

## Erratum

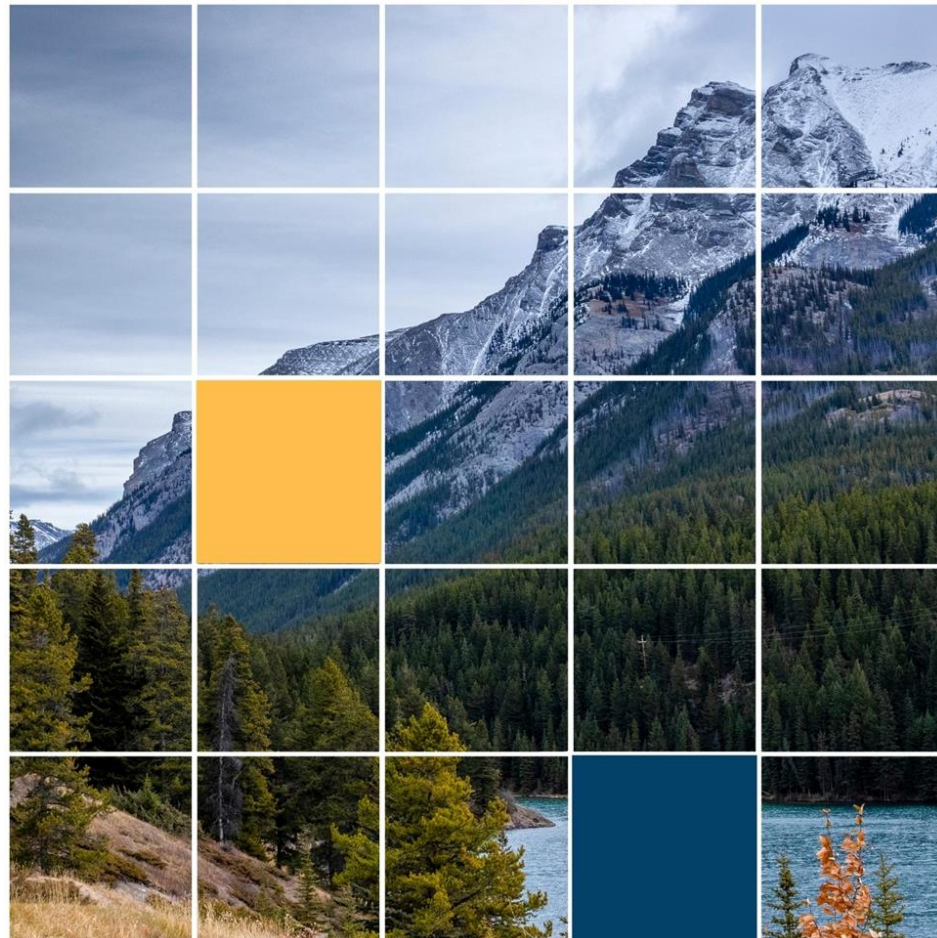
Subsequent to the tabling in Parliament and online publication, it was determined that some wording in the Canada Energy Regulator's 2022-23 Departmental Plan contained slight variations from that of the document of record. Changes have been made to both the online PDF and HTML versions of this publication to ensure consistent, complete and transparent information. These changes were to specify "Canada Energy Regulator" in the Departmental Result in the table under Planned results for Energy Information, and in the Departmental Results and Departmental Result Indicator in the table under Planned results for Engagement.



Canada Energy  
Regulator

Régie de l'énergie  
du Canada

## 2022–23 Departmental Plan



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Gitane De Silva, Chief Executive Officer  
Canada Energy Regulator

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

Canada 

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## Message from the Chairperson

On behalf of the Canada Energy Regulator (CER), I am proud to submit our *2022-23 Departmental Plan*.

This plan shares information about the critical work the CER does on behalf of all Canadians and sets out our agenda for the coming year.

The CER’s mission is regulating infrastructure to ensure the safe and efficient delivery of energy to Canada and the world, to protect people and the environment, to recognize and respect the rights of the Indigenous peoples of Canada, and to provide timely and relevant energy information and analysis.

This mission aligns with the CER’s mandate and reflects our commitment to our [Strategic Plan](#)<sup>i</sup>.



2022-23 will mark the second full year of implementation for our three-year Strategic Plan. We will continue to drive change with our bold agenda, within an energy context that is changing and evolving: Canada’s commitment to achieving net-zero emissions by 2050; a growing interest in electrification; and other emerging trends in the industry. Our four Strategic Priorities: Trust and Confidence; Reconciliation; Competitiveness; and Data and Digital Innovation position the CER to proactively address the energy issues on behalf of Canadians today, and in the future. The public can also rely on the CER to stay focused on preventing harm and ensuring the energy system works efficiently.

This year is also our full second year of working with the [Indigenous Advisory Committee \(IAC\)](#)<sup>ii</sup>, a key commitment of the [Canadian Energy Regulator Act \(CER Act\)](#)<sup>iii</sup>. This is one of the ways that our work towards advancing reconciliation with the Indigenous peoples of Canada is supported by new tools from the CER Act. It is through building strong relationships – such as the relationship between the IAC and Board – that we will transform our work and support the organization’s achievement of its strategic priorities. This begins with delivering on the IAC three-year work plan, a central focus of which is co-developing approaches to implement the [United Nations Declaration on the Rights of Indigenous Peoples \(UN Declaration\)](#)<sup>iv</sup> within the CER’s mandate.

As another essential component of our governance structure, the [Commission of the CER \(Commission\)](#)<sup>v</sup>, contributes to the overall effective delivery of the CER’s mandate, operating in a manner consistent with the strategic direction of the organization. We rely on the Commission to make decisions in an independent, timely, and predictable way, based on facts, science, Indigenous knowledge, and careful consideration of the public interest.

As we near the end of our second full year of working through a global pandemic, the CER, and its complement of more than 500 staff, will continue to lean on the creativity,

resilience, and flexibility that has guided us through the past two years. The pandemic has turned our world on its head, but with disruption comes opportunity. The CER is always looking for ways to work differently and to innovate. Thank you to our agile and highly dedicated staff, who have shown they can adapt to any and all changing circumstances.

I invite you to read this plan to learn more about the CER’s direction for the year ahead.

Cassie Doyle  
Chairperson  
Board of Directors of the Canada Energy Regulator

## Message from the CEO

As we look toward the coming year, the CER is well placed to continue delivering an exemplary regulatory system that Canadians can trust. Our four core responsibilities of safety and environment oversight, energy adjudication, energy information, and engagement are the foundation of our work, and describe how we regulate pipelines, energy development and energy trade in the Canadian public interest. The CER’s team of more than 500 dedicated public servants from coast-to-coast-to-coast work together, across these areas, to ensure the safe and efficient delivery of energy to Canada and the world.



Our commitment to safety is at the core of who we are and what we do. I am incredibly proud of our dedication to it and how seriously we take this responsibility. The safety of our staff and those we work with has been top of mind over the last year, and we have continued to get the job done amid the uncertainties of the global pandemic. Our adaptability and willingness to work differently, without compromising service delivery excellence, is evident in all areas of our work. This includes: adjudicating energy projects fairly and transparently; conducting oversight in the field safely and effectively; engaging with Indigenous peoples and stakeholders; and providing neutral data and analysis for improved energy-related decision making.

This year’s Departmental Plan builds on our progress to date and reflects how we will continue our path forward. Since first sharing our Strategic Plan in 2021-2022, we have done a lot of work putting it into action. The plan remains a shared lens for our work, and our Strategic Priorities (Trust and Confidence, Reconciliation, Competitiveness, and Data and Digital Innovation). These priorities are areas of cross-organizational focus and improvement that will help us better deliver on our [mission](#)<sup>vi</sup>. With the input of staff, the [Board of Directors](#)<sup>vii</sup>, the Commission, and the IAC, we have created implementation plans for each priority that outline what we are trying to achieve and how we will do so over the next few years. The CER recognizes the importance of working across these governance pillars to deliver on these plans.

