
| Energy Information | 30.4 | 48.2 | 46.3 | 56.1 | 56.1 | 31.1 |
| Engagement | 56.9 | 51.4 | 59.5 | 51.1 | 48.1 | 48.1 |
| **Subtotal** | **359.2** | **354.4** | **382.4** | **368.7** | **359.7** | **331.7** |
| Internal services | 162.4 | 204.3 | 215.8 | 188.3 | 187.3 | 181.3 |
| **Total** | **521.6** | **558.7** | **598.2** | **557.0** | **547.0** | **513.0** |

**Variance between 2020-21 actual full-time equivalents and 2021-22 actual full-time equivalents**

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

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

- 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;

- an increase of 4.3 full-time equivalents related to a Budget 2018 initiative to transition to new impact assessment and regulatory processes; and

- a decrease of 1.1 full-time equivalents related to Budget 2017 Indigenous Advisory and Monitoring Committees.

**Variance between 2021-22 actual full-time equivalents and 2022-23 forecast full-time equivalents**

The increase of 39.5 2022-23 forecast full-time equivalents from 2021-22 actual full-time equivalents is primarily due to:

- an increase of 22.5 related to Budget 2022 funding to continue to enable data-driven, evidence-based impact assessments;

- an increase of 9.2 full-time equivalents related to a Budget 2018 initiative to transition to new impact assessment and regulatory processes;

- an increase of 5.2 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 2.6 full-time equivalents related to Budget 2022 Indigenous Advisory and Monitoring Committees.

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

The decrease of 41.2 2023-24 planned full-time equivalents from 2022-23 forecast full-time equivalents is primarily due to a Budget 2018 initiative to transition to new impact assessment and regulatory processes and changes across the organization to meet operational requirements.

**Variance between 2023-24 planned full-time equivalents and 2024-25 planned full-time equivalents**

The decrease of 10 2024-25 planned full-time equivalents from 2023-24 planned full-time equivalents is primarily related to Budget 2017 Indigenous Advisory and Monitoring Committees.

**Variance between 2024-25 planned full-time equivalents and 2025-26 planned full-time equivalents**

The decrease of 2025-26 planned 34 full-time equivalents from 2024-25 planned full-time equivalents is primarily related to Budget 2020 initiative to improve the CER's ability to interpret and make data available digitally to Canadians.

## Estimates by vote

Information on the CER's organizational appropriations is available in the 2023-24 Main Estimates[xlvii].

## Future-oriented condensed statement of operations

The future-oriented condensed statement of operations provides an overview of the CER's operations for 2022-23 to 2023-24.

The forecast and planned amounts in this statement of operations were prepared on an accrual basis. The forecast and planned amounts presented in other sections of the Departmental Plan were prepared on an expenditure basis. Amounts may therefore differ.

A more detailed future-oriented statement of operations and associated notes, including a reconciliation of the net cost of operations with the requested authorities, are available on the CER's website[xlviii].

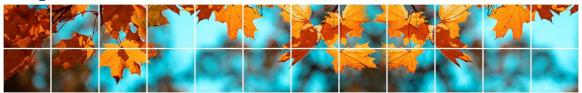**Future-oriented condensed statement of operations for the year ending March 31, 2024 (dollars)**

| Financial information | 2022-23 forecast results | 2023-24 planned results | Difference (2023-24 planned results minus 2022-23 forecast results) |
|---|---|---|---|
| Total expenses | 132,657,892 | 132,206,601 | (451,291) |
| Total revenues | - | - | - |
| Net cost of operations before government funding and transfers | 132,657,892 | 132,206,601 | (451,291) |

**Variance between 2022-23 forecast results and 2023-24 planned results**

The 2023-24 planned results are $0.45 million lower than the 2022-23 forecast results mainly due to:

- a decrease of $11.47 million mainly related to compensation adjustments to reflect changes to terms and conditions of service or employment in the federal public administration;

- a decrease of $1.48 million related to employee benefit plans;

- an increase of $5.86 million related to Budget 2022 funding to continue to enable data-driven, evidence-based impact assessments;

- an increase of $3.05 million related to a Budget 2018 initiative to transition to new impact assessment and regulatory processes;

- an increase of $2.44 million 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 $1.15 million related to Budget 2022 Indigenous Advisory and Monitoring Committees as well as communications and access to information capacity.