In 2022-23, the CER will build on our efforts so far and further advance our plan and priorities by:

- working openly and collaboratively and being responsive to what we hear;
- changing how we work with Indigenous peoples, with a commitment to implementing the UN Declaration within the CER’s mandate and in a manner that aligns with work underway to implement the *UN Declaration Act*. This work will be centered on the recognition of rights, respect, cooperation, and partnership, including our partnerships with the two Indigenous Advisory Monitoring



- Committees (IAMCs) related to the Enbridge Line 3 Replacement (Line 3) and Trans Mountain Expansion (TMX) projects;
- building a regulatory system that enhances Canada’s global competitiveness to meet the changing needs of Canadians and the energy sector; and
  - expanding our use of data both in how we do our work and providing the public with energy information.

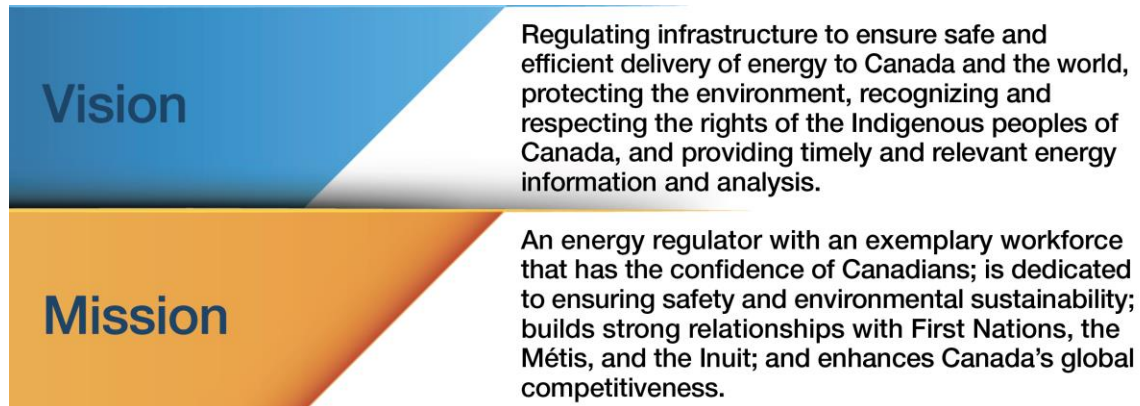
As an organization, we have a clear path forward in reaching for our shared [vision](#)<sup>viii</sup>. We also recognize that we must remain flexible and allow our approaches to evolve as we become more inclusive in who we listen to and learn from. This includes recognizing and celebrating the diversity of our people, while fostering a greater sense of belonging among all our staff to build a more inclusive and stronger public service. We are committed to ongoing collaboration with all those we work closely with in best delivering on our mandate and the legislative intent of our Act today, tomorrow, over the next year, and beyond.

As CEO, it is a privilege to lead the CER’s talented team of professionals as we navigate our path forward and strive to do our best on behalf of Canadians every single day.

Gitane De Silva  
Chief Executive Officer  
Canada Energy Regulator

## Plans at a glance

The CER identifies priority areas that strategically focus program activities. These **Strategic Priorities**<sup>ix</sup> extend beyond the outcomes of any one program. They require cross organizational focus and leadership to drive a systematic shift in the way the CER works. The CER is in year two of implementing its four interdependent Strategic Priorities:



### Trust and Confidence

The *Canadian Energy Regulator Act* (CER Act) mandates and empowers the CER to do more to build the trust and confidence of Canadians in the organization's work and the country's energy regulatory system.

The CER will accomplish this by increasing efforts to raise awareness of and involvement in the different types of work it does. The CER intends to build respectful relationships with the Indigenous peoples of Canada, foster an engaged and empowered workforce, and build an increased connection to the people it serves.

In 2022–23, the CER will accomplish this by:

- increasing the effectiveness of its communications, transparency, collaboration, and inclusive engagement efforts across all programs;
- using new approaches, technologies, and straightforward communications to have more two-way conversations with Canadians;
- enabling its diverse team of experts and Canadians to participate in the important energy conversations taking place, share data and analytics more openly, and improve early engagement and public participation tools;
- involving staff in implementing the *Strategic Plan* and in co-designing desired organizational culture; and
- ensuring an integrated and strategic human resources plan that positions the regulator for success for years to come.

The CER also developed a Diversity and Belonging Roadmap (Roadmap) this past year that included recommendations to support building a diverse and inclusive workplace. Years two and three will see the Roadmap's implementation by:

- continuing to foster an environment where CER staff can feel valued and respected;
- establishing accountabilities and setting metrics for gauging progress, and helping inform future organizational change and culture work; and
- committing to make sure that this organizational change is both transformative and sustainable.

The CER’s greatest strength is its people, and recognizes that an inclusive, engaged, and empowered workforce is fundamental to its success.

### **Reconciliation**

The CER is committed to the ongoing process of reconciliation with the Indigenous peoples of Canada and is taking meaningful actions in that direction. The organization’s efforts towards advancing reconciliation are supported by new tools in the CER Act that will help transform the way it works. The CER has made progress in this area and recognizes that there is more work to be done.

The CER is renewing its relationship with Indigenous peoples based on the recognition of rights, respect, co-operation, and partnership. The organization is also changing how it works with Indigenous peoples, with a commitment to implementing the UN Declaration, and the applicable *Calls to Action of the Truth and Reconciliation Commission*. Guided by the strategic advice of the IAC, the CER is moving forward on this commitment by:

- building individual and collective cultural understanding of the Indigenous peoples of Canada;
- strengthening relationships with all Indigenous peoples, and applying learnings to improve how work is done;
- driving meaningful change in the requirements of regulated industry to improve environmental and safety outcomes through the protection of Indigenous rights and interests; and
- increasing a sense of belonging for Indigenous colleagues, filling gaps in representation, and improving advancement opportunities.

More specifically, the CER has embarked on a three-year Reconciliation Strategic Priority with concrete deliverables in 2022-23 including:

- continuing to develop approaches for implementing the UN Declaration, aligned with, and as part of, the federal government’s commitment to implement the UN Declaration;
- delivering on the commitments made as part of our partnerships with the two IAMCs, and increasing Indigenous involvement in regulatory oversight;
- implementing the CER’s Indigenous Cultural Competency Framework, including training and supports, and an Elders in Residence program;
- articulating the CER’s approach to Crown Consultation, including the incorporation of the federal Indigenous knowledge policy;

- initiating an Indigenous Recruitment, Retention and Advancement Strategy with training, supports, and guidance for managers;
- implementing an Indigenous Procurement Strategy that is aligned with the Government of Canada’s mandatory requirement for federal departments and agencies to ensure a minimum of five per cent of the total value of contracts are awarded to Indigenous businesses;
- establishing a National Indigenous Engagement Framework, with guidance tools that will support all CER program areas with Indigenous engagement activities; and
- developing targeted Indigenous pipeline information and energy information products and services.

2022-23 will also see the launch of the review of the CER’s *Onshore Pipeline Regulations*<sup>x</sup>, which will include a focus on protecting Indigenous rights and interests, and other opportunities to work with Indigenous communities on updates to the CER’s regulatory framework, including the *CER Filing Manual*<sup>xi</sup>.

### **Competitiveness**

The CER is committed to the Government’s goal of enhancing Canada’s global competitiveness. Making timely and predictable decisions, facilitating innovation, and enabling sound projects into operation and through their lifecycle, are all areas where regulatory oversight can 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 2022-23, the CER will progress towards its commitment in this area by:

- engaging regulated companies, Indigenous organizations, and stakeholders to explore and implement new regulatory approaches, and identify and eliminate non-value-added methods and exploring how to guide new assessment factors effectively;
- continuing to provide governments, the public, and industry with access to energy information and data related to current topics and trends in the energy sector, including modelling net-zero scenarios in *Energy Futures*<sup>xii</sup>;
- clarifying how the CER will approach new elements in its oversight pursuant to the CER Act;
- using data to examine and streamline processes, eliminating regulatory requirements that do not deliver useful regulatory outcomes; and
- continuing to enhance regulatory process transparency by providing clarity to regulated companies, Indigenous peoples and stakeholders through improved filing guidance.

## Data and Digital Innovation

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

In 2022-23, the CER will continue to create a culture driven by data and digital innovation to best deliver on its mandate, and to advance data and digital innovation and improve access to reliable data and energy information. This will support more informed decision-making, better process transparency and efficiency, increased digital engagement and more meaningful public participation in CER processes. The CER will also support increasing data skills enterprise-wide to accelerate data and digital innovation across the CER.

More specific concrete deliverables in 2022-23 for this priority will be carried-out by:

- advancing 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;
- advancing CER Portal - the CER’s digital regulatory filing system; and
- adopting GCdocs<sup>1</sup> and modernizing the CER’s Information Management (IM) platform to increase findability and to integrate with other IM content.

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](#)<sup>xiii</sup>.

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<sup>1</sup> GCdocs is the Government of Canada’s standard Electronic Document and Records Management Solution.

## Core responsibilities: planned results and resources

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

The CER sought and received additional funding in previous years for transitioning to new impact assessment and regulatory processes, IAMCs, as well as supports for making data available digitally to Canadians to implement sustained change stemming from implementing the CER Act and from internal and external operational context. This funding was allocated on a temporary basis while all these requirements exist as part of a modern, well-functioning regulatory organization. In future years, the CER would benefit from a renewal and rollover of temporary funding for these efforts into ongoing and stable funding.

### Energy Adjudication

#### Description

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

#### Planning highlights

Throughout 2021-22, the CER processed numerous applications submitted under the CER Act. The CER implemented improvements to hearing-related engagement processes, for instance workshops on the design of the hearing process and potential project conditions during hearing processes. As more experience is gained with these new engagement practices, the organization will find ways to improve further and offer opportunities for meaningful and inclusive participation in regulatory processes.

The CER’s filing requirements clarify expectations for proponents, Indigenous peoples, and stakeholders such as to engage effectively before applying for a project, or what information is needed for a complete application. The organization is regularly reviewing and updating filing requirements to reflect learnings and adapting broad policy

#### Crown Consultation

2021-22 marked the CER’s second year leading Crown consultation activities and implementing its approach for meaningful, two-way dialogue with Indigenous peoples in the spirit of reconciliation. The CER undertook Crown consultation activities for three major pipeline projects, along with two proposed projects in Northern Canada.

The CER’s Crown consultation approach will continue to adapt over time to reflect the evolving external environment and incorporate feedback from Indigenous peoples, internal learnings, and the CER’s Board of Directors and IAC.

expectations to a CER context. By continually making these improvements, proponents, Indigenous peoples, and stakeholders will have more certainty of what is expected before, during, and after the application process. The CER is also exploring ways to clarify expectations for the new factors included in the CER Act that complement the filing requirements.

To support the Energy Adjudication core responsibility in 2022-23, the CER will:

- continue to support competitiveness by implementing measures to improve process timeliness and clarity. This includes efforts to improve the efficiency of adjudication processes by identifying and addressing issues through early engagement, streamlining certain low-impact applications, and the delivery of clear filing guidance;
- further develop the CER’s Crown consultation program through ongoing engagement and feedback with Indigenous peoples, to ensure meaningful, two-way dialogue in the spirit of reconciliation;
- implement tools developed over the last year to enhance inclusive public participation processes and launch a more user-friendly, straightforward, and welcoming interface. This work will also consider using innovative tools to support virtual or written processes for an environment that will require observing pandemic restrictions, if needed;
- continue to invest further in the CER’s [Alternative Dispute Resolution \(ADR\)](#)<sup>xiv</sup> process, an interest-based and confidential approach that has proven effective at resolving disputes outside of formal regulatory processes; and
- enhance energy adjudication data access and analysis. This will support process improvements and provide accessible, relevant information to stakeholders involved in application process assessments, and those interested in CER activities.

### **Gender-based Analysis Plus**

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

### Experimentation

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

### Planned results for Energy Adjudication:

The following table shows, for Energy Adjudication, the planned results, the result indicators, the targets, and the target dates for 2022–23, 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	2018–19 actual result <sup>(a)</sup>	2019–20 actual result <sup>(b)</sup>	2020–21 actual result
Energy adjudication processes are fair.	Percentage of adjudication decisions overturned on judicial appeal related to procedural fairness.	At most 0%	March 2023	0%	0%	0%
Energy adjudication processes are timely.	Percentage of adjudication decisions and recommendations that are made within legislated time limits and service standards.	At least 100%	March 2023	100%	100%	97%
Energy adjudication processes are transparent.	Percentage of surveyed participants who indicate that adjudication processes are transparent.	At least 75%	March 2023	73%	79%	80%



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 2023	100%	100%	100%
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(a) National Energy Board actual results.

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

The financial, human resources and performance information for the CER’s program inventory is available on [GC InfoBase](#).<sup>xvi</sup>

**Planned budgetary financial resources for Energy Adjudication**

The following table shows, for Energy Adjudication, budgetary spending for 2022–23, as well as planned spending for that year and for each of the next two fiscal years (dollars).

2022–23 budgetary spending (as indicated in Main Estimates)	2022–23 planned spending	2023–24 planned spending	2024–25 planned spending
18,753,370	18,753,370	15,667,637	15,667,636

Financial, human resources and performance information for the CER’s program inventory is available on [GC InfoBase](#).<sup>xvii</sup>

**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 2022–23 and for each of the next two fiscal years.

2022–23 planned full-time equivalents	2023–24 planned full-time equivalents	2024–25 planned full-time equivalents
101.5	88.5	88.5

Financial, human resources and performance information for the CER’s Program Inventory is available in the [GC InfoBase](#).<sup>xviii</sup>

## 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. The CER enforces some of the strictest safety and environmental standards in the world, and its oversight goes beyond simply compliance. Adopting new technologies and innovative approaches improves the effectiveness and efficiency of a company's management system to prevent harm. 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.

The CER has these exact expectations for itself: to evolve, innovate, adapt, and improve, and is fundamentally transforming the way it works to advance reconciliation with Indigenous peoples. The organization continues to increase the involvement of Indigenous monitors in its oversight, bringing more Indigenous perspectives into its work. Plans for this year include improving how it follows up on commitments made by companies to Indigenous communities and enhancing how companies are required to identify and protect sites of Indigenous significance. The CER commits to learning and adapting with the goal of a long-term sustainable oversight model that includes Indigenous perspectives and support the focus on reconciliation.

The organization is continuing to increase the size of its data library to identify changing trends and risks to inform targeted actions that will reduce harm. The CER expanded the datasets for condition compliance and remediation in 2021-22, enabling the implementation of a more efficient and effective review and oversight of those processes.

The CER Act requires the Commission to take measures that ensure companies can pay for the abandonment of their facilities. In 2021-22, the CER initiated its review of regulated companies' abandonment cost estimates and set-aside and collection mechanisms. The CER made a commitment to complete this task every five years. These reviews form the basis for any revisions to abandonment cost estimates and abandonment funding mechanisms (e.g., trusts), ensuring abandonment cost information reflects up-to-date assumptions, and real-world learnings garnered over the previous five years.