# Corporate information



## Organizational profile

**Appropriate Minister(s):** The Honourable Jonathan Wilkinson, P.C., M.P.

**Institutional head:** Gitane De Silva

**Ministerial portfolio:** Natural Resources

**Enabling instrument(s):** *Canadian Energy Regulator Act* (CER Act)[xlix]

**Year of incorporation / commencement:** 2019

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

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

Information on the CER's raison d'être, mandate and role is available on the CER's website[l].

Information on the CER's mandate letter commitments is available in the Minister's mandate letter[li].

## Operating context

Information on the operating context is available on the CER's website[lii].

# Reporting framework

The CER's approved departmental results framework and program inventory for 2023–24 are as follows:

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

**Changes to the approved reporting framework since 2022-23**

The CER has repositioned[3] the Participant Funding program into a Grants and Contributions (G&C) Service, in accordance with Treasury Board's *Policy on Service and Digital*[liii], through the Departmental Results Framework amendment process.

Repositioning the program as a service is more transparent, in that it reflects the linkage in supporting Energy Adjudication's Infrastructure, Tolls and Export Applications program by enabling the participation of impacted Indigenous communities, non-profits, and individuals impacted by energy projects in both hearing and crown consultation processes.

Participant funding supports the Energy Adjudication departmental result that "Energy Adjudication processes are accessible", and will continue to have the following indicator measured: "Percentage of surveyed participant funding recipients who agree that

---

[3] This change aligns with other departments and agencies' G&Cs, which are classified as a service and reported as such. For example: Impact Assessment Agency of Canada, Canadian Nuclear Safety Commission, and Transport Canada.

participant funding enabled their participation in an adjudication process." The indicators under the former Participant Funding program will be captured under the service inventory and related service standards.

| Structure | 2023-24 | 2022-23 | Change | Reason for change |
|---|---|---|---|---|
| **Core responsibility** | Energy Adjudication | Energy Adjudication | No change | Not applicable |
| **Program** | Infrastructure, Tolls, and Export Applications | Infrastructure, Tolls, and Export Applications | No change | Not applicable |
| **Program** | Not applicable | Participant Funding | Program ended | Note 1 |
| **Core responsibility** | Safety and Environment Oversight | Safety and Environment Oversight | No change | Not applicable |
| **Program** | Company Performance | Company Performance | No change | Not applicable |
| **Program** | Management System and Industry Performance | Management System and Industry Performance | No change | Not applicable |
| **Program** | Emergency Management | Emergency Management | No change | Not applicable |
| **Program** | Regulatory Framework | Regulatory Framework | No change | Not applicable |
| **Core responsibility** | Energy Information | Energy Information | No change | Not applicable |
| **Program** | Energy System Information | Energy System Information | No change | Not applicable |
| **Program** | Pipeline Information | Pipeline Information | No change | Not applicable |
| **Core responsibility** | Engagement | Engagement | No change | Not applicable |
| **Program** | Stakeholder Engagement | Stakeholder Engagement | No change | Not applicable |
| **Program** | Indigenous Engagement | Indigenous Engagement | No change | Not applicable |

**Note 1:** Participant Funding has been removed as a program as funding is now offered as a service.

# Supporting information on the program inventory

Supporting information on planned expenditures, human resources, and results related to the CER's program inventory is available on GC InfoBase[liv].

# Supplementary information tables

The following supplementary information tables are available on the CER's website[lv]:

- ▸ Details on transfer payment programs
- ▸ Gender-based Analysis Plus
- ▸ United Nations 2030 Agenda and the Sustainable Development Goals

# Federal tax expenditures

The CER's Departmental Plan does not include information on tax expenditures.