### Adapting Alongside Changes in Energy Transportation

Energy-related transportation is changing, and the CER needs to adapt alongside it, so it is ready to oversee commodities like hydrogen when they are transported through the systems the CER regulates. To do this, the CER is developing a new strategy for oversight of hydrogen facilities and pipelines.

The *Onshore Pipeline Regulations*<sup>xix</sup> (OPR) are the rules that regulated companies must follow for operating their pipelines and have been in place since 1999 with some requirements clarified/updated in 2013 and 2016. In 2022-23, the CER will be conducting a comprehensive review of the full OPR and will be seeking feedback from Canadians, industry, and Indigenous peoples to identify areas for improvement. The process is expected to run through 2022-23.

Finally, the CER is always pursuing innovative ways to improve industry performance by strengthening its influence in safety culture. As reflected in the Safety Culture three-year plan, the CER plans to develop more workshops this year to facilitate dialogue, to share data, and to influence the discussion on this important topic.

To support the Safety and Environment Oversight core responsibility in 2022-23, the CER will:

- deploy and apply the full spectrum of oversight tools necessary to achieve zero worker safety and environmental incidents, especially with increased construction activity expected in 2022-23;
- continue to monitor and update oversight measures, ensuring that evolving COVID-19 requirements are adhered to, so all communities located near regulated activities are safe;
- continue to enhance Indigenous involvement in oversight by increasing Indigenous monitor capacity through contracting and staffing three additional positions;
- strengthen condition compliance oversight by following up on commitments made to Indigenous communities by companies, piloting approaches to enhance protection of sites of Indigenous significance and improving the consideration of Indigenous perspectives in compliance oversight planning;
- conduct a comprehensive review of the OPR through consultation with Canadians, Indigenous peoples, regulated companies, and other stakeholders and building on learnings from years of implementing the regulations;
- deliver a strategy for oversight of any future CER-regulated hydrogen facilities and pipelines;
- continue to identify technical research projects that will promote innovative and improved methods to strengthen pipeline integrity;
- lead, participate in, and promote research and development to enhance emergency management for CER-regulated facilities;
- be prepared to support resource development applications and associated oversight activity in Canada's northern regions;
- strengthen expectations for industrial control systems cyber security and process safety in our oversight;
- host industry workshops to increase learning and collaboration on approaches for implementing a positive safety culture;
- enhance key data and information, including pipeline performance measures, geospatial asset data, and remediation and reclamation risks to improve oversight;
- digitize and automate routine interactions with industry that will achieve efficiencies as well as improve effectiveness and transparency; and

- complete the abandonment cost estimates and set-aside and collection mechanisms review initiated in 2021-22.

### **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 Gender-based Analysis Plus (GBA+) matters in the application assessment process in subsequent oversight activity.
- The CER conducts a GBA+ analysis pursuant to the *Cabinet Directive on Regulation*<sup>xx</sup> for its regulation development projects. The CER will continue to strengthen its regulatory framework by assessing the impact that proposed regulatory framework changes could have on Canadians from identifiable groups.
- Communications with regulated industry will use gender-neutral terms and promote gender-neutral terminology.
- In response to recommendations from an evaluation of the Regulatory Framework Program, the CER will endeavor to improve its regulatory framework change process so that it is more accessible to all Canadians. The CER will also 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 full 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.

### **Experimentation**

- The CER will continue to develop methods to extract environmental and socio-economic data and images from various regulatory filing submissions (such as reclamation reports, construction progress reports, and environmental and socio-economic assessments) to help the regulator and communities - including Indigenous communities - better monitor and gain insights to prevent harm to people and the environment.
- The CER is 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 Environmental Oversight, the planned results, the result indicators, the targets, and the target dates for 2022–23, 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	2018–19 actual result <sup>(a)</sup>	2019–20 actual result <sup>(b)</sup>	2020–21 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.	At most 0	March 2023	13	8 <sup>2</sup>	12
Harm to people or the environment, throughout the lifecycle of energy-related activities, is prevented.	Number of incidents related to regulated infrastructure that harm the environment.	At most 0	March 2023	13	2	6
Harm to people or the environment, throughout the lifecycle of energy-related activities, is prevented.	Percentage of unauthorized activities on regulated infrastructure that involve repeat violators.	At most 15%	March 2023	18%	12%	10%

(a) National Energy Board actual results.

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

The financial, human resources and performance information for the CER’s program inventory is available on [GC InfoBase](#).<sup>xxi</sup>

<sup>2</sup> Amended after 2019-20 year-end to 8. As a part of routine reporting and assessment procedures, quarterly and annual numbers can vary slightly as companies or CER employees validate data that has been submitted.

### Planned budgetary financial resources for Safety and Environment Oversight

The following table shows, for Safety and Environmental Oversight, budgetary spending for 2022–23, as well as planned spending for that year and for each of the next two fiscal years (dollars).

2022–23 budgetary spending (as indicated in Main Estimates)	2022–23 planned spending	2023–24 planned spending	2024–25 planned spending
23,618,055	23,618,055	21,460,856	21,460,858

Financial, human resources and performance information for the CER’s program inventory is available on [GC InfoBase](#).<sup>xxii</sup>

### 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 2022–23 and for each of the next two fiscal years.

2022–23 planned full-time equivalents	2023–24 planned full-time equivalents	2024–25 planned full-time equivalents
132.5	122	122

Financial, human resources and performance information for the CER’s Program Inventory is available in the [GC InfoBase](#).<sup>xxiii</sup>

## 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 healthcare 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.

The CER helps inform Canada’s energy conversation by working to create an organizational culture that is driven by data and innovation. This culture will enable the effective delivery of the CER’s mandate, improve public access to accurate data, energy information for decision-making and enhance opportunities for digital engagement. By increasing energy awareness, the organization is supporting Canada’s global competitiveness in energy markets. The CER is working on several high-profile energy analysis publications, including:

- *Canada's Energy Future*<sup>xxiv</sup> is the CER’s long-term energy supply and demand outlook. In 2022-23, we will prepare the next iteration of this report, continuing to provide critical insights into Canada’s energy transition to a low-carbon economy, and it will include scenario analysis consistent with Canada achieving net-zero emissions by 2050;
- *Provincial & Territorial Energy Profiles*<sup>xxv</sup> is an overview of energy production, transportation, trade, consumption, and GHG emissions. The profiles include all energy sources, from crude oil and refined products to natural gas and liquefied natural gas (LNG) to uranium and renewables. The 2022-23 release will consist of new content related to Canada’s energy transition, reflecting Indigenous perspective, and enhanced engagement with stakeholders; and

### Engagement Plan for Energy Information

Policymakers, regulators, stakeholders, and Indigenous peoples need high-quality energy information for a modernized energy system to work well. To understand and meet these different needs, the CER will continue to develop deeper connections and broader collaboration with Indigenous peoples and stakeholders in 2022-23. The CER will implement its *Engagement Plan for Energy Information* that was developed in 2021-22.

As part of this plan, the CER will continue to engage with Indigenous peoples to discuss incorporating Indigenous perspectives and information needs into CER energy information publications. The CER will also engage broadly on the next iteration of the *Canada’s Energy Futures Report*.

The organization will seek feedback from experts in energy systems modeling on its technical approach and engage with Indigenous peoples, stakeholders from industry, non-governmental organizations, academia, and provinces and territories on the assumptions and preliminary results of the report.