Tax expenditures are the responsibility of the Minister of Finance. The Department of Finance Canada publishes cost estimates and projections for government-wide tax expenditures each year in the Report on Federal Tax Expenditures[lvi]. This report provides detailed information on tax expenditures, including objectives, historical background and references to related federal spending programs, as well as evaluations, research papers and gender-based analysis plus.

# Organizational contact information

| Headquarters - Calgary | Suite 210, 517 10th Avenue SW Calgary, Alberta T2R 0A8 | Office: 403-292-4800 Toll free: 1-800-899-1265 info@cer-rec.gc.ca |
|---|---|---|
| Regional Eastern - Montréal | 230-505 De Maisonneuve Blvd., West Montréal, Québec H3A 3C2 | Office: 514-283-2763 infomontreal@cer-rec.gc.ca |
| Regional Pacific - Vancouver | 219-800 Burrard Street Vancouver, British Columbia V6Z 0B9 | Office: 604-666-3975 infopacific@cer-rec.gc.ca |
| Regional Northern - Yellowknife | 115-5101 50th Avenue P.O. Box 2213 Yellowknife, Northwest Territories X1A 2P7 | Office: 867-766-8408 infonorth@cer-rec.gc.ca |

Fax: 403-292-5503
Toll free fax: 1-877-288-8803
www.cer-rec.gc.ca
Twitter: @CER_REC
LinkedIn: www.linkedin.com/company/cer-rec
YouTube: www.youtube.com/c/CanadaEnergyRegulator
Facebook: 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 document that sets out a department's priorities, programs, expected results and associated resource requirements, covering a three-year period beginning with the year indicated in the title of the report. Departmental Plans are tabled in Parliament each spring.

**departmental result (résultat ministériel)**

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

**departmental result indicator (indicateur de résultat ministériel)**

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

**departmental results framework (cadre ministériel des résultats)**

A framework that consists of the department's core responsibilities, departmental results and departmental result indicators.

**Departmental Results Report (rapport sur les résultats ministériels)**

A report on a department's actual performance in a fiscal year against its plans, priorities and expected results set out in its Departmental Plan for that year. Departmental Results Reports are usually tabled in Parliament each fall.

**full-time equivalent (équivalent temps plein)**

A measure of the extent to which an employee represents a full person-year charge against a departmental budget. Full-time equivalents are calculated as a ratio of assigned

hours of work to scheduled hours of work. Scheduled hours of work are set out in collective agreements.

**gender-based analysis plus (GBA 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. GBA Plus is a process for understanding who is impacted by the issue or opportunity being addressed by the initiative; identifying how the initiative could be tailored to meet diverse needs of the people most impacted; and anticipating and mitigating any barriers to accessing or benefitting from the initiative. GBA Plus is an intersectional analysis that goes beyond biological (sex) and socio-cultural (gender) differences to consider other factors, such as age, disability, education, ethnicity, economic status, geography, language, race, religion, and sexual orientation.

**government-wide priorities (priorités pangouvernementales)**

For the purpose of the 2023–24 Departmental Plan, government-wide priorities are the high-level themes outlining the Government's agenda in the 2021 Speech from the Throne: building a healthier today and tomorrow; growing a more resilient economy; bolder climate action; fighter harder for safer communities; standing up for diversity and inclusion; moving faster on the path to reconciliation and fighting for a secure, just, and equitable world.

**high impact innovation (innovation à impact élevé)**

High impact innovation varies per organizational context. In some cases, it could mean trying something significantly new or different from the status quo. In other cases, it might mean making incremental improvements that relate to a high-spending area or addressing problems faced by a significant number of Canadians or public servants.

**horizontal initiative (initiative horizontale)**

An initiative in which two or more federal organizations are given funding to pursue a shared outcome, often linked to a government priority.

**non-budgetary expenditures (dépenses non budgétaires)**

Net outlays and receipts related to loans, investments and advances, which change the composition of the financial assets of the Government of Canada.

**performance (rendement)**

What an organization did with its resources to achieve its results, how well those results compare to what the organization intended to achieve, and how well lessons learned have been identified.