- **Market Snapshots**<sup>xxvi</sup> are regular, brief publications on a variety of energy topics that are relevant to everyone in Canada. In 2022-23, in addition to continuing to produce market snapshots on topics tied to ever-changing energy developments, the CER will produce market snapshots on hydrogen and other topics increasingly relevant to the public, such as carbon capture utilization and storage (CCUS) and environmental, social, and governance considerations (ESG).

One of the CER’s key priorities is to build trust in the organization’s work and the country’s energy regulatory system. To do this, the public needs access to accurate and comprehensive data on the performance of facilities under federal jurisdiction. The CER is continuing to invest in compiling and releasing data on the safety, environmental, and economic performance of pipelines and powerlines it regulates. This data will be released in various formats to reach a broad range of people, from open data files to interactive visualizations. Core to this effort is the **Pipeline Profiles**<sup>xxvii</sup> web portal – a one-stop shop for detailed information and regularly updated data on Canada’s major oil and natural gas pipelines regulated by the CER. The organization will continue to add new datasets and visualizations to the portal, as well as new functionality.

To support the Energy Information core responsibility in 2022-23, the CER will:

- inform Canada’s energy conversation by providing access to relevant, accurate and timely energy data, and information;
- give Canadians the tools they need to do their own research, make decisions, and understand the energy landscape around them;
- increase energy awareness and support Canada’s global competitiveness in energy markets by continuing to produce high-quality and highly relevant energy analysis publications;
- provide data on CER-regulated infrastructure in a broad range of formats that is clear and transparent to help build trust and confidence; and
- broaden the CER’s reach by implementing the Engagement Plan for Energy Information developed in 2021-22.

### **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 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 accessibility guidelines and web accessibility standards including colour-blind friendly, use of whitespace and shorter paragraphs and bulleted lists, plain language, all images/charts have alternative text and/or descriptions that explain what is being shown.



- Page load speeds will be improved, and data sets will be made available for download in addition to high-bandwidth interactive charts, so that people in remote communities can still access and use CER content.
- The CER will share content that is aimed at different identity groups through its diverse array of Market Snapshots. Topics are always changing and target general consumers, industry, academia, and Indigenous audiences.

### **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 on 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.

### **Experimentation**

- The CER will pilot email notifications for submission of key regulatory filings to ensure published information about pipelines is accurate and timely.
- The CER will 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 undertake interviews with users of pipeline information to ensure published information meets the needs of stakeholders.

## 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 2022–23, and the actual results for the three most recent fiscal years for which actual results are available. Of note, starting in 2021-22, the CER has adopted departmental results indicators that are focused more on the impact and/or outcome of our energy information products (e.g., evidence that Canadians access and use this information), rather than its prior reliance on activity indicators (e.g., number of times energy information is accessed). Activity-based indicators will continue to be tracked and monitored for program performance, however, there will be an increased focus on impact and relevance of the program in its results indicators.

Departmental result	Departmental result indicator	Target	Date to achieve target	2018–19 actual result <sup>(a)</sup>	2019–20 actual result <sup>(b)</sup>	2020–21 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	March 2023	Not applicable – new indicator.  Prior indicator: Number of times the energy information is accessed. Target: At least 750,000  1,216,873	Not applicable – new indicator.  Prior indicator: Number of times the energy information is accessed. Target: At least 750,000  1,273,727	Not applicable – new indicator.  Prior indicator: Number of times the energy information is accessed. Target: At least 750,000  1,169,612
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 2023	105	56	113

(a) National Energy Board actual results. Indicator replaced effective 2022-23.

(b) Actual results reported under the CER with the passing of the CER Act on 28 August 2019. Indicator replaced effective 2022-23.

The financial, human resources and performance information for the CER’s program inventory is available on [GC InfoBase](#).<sup>xxviii</sup>

**Planned budgetary financial resources for Energy Information**

The following table shows, for Energy Information, budgetary spending for 2022–23, as well as planned spending for that year and for each of the next two fiscal years (dollars).

2022–23 budgetary spending (as indicated in Main Estimates)	2022–23 planned spending	2023–24 planned spending	2024–25 planned spending
6,919,278	6,919,278	5,174,538	5,174,538

Financial, human resources and performance information for the CER’s program inventory is available on [GC InfoBase](#).<sup>xxix</sup>

**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 2022–23 and for each of the next two fiscal years.

2022–23 planned full-time equivalents	2023–24 planned full-time equivalents	2024–25 planned full-time equivalents
33.1	30.1	30.1

Financial, human resources and performance information for the CER’s program inventory is available on [GC InfoBase](#).<sup>xxx</sup>

## Engagement

### Description

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

### Planning highlights

The CER is focused on delivering an engagement model that emphasizes building relationships, listening to Canadians, and sharing information to collaboratively identify and address issues while improving the way the organization works.

The CER engages with diverse groups of people on decisions that directly affect them. Through the Stakeholder Engagement Program and the Indigenous Engagement Program we tailor engagement to reflect the unique relationships we have with those impacted by our work, notably Indigenous peoples, landowners, stakeholders, and industry. The CER also has a number of unique partnerships, working in collaboration with other regulators, Indigenous communities (e.g., through its joint Indigenous Advisory Monitoring initiatives with both IAMCs), organizations, and with other government departments.

This interactive, two-way dialogue and the information it generates assists the CER and partners to make better decisions and recommendations to support safety and environmental protection, regulatory efficiency, economic competitiveness, energy literacy, and transparency across every aspect of its work. The CER is also making efforts to engage earlier than in the past to effectively incorporate the input it receives in the planning phases of projects and initiatives.

Our country is large and diverse. Each region has unique interests and challenges, and the CER’s work impacts people in different ways. The CER is exploring how it can better understand both national and regional perspectives of its work while making sure it is equipped to engage effectively across Canada. Employing technology and digital

### IAMC

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

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

engagement tools is key to making it easier for the public to work with the CER in a format that works for them (e.g., how they want, when they want, and where they want). The CER is also mindful of the reality of consultation or engagement “fatigue”, and the importance of focusing and streamlining our engagement activities so that they work best for partners and stakeholders.

The CER has evolved its Engagement programs to not simply measure success by the number of meetings it has, but 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. The CER will continue to monitor and manage its engagement activities, while at the same time, shift performance focus to two key results in our departmental performance framework: that input influences the CER’s decisions and work, and that engagement is meaningful.

To support the Engagement core responsibility in 2022-23, the CER will:

- engage with IAMCs, the Land Matters Group (LMG), industry associations, and national/ regional municipal organizations;
- develop a National Engagement Strategy and expand relationships with Indigenous peoples and stakeholders at the national and regional levels;
- provide support to CER program areas working to engage Indigenous peoples and stakeholders to develop monitoring program improvements, new Crown Consultation, and early engagement practices;
- enhance the use of digital engagement tools in engagement practices;
- examine new ways to provide support to stakeholders and rights holders to engage with the CER outside of hearing processes; and
- increase ways to receive diverse input during the development of regulations.

### **Gender-based Analysis Plus**

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

### **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.

## Experimentation

- 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 CER engages with people and organizations impacted by and/or interested in our regulatory activities and mission. These people provide valuable input into our decisions and how we approach our work. Well managed and coordinated engagement builds trust, helps build effective long-term positive relationships for the organization, and ultimately, leads to better regulatory oversight and decision-making. We have made a conscious decision to build a performance framework that focuses on proactive engagement, using what we hear to improve outcomes and ensuring engagement is meaningful.

In 2020-21, there is concrete evidence that input from Indigenous peoples and stakeholders influences our decisions and work. This includes, but is not limited to, the CER’s work with the IAMCs, the LMG Advisory Committee, and the Aboriginal Liaison Program – a partnership with the British Columbia Oil and Gas Commission and other provincial departments. These partnerships provide the CER with valuable insights and opportunities to engage on matters including land matters, Indigenous monitoring, policy development, and regulatory oversight during the COVID-19 pandemic. For 2022-23, our planned results include a continued focus on ensuring there are concrete examples of improvements to how we work directly related to input received, and that the majority of participants in our engagement activities indicate the engagement was meaningful.

The following table shows, for Engagement, the planned results, the result indicators, the targets, and the target dates for 2022–23, 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	2018–19 actual result	2019–20 actual result	2020–21 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 2023	Not available <sup>(a)</sup>	Not available <sup>(a)</sup>	Target met – Refer to narrative above

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 2023	89% <sup>(b)</sup>	84% <sup>(b)</sup>	80%
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(a) New qualitative (narrative) indicator effective 2021-22; results not available for prior years.

(b) The indicator was redeveloped for 2020-21 and the new methodology was applied retroactively to 2018-19 and 2019-20, which accounts for some difference in reporting between this report and prior year iterations.

The financial, human resources and performance information for the CER's program inventory is available on [GC InfoBase](#).<sup>xxxii</sup>

### Planned budgetary financial resources for Engagement

The following table shows, for Engagement, budgetary spending for 2022–23, as well as planned spending for that year and for each of the next two fiscal years (dollars).

2022–23 budgetary spending (as indicated in Main Estimates)	2022–23 planned spending	2023–24 planned spending	2024–25 planned spending
9,262,659	9,262,659	5,635,459	5,635,458

Financial, human resources and performance information for the CER's program inventory is available on [GC InfoBase](#).<sup>xxxii</sup>

### 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 2022–23 and for each of the next two fiscal years.

2022–23 planned full-time equivalents	2023–24 planned full-time equivalents	2024–25 planned full-time equivalents
46.1	28.1	28.1

Financial, human resources and performance information for the CER's program inventory is available on [GC InfoBase](#).<sup>xxxiii</sup>

## 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 are vital to the organization's success because they keep things running, ensuring employees have the tools they need to deliver high-quality work in the Canadian public interest. For 2022-23, Internal Services will support the identification and implementation of actions within the four Strategic Priorities: Trust and Confidence; Reconciliation; Competitiveness; and Data and Digital Innovation, discussed earlier in this report. Internal Services will also lead the Data and Digital Innovation Strategic Priority.

Internal Services will align programs and supports, identifying gaps between current structures and those required to meet the CER's Mission, Vision, and Strategic Priorities, to create and maintain an engaged, empowered, and exemplary workforce. The three-year Strategic Workforce Plan will ensure the CER enhances organizational leadership practices through culture, policy, and program support, change management, and communication.

In 2022-23, Internal Services will:

- integrate the Government of Canada-standard SAP platform through the Financial System Modernization Project as the CER's financial and materiel management system;
- support central agencies and other government departments in the implementation of NextGen HR and Pay System Solution;
- invest in a competitive workforce by offering data and digital training opportunities to drive organizational culture change;
- increase the accessibility of data and information through open data sets and user-friendly interfaces. Projects in data mining, structuring, interaction, and analytics will make information more easily accessible, searchable, and usable for a broader range of users;



- adopt GCDocs, enabling consistent information management processes and solutions through technology and governance;
- enhance regulatory efficiency and effectiveness by providing staff with digital solutions that reduce manual interventions for routine, low-risk administrative applications;
- streamline regulatory filing systems to improve the CER’s potential for process automation and data analytics;
- advance the use of IT cloud services within the CER to improve enterprise mobility and support CER’s digital transformation initiatives;
- increase use of visual and digital elements in communications products and on the website;
- strengthen performance planning and reporting and increase program management competencies;
- ensure reporting and data is robust, including projections to quantify and fill gaps in representation, and offer additional targeted opportunities based on the organizational need to support and advance reconciliation;
- support implementation of the Diversity and Belonging Roadmap;
- conduct a workplace culture audit; and
- lead the CER’s The Future of Our Workplace Initiative.

**Planned budgetary spending for internal services**

The following table shows, for internal services, budgetary spending for 2022–23, as well as planned spending for that year and for each of the next two fiscal years (dollars).

2022–23 budgetary spending (as indicated in Main Estimates)	2022–23 planned spending	2023–24 planned spending	2024–25 planned spending
41,713,697	41,713,697	35,210,475	35,210,475

**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 2022–23 and for each of the next two fiscal years.

2022–23 planned full-time equivalents	2023–24 planned full-time equivalents	2024–25 planned full-time equivalents
176.8	162.3	162.3

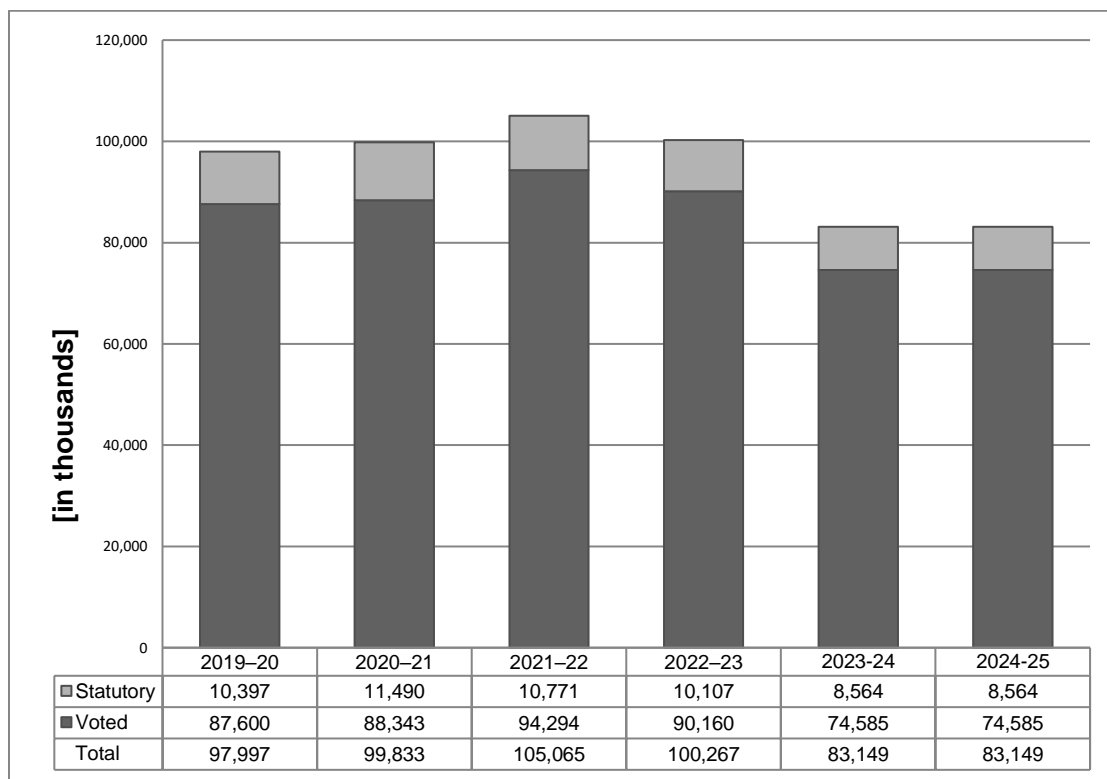
## Planned spending and human resources

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 2022–23 with actual spending for the current year and the previous year.