**plan (plan)**

The articulation of strategic choices, which provides information on how an organization intends to achieve its priorities and associated results. Generally, a plan will explain the logic behind the strategies chosen and tend to focus on actions that lead up to the expected result.

**planned spending (dépenses prévues)**

For Departmental Plans and Departmental Results Reports, planned spending refers to those amounts presented in the Main Estimates.

A department is expected to be aware of the authorities that it has sought and received. The determination of planned spending is a departmental responsibility, and departments must be able to defend the expenditure and accrual numbers presented in their Departmental Plans and Departmental Results Reports.

**program (programme)**

Individual or groups of services, activities or combinations thereof that are managed together within a department and that focus on a specific set of outputs, outcomes or service levels.

**program inventory (répertoire des programmes)**

An inventory of a department's programs that describes how resources are organized to carry out the department's core responsibilities and achieve its planned results.

**result (résultat)**

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

**statutory expenditures (dépenses législatives)**

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

**target (cible)**

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

**voted expenditures (dépenses votées)**

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

# Endnotes

i. United Nations Declaration on the Rights of Indigenous Peoples, https://www.un.org/development/desa/indigenouspeoples/declaration-on-the-rights-of-indigenous-peoples.html

ii. Canadian Energy Regulator Act, https://laws-lois.justice.gc.ca/eng/acts/C-15.1/index.html

iii. OPR 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

iv. Canada's Energy Future, https://www.cer-rec.gc.ca/en/data-analysis/canada-energy-future/

v. Our Strategic Plan, https://www.cer-rec.gc.ca/en/about/who-we-are-what-we-do/strategic-plan/index.html

vi. Reconciliation, https://www.cer-rec.gc.ca/en/consultation-engagement/indigenous-engagement/reconciliation/index.html

vii. Indigenous Monitoring, https://www.cer-rec.gc.ca/en/consultation-engagement/indigenous-engagement/indigenous-monitoring.html

viii. Trans Mountain Expansion Project, https://www.cer-rec.gc.ca/en/applications-hearings/view-applications-projects/trans-mountain-expansion/index.html

ix. Enbridge Line 3 Replacement Program, https://www.cer-rec.gc.ca/en/applications-hearings/view-applications-projects/line-3-replacement/index.html

x. OPR 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

xi. Canada's Energy Future, https://www.cer-rec.gc.ca/en/data-analysis/canada-energy-future/

xii. CER website, https://www.cer-rec.gc.ca/en/about/publications-reports/departmental-plan/2023-2024/index.html

xiii. Filing Manual, https://www.cer-rec.gc.ca/en/applications-hearings/submit-applications-documents/filing-manuals/filing-manual/

xiv. Major Applications and Projects before the CER, https://www.cer-rec.gc.ca/en/applications-hearings/view-applications-projects/

xv. Filing Manual, https://www.cer-rec.gc.ca/en/applications-hearings/submit-applications-documents/filing-manuals/filing-manual/

xvi. Policy on Service and Digital, https://www.tbs-sct.canada.ca/pol/doc-eng.aspx?id=32603

xvii. GC InfoBase, https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start

xviii. OPR 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

xix. Safety Culture Learning Portal, https://www.cer-rec.gc.ca/en/safety-environment/safety-culture/safety-culture-learning-portal/index.html

xx. OPR 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

xxi. 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

xxii. GC InfoBase, https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start

xxiii. Canada's Energy Future, https://www.cer-rec.gc.ca/en/data-analysis/canada-energy-future/

xxiv. Market Snapshots, https://www.cer-rec.gc.ca/en/data-analysis/energy-markets/market-snapshots/

xxv. Provincial and Territorial Energy Profiles, https://www.cer-rec.gc.ca/en/data-analysis/energy-markets/provincial-territorial-energy-profiles/

xxvi. Energy commodities, https://www.cer-rec.gc.ca/en/data-analysis/energy-commodities/

xxvii. CER Interactive Pipeline Map, https://www.cer-rec.gc.ca/en/safety-environment/industry-performance/interactive-pipeline/