### Planned spending

#### Departmental spending 2019–20 to 2024–25

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



### 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 2022–23 and other relevant fiscal years.

Core responsibilities and internal services	2019–20 actual expenditures	2020–21 actual expenditures	2021–22 forecast spending	2022–23 budgetary spending (as indicated in Main Estimates)	2022–23 planned spending	2023–24 planned spending	2024–25 planned spending
Energy Adjudication	21,550,144	20,864,381	18,507,474	18,753,370	18,753,370	15,667,637	15,667,636
Safety and Environment Oversight	24,588,408	23,152,134	23,875,399	23,618,055	23,618,055	21,460,856	21,460,858
Energy Information	9,235,424	5,934,378	7,876,532	6,919,278	6,919,278	5,174,538	5,174,538
Engagement	7,611,046	9,611,208	9,353,847	9,262,659	9,262,659	5,635,459	5,635,458
<b>Subtotal</b>	62,985,022	59,562,101	59,613,252	58,553,362	58,553,362	47,938,490	47,938,490
Internal services	35,011,968	39,028,902	45,451,417	41,713,697	41,713,697	35,210,475	35,210,475
Internal Services – GIC Remission Levy <sup>3</sup>		1,241,925					
<b>Total</b>	97,996,990	99,832,928	105,064,669	100,267,059	100,267,059	83,148,965	83,148,965

### Variance between 2019-20 actual expenditures and 2020-21 actual expenditures

The 2020-21 actual expenditures are \$1.84 million higher than the 2019-20 actual expenditures mainly due to:

- a decrease of \$2.33 million related to Transportation<sup>4</sup> as a result of COVID-19 restrictions;
- an increase of \$1.24 million related to remission to Vector Pipeline Limited Partnership;

<sup>3</sup> 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. (P.C. 2021-0224)

<sup>4</sup> Includes all forms of transportation such as: traveling, transportation expenses, ordinary postage, air mail and registered mail.

- an increase of \$1.93 million related to information and technology hardware updates; and
- an increase of \$1.0 million mainly related to the Financial System Modernization Project.

### **Variance between 2020-21 actual expenditures and 2021-22 forecast spending**

The 2021-22 forecast spending is \$5.23 million higher than the 2020-21 actual expenditures mainly due to:

- an increase of \$4.91 million mainly related funding to improve the CER’s ability to interpret and make data available digitally to Canadians;
- an increase of \$1.80 million related to Budget 2018 transition to new impact assessment and regulatory processes funding; and
- a decrease of \$1.48 million mainly related to the remission of levy to Vector Pipeline Limited Partnership in fiscal year 2020-21.

### **Variance between 2021-22 forecast spending and 2022-23 planned spending**

The 2022-23 planned spending is \$4.80 million lower than the 2021-22 forecast spending is mainly due to:

- a decrease of \$1.76 million related to Budget 2017 IAMCs funding for energy infrastructure projects;
- a decrease of \$3.56 million related to funding to improve the CER’s ability to interpret and make data available digitally to Canadians;
- a decrease of \$0.78 million mainly related to employee benefit plan; and
- an increase of \$1.30 million related to Budget 2018 transition to new impact assessment and regulatory processes funding.

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

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

- a decrease of \$8.92 million related to Budget 2018 transition to new impact assessment and regulatory processes funding;
- a decrease of \$3.72 million related to funding to improve the CER’s ability to interpret and make data available digitally to Canadians;

- a decrease of \$2.94 million related to compensation adjustments made to terms and conditions of service or employment of the federal public administration; and
- a decrease of \$1.54 million mainly related to employee benefit plan.

## 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 2022–23 and the other relevant years.

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

Core responsibilities and internal services	2019-20 actual full-time equivalents	2020-21 actual full-time equivalents	2021-22 forecast full-time equivalents	2022–23 planned full-time equivalents	2023–24 planned full-time equivalents	2024–25 planned full-time equivalents
Energy Adjudication	119.2	129.4	102.9	101.5	88.5	88.5
Safety and Environment Oversight	131.0	142.5	148.9	132.5	122	122
Energy Information	43.8	30.4	47.6	33.1	30.1	30.1
Engagement	37.8	56.9	50.8	46.1	28.1	28.1
<b>Subtotal</b>	<b>331.8</b>	<b>359.2</b>	<b>350.2</b>	<b>313.2</b>	<b>268.7</b>	<b>268.7</b>
Internal services	162.2	162.4	201.9	176.8	162.3	162.3
<b>Total</b>	<b>494.0</b>	<b>521.6</b>	<b>552.1</b>	<b>490.0</b>	<b>431.0</b>	<b>431.0</b>

### Variance between 2019-20 actual FTEs and 2020-21 actual full-time equivalents

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

### Variance between 2020-21 actual FTEs and 2021-22 forecast full-time equivalents

The increase of 30.5 FTEs from 2020-21 actual to the 2021-22 forecast is mainly due to:

- an increase of 10 FTEs related to Budget 2018 transition to new impact assessment and regulatory processes funding; and
- an increase of 20.5 FTEs mainly related to funding to improve the CER's ability to interpret and make data available digitally to Canadians.

**Variance between 2021-22 forecast FTEs and 2022-23 planned fulltime equivalents**

The decrease of 62.1 FTEs from 2021-22 forecast to the 2022-23 planned is mainly due to:

- a decrease of 10 FTEs related to Budget 2017 IAMC funding for energy infrastructure projects;
- a decrease of 6 FTEs related to Budget 2018 transition to new impact assessment and regulatory processes funding;
- a decrease of 30 FTEs related to funding to improve the CER’s ability to interpret and make data available digitally to Canadians; and
- a decrease of 16.1 FTEs related to changes in funding levels.

**Variance between 2022-23 planned FTEs and 2023-24 planned fulltime equivalents**

The decrease of 59 FTEs from 2022-23 planned to the 2023-24 planned is mainly due to:

- a decrease of 43 FTEs related to Budget 2018 transition to new impact assessment and regulatory processes funding; and
- a decrease of 16 FTEs related to changes in funding levels.

## Estimates by vote

Information on the CER’s organizational appropriations is available in the [2022–23 Main Estimates](#).<sup>xxxiv</sup>

## Future-oriented condensed statement of operations

The future-oriented condensed statement of operations provides an overview of the CER’s operations for 2021–22 to 2022–23.

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](#).<sup>xxxv</sup>

### Future-oriented condensed statement of operations for the year ending March 31, 2023 (dollars)

Financial information	2021–22 forecast results	2022–23 planned results	Difference (2022–23 planned results minus 2021–22 forecast results)
Total expenses	122,876,092	118,101,482	(4,774,610)
Total revenues	-	-	-
Net cost of operations before government funding and transfers	122,876,092	118,101,482	(4,774,610)

### Variance between 2021-22 forecast results and 2022-23 planned results

The 2022-23 planned results are \$4.80 million lower than the 2021-22 forecast results mainly due to:

- an increase of \$1.30 million related to Budget 2018 transition to new impact assessment and regulatory processes funding;
- a decrease of \$1.76 million related to Budget 2017 IAMCs for energy infrastructure projects funding;
- a decrease of \$3.56 million related to funding to improve the CER’s ability to interpret and make data available digitally to Canadians; and
- a decrease of \$0.78 million mainly related to employee benefit plan.





## 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)*<sup>xxxvi</sup>

**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](#)<sup>xxxvii</sup>.

Information on the CER's mandate letter commitments is available in the [Minister's mandate letter](#)<sup>xxxviii</sup>.

### Operating context

Information on the operating context is available on the [CER's website](#)<sup>xxxix</sup>.

## Reporting framework

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

The CER’s approved departmental results framework and program inventory for 2022–23 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	<b>Departmental Result:</b> Energy Adjudication processes are fair. Indicator: Percentage of adjudication decisions overturned on judicial appeal related to procedural fairness.	<b>Departmental Result:</b> Harm to people or the environment, throughout the lifecycle of energy-related activities, is prevented. Indicator: Number of serious injuries and fatalities related to regulated infrastructure.  Indicator: Number of incidents related to regulated infrastructure that harm the environment.  Indicator: Percentage of unauthorized activities on regulated infrastructure that involve repeat violators.	<b>Departmental Result:</b> 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.	<b>Departmental Result:</b> 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
	<b>Departmental Result:</b> Energy Adjudication processes are timely. Indicator: Percentage of adjudication decisions and recommendations that are made within legislated time limits and service standards.				
	<b>Departmental Result:</b> Energy Adjudication processes are transparent. Indicator: Percentage of surveyed participants who indicate that adjudication processes are transparent.				
	<b>Departmental Result:</b> Energy Adjudication processes are accessible. Indicator: Percentage of surveyed participant funding recipients who agree that participant funding enabled their participation in an adjudication process.				
	<b>Departmental Result:</b> 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: Participant Funding	Program: Management System and Industry Performance	Program: Pipeline Information	Program: Indigenous Engagement	
		Program: Emergency Management			
		Program: Regulatory Framework			

## Supporting information on the program inventory

Supporting information on planned expenditures, human resources, and results related to the CER's program inventory is available on [GC InfoBase<sup>xi</sup>](#).

## Supplementary information tables

The following supplementary information tables are available on the [CER's website<sup>xii</sup>](#):

- ▶ Departmental Sustainable Development Strategy/Reporting on Green Procurement
- ▶ 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<sup>xiii</sup>](#). 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

### Mailing address: Headquarters Calgary

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

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

**Fax:** (403) 292-5503

**Email:** [info@cer-rec.gc.ca](mailto:info@cer-rec.gc.ca)

**Website(s):** <https://www.cer-rec.gc.ca/>

### Mailing address: Eastern Region

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

**Telephone:** (514) 283-2763 or 1 (877) 288-8803

**Email:** [infomontreal@cer-rec.gc.ca](mailto:infomontreal@cer-rec.gc.ca)

**Website(s):** <https://www.cer-rec.gc.ca/>

**Mailing address: Pacific Region**

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

**Telephone:** (604) 666-3975

**Email:** [infopacific@cer-rec.gc.ca](mailto:infopacific@cer-rec.gc.ca)

**Website(s):** <https://www.cer-rec.gc.ca/>

**Mailing address: Northern Region**

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

**Telephone:** (867) 766-8408

**Email:** [infonorth@cer-rec.gc.ca](mailto:infonorth@cer-rec.gc.ca)

**Website(s):** <https://www.cer-rec.gc.ca/>

## 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.

### **experimentation (expérimentation)**

The conducting of activities that explore, test and compare the effects and impacts of policies and interventions in order to inform decision-making and improve outcomes for Canadians. Experimentation is related to, but distinct from, innovation. Innovation is the trying of something new; experimentation involves a rigorous comparison of results. For example, introducing a new mobile application to communicate with Canadians can be an innovation; systematically testing the new application and comparing it against an existing website or other tools to see which one reaches more people, is experimentation.

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

A measure of the extent to which an employee represents a full person-year charge against a departmental budget. Full-time equivalents are calculated as a ratio of assigned hours of work to scheduled hours of work. Scheduled hours of work are set out in collective agreements.

**gender-based analysis plus (GBA plus) (analyse comparative entre les sexes plus [ACS Plus])**

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

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

For the purpose of the 2022-23 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.

**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 Strategic Plan, <https://www.cer-rec.gc.ca/en/about/who-we-are-what-we-do/strategic-plan/>
- ii IAC, <https://www.cer-rec.gc.ca/en/about/who-we-are-what-we-do/organization-structure/indigenous-advisory-committee/index.html>
- iii *Canadian Energy Regulator Act*, <https://laws-lois.justice.gc.ca/eng/acts/C-15.1/>
- iv *United Nations Declaration on the Rights of Indigenous Peoples*, <https://www.un.org/development/desa/indigenouspeoples/declaration-on-the-rights-of-indigenous-peoples.html>
- v Commission of the CER, <https://www.cer-rec.gc.ca/en/about/who-we-are-what-we-do/organization-structure/commissioners/index.html>
- vi Mission, <https://www.cer-rec.gc.ca/en/about/who-we-are-what-we-do/strategic-plan/index.html>
- vii Board of Directors, <https://www.cer-rec.gc.ca/en/about/who-we-are-what-we-do/organization-structure/board-directors/index.html>
- viii Vision, <https://www.cer-rec.gc.ca/en/about/who-we-are-what-we-do/strategic-plan/index.html>
- ix Strategic Priorities, <https://www.cer-rec.gc.ca/en/about/who-we-are-what-we-do/strategic-plan/index.html>
- x *Onshore Pipeline Regulations*, <https://laws-lois.justice.gc.ca/eng/regulations/SOR-99-294/index.html>
- xi CER Filing Manual, <https://www.cer-rec.gc.ca/en/applications-hearings/submit-applications-documents/filing-manuals/index.html>
- xii Energy Futures, <https://www.cer-rec.gc.ca/en/data-analysis/canada-energy-future/index.html>
- xiii Website (Core responsibilities: planned results and resources), <https://www.cer-rec.gc.ca/en/about/publications-reports/departmental-plan/2022-2023/index.html>
- xiv Alternative Dispute Resolution, <https://www.cer-rec.gc.ca/en/consultation-engagement/alternative-dispute-resolution/index.html>
- xv Code for Canada, <https://codefor.ca/>
- xvi GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xvii GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xviii GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xix *Canadian Energy Regulator Onshore Pipeline Regulations*, <https://laws-lois.justice.gc.ca/eng/regulations/SOR-99-294/>
- xx Cabinet Directive on Regulation - Canada.ca, <https://www.canada.ca/en/government/system/laws/developing-improving-federal-regulations/requirements-developing-managing-reviewing-regulations/guidelines-tools/cabinet-directive-regulation.html>
- xxi GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xxii GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xxiii GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xxiv Canada's Energy Future, <https://www.cer-rec.gc.ca/en/data-analysis/canada-energy-future/index.html>
- xxv Provincial & Territorial Energy Profiles, <https://www.cer-rec.gc.ca/en/data-analysis/energy-markets/provincial-territorial-energy-profiles/>
- xxvi Market Snapshots, <https://www.cer-rec.gc.ca/en/data-analysis/energy-markets/market-snapshots/>
- xxvii Pipeline Profiles, <https://www.cer-rec.gc.ca/en/data-analysis/facilities-we-regulate/pipeline-profiles/index.html>
- xxviii GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xxix GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xxx GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xxxi GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xxxii GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xxxiii GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xxxiv 2022–23 Main Estimates, <https://www.canada.ca/en/treasury-board-secretariat/services/planned-government-spending/government-expenditure-plan-main-estimates.html>
- xxxv CER's website, <https://www.cer-rec.gc.ca/en/about/publications-reports/departmental-plan/2022-2023/index.html>
- xxxvi Canadian Energy Regulator Act, <https://laws-lois.justice.gc.ca/eng/acts/C-15.1/index.html>
- xxxvii CER's website, <https://www.cer-rec.gc.ca/en/about/who-we-are-what-we-do/index.html>
- xxxviii Minister's Mandate Letter, <https://pm.gc.ca/en/mandate-letters/2021/12/16/minister-natural-resources-mandate-letter>
- xxxix CER's website, <https://www.cer-rec.gc.ca/en/about/publications-reports/departmental-plan/2022-2023/index.html>

- xI GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xII CER Website, <https://www.cer-rec.gc.ca/en/about/publications-reports/departmental-plan/2022-2023/index.html>
- xIII Report on Federal Tax Expenditures, <https://www.canada.ca/en/department-finance/services/publications/federal-tax-expenditures.html>