xxviii. Canada Energy Regulator Departmental Plan 2021-22 (Energy Information), https://www.cer-rec.gc.ca/en/about/publications-reports/departmental-results-reports/2021-22/canada-energy-regulator-2021-22-departmental-results-report-results-what-we-achieved.html#s3

xxix. GC InfoBase, https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start

xxx. Indigenous Monitoring, https://www.cer-rec.gc.ca/en/consultation-engagement/indigenous-engagement/indigenous-monitoring.html

xxxi. Land Matters Group - Advisory Committee Members, https://www.cer-rec.gc.ca/en/consultation-engagement/stakeholder-engagement/land-matters-group/land-matters-group-advisory-committee-members.html

xxxii. A continued focus on relationships: CER makes a three-year commitment to B.C.'s Aboriginal Liaison Program, https://www.cer-rec.gc.ca/en/about/news-room/feature-articles/a-continued-focus-on-relationships/index.html

xxxiii. Advancing the Co-development of a NGTL System-Wide Indigenous Collaborative Mechanism, https://www.cer-rec.gc.ca/en/consultation-engagement/indigenous-engagement/compliance-oversight/compliance-oversight-2022.html

xxxiv. OPR 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

xxxv. Filing Manual, https://www.cer-rec.gc.ca/en/applications-hearings/submit-applications-documents/filing-manuals/filing-manual/

xxxvi. CER Dialogue, https://www.cerdialogue.ca/

xxxvii. OPR 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

xxxviii. Accessible Canada Act, https://laws-lois.justice.gc.ca/eng/acts/A-0.6/index.html

xxxix. Canada Energy Regulator Departmental Plan 2020-21 (Engagement), https://www.cer-rec.gc.ca/en/about/publications-reports/departmental-results-reports/2020-2021/canada-energy-regulator-2020-21-departmental-results-report-results-what-we-achieved.html#s4

xl. Canada Energy Regulator Departmental Plan 2021-22 (Engagement), https://www.cer-rec.gc.ca/en/about/publications-reports/departmental-results-reports/2021-22/canada-energy-regulator-2021-22-departmental-results-report-results-what-we-achieved.html#s4

xli. GC InfoBase, https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start

xlii. Official Languages Act, https://laws-lois.justice.gc.ca/eng/acts/O-3.01/index.html

xliii. Canada Energy Regulator - Accessibility Plan 2023-25, https://www.cer-rec.gc.ca/en/about/accessibility/index.html

xliv. Accessible Canada Act, https://laws-lois.justice.gc.ca/eng/acts/A-0.6/index.html

xlv. The Path to Advancing Reconciliation at the CER, https://www.cer-rec.gc.ca/en/consultation-engagement/indigenous-engagement/reconciliation/path-advancing-reconciliation.html

xlvi. Cost Recovery, https://www.cer-rec.gc.ca/en/about/who-we-are-what-we-do/cost-recovery/index.html

xlvii. 2023-24 Main Estimates, https://www.canada.ca/en/treasury-board-secretariat/services/planned-government-spending/government-expenditure-plan-main-estimates.html

xlviii. CER's website, https://www.cer-rec.gc.ca/en/about/publications-reports/departmental-plan/2023-2024/index.html

xlix. Canadian Energy Regulator Act, https://laws-lois.justice.gc.ca/eng/acts/C-15.1/index.html

l. CER's website, https://www.cer-rec.gc.ca/en/about/publications-reports/departmental-plan/2023-2024/index.html

li. Minister's Mandate Letter, https://pm.gc.ca/en/mandate-letters/2021/12/16/minister-natural-resources-mandate-letter

lii. CER's website, https://www.cer-rec.gc.ca/en/about/publications-reports/departmental-plan/2023-2024/index.html

liii. Policy on Service and Digital, https://www.tbs-sct.canada.ca/pol/doc-eng.aspx?id=32603

liv. GC InfoBase, https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start

lv. CER Website, https://www.cer-rec.gc.ca/en/about/publications-reports/departmental-plan/2023-2024/index.html

lvi. Report on Federal Tax Expenditures, https://www.canada.ca/en/department-finance/services/publications/federal-tax-expenditures.html