



National Energy  
Board

Office national  
de l'énergie

# National Energy Board

2018–19

## Departmental Plan

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C. Peter Watson, P.Eng., FCAE  
Chair and CEO  
National Energy Board

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The Honourable Jim Carr, P.C., M.P.  
Minister  
Natural Resources

Canada



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## Message from the Chair and CEO

As Canada’s energy regulator, the National Energy Board (NEB) regulates pipelines, energy development and trade on behalf of Canadians in a way that protects the public and the environment while supporting efficient markets. Every day, the work of the NEB touches the lives of Canadians and affects what matters to them: their land, environment, water, jobs, communities, safety and their well-being.

The NEB’s 2018–19 Departmental Plan shares the organization’s story with Parliamentarians and Canadians, and it focuses on delivering on four core responsibilities: Energy Adjudication, Safety and Environment Oversight, Energy Information, and Engagement. The plan also marks the completion of one full cycle of the NEB’s [Departmental Results Framework \(DRF\)](#)<sup>i</sup> – which is the first step in its transformation to a modern organization that delivers an energy regulatory framework that inspires public confidence.



The NEB welcomes the opportunity to present its plans to the [Government of Canada](#)<sup>ii</sup>. It helps Canadians assess our progress. It helps keep us accountable. And it drives us to focus on what is working well, where the gaps might be, and how we will continually improve.

As the NEB’s 2018-19 Departmental Plan is tabled in [Parliament](#)<sup>iii</sup>, the government will be moving forward on [proposed legislation](#)<sup>iv</sup> that will modernize the NEB as part of its comprehensive two-year review of Canada’s [environmental and regulatory processes](#)<sup>v</sup>.

Not only is the NEB positioned to respond to the government of Canada’s policy and legislative direction, but we are looking forward to modernization, guided by a commitment to build an organization that is agile and able to adapt to any change that comes its way.

The NEB recognizes that we have much work to do:

- The NEB needs to drive systemic shifts in how we - and the pipeline industry - view safety and safety culture, connecting the NEB’s regulatory actions to objective performance data, trends and analysis;
- The NEB will continue to publish unbiased factual energy and pipeline information, to build trust with Canadians and help make energy conversations constructive;
- The NEB will improve how we engage with Indigenous Peoples. The NEB is committed to listening to Indigenous Peoples to find new and innovative ways to meaningfully engage with them and to help ensure that the ground-breaking new ‘Indigenous Advisory Monitoring Committees’ (IAMC) are effective;

- The NEB will respond to the expectations of Canadians for more transparent and inclusive processes as seen through its expanded engagement activities with municipalities, landowners, and other stakeholders, and;
- The NEB will adhere steadfastly to our new mission and the delivery of the NEB’s core results, through the positive change that modernization brings.

And the NEB will do this work in a way that demonstrates its commitment to the [values and ethics code for the public sector](#)<sup>vi</sup>, [regulatory excellence](#)<sup>vii</sup>, exemplary leadership, continuous improvement, and an emphasis on the prevention of harm to better serve the public interest.

C. Peter Watson, P.Eng., FCAE  
Chair and CEO  
National Energy Board



## Plans at a glance

The people of the NEB do their work so that Canadians can count on them and have confidence in how they deliver on the NEB’s mandate – so that the public is safe and the environment is protected. In support of delivering on its mandate, the NEB is moving forward with a number of key priorities that will help it better serve the public interest.

These key priorities are informed by the NEB’s:

- Review of the trends and issues in its operating environment,
- Evaluation of the performance results identified in its DRF,
- Development of integrated solutions for issues that touch on more than one of the NEB’s core responsibilities.

The Government of Canada’s decisions to approve two new major construction projects ([Enbridge Line 3](#)<sup>viii</sup> and [Trans Mountain Expansion](#)<sup>ix</sup>), as well as its policy direction with respect to NEB Modernization will guide and shape our work in the coming years. In addition, recent court decisions have provided further clarity with respect to the NEB’s role and responsibilities related to Indigenous engagement in our regulatory processes. These are evolving areas, and as a result, are shaping our approach to our work in 2018-19.

We also know that pipeline construction activity is increasing. This demands effective and efficient regulatory oversight by the NEB to support the Government’s decision to move ahead with key projects – and it triggers adjudication processes (e.g., detailed route hearings), condition compliance activities, inspections, audits and emergency preparedness reviews, as well as coordinated and enhanced engagement activities with affected communities.

We also know that increased construction increases the risk of pipeline incidents. The NEB’s data in this report highlights that the number of pipeline incidents that harm people or the environment has increased since [2014-15](#)<sup>x</sup>. As a result, we are taking action to ensure that preventable incidents do not occur – with a particular focus on actions that reduce risk associated with periods of significant or major construction, such as focusing on worker safety and contractors, working with industry on pre-construction audits, and ensuring construction conditions are satisfied before work commences.

With this in mind, the true success of our efforts is not easily measured: it will be the absence of incidents, or the prevention of harm, that best illustrates our impact as an effective regulator. Our greatest asset is the sum of our experience, what we learn from past incidents, the data we gather and maintain – our analysis of the root causes of past incidents – as well as our work with other regulators both in Canada and internationally to know what factors drive a strong [safety culture](#)<sup>xi</sup> in our regulated industry. How we use that asset makes a difference – including sharing and discussing that knowledge with Indigenous Peoples, communities, and industry, and applying it to continually improve our regulatory framework and requirements.

But it is not just what the NEB knows and does that will make a difference. The NEB believes its effectiveness as a regulator significantly improves when it engages with Canadians on issues relating to regulatory oversight. This includes continuing to invest in ways to better engage Indigenous communities, landowners, stakeholders and Canadians in our shared interest in

delivering a system of regulatory oversight that keeps Canadians and the environment safe and protects what is important.

Lastly, the NEB knows that it needs to continue to invest in its management system in order to deliver on its mandate – notably in areas relating to data and information management as well as workforce planning.

With this in mind, the NEB has identified the following key areas of focus for 2018-19:

### **Major Project Construction: Enhance and Integrate Oversight Processes**

The NEB will implement processes that improve the effectiveness and coordination of its regulatory oversight, and enable the NEB to work with stakeholders to address potential issues early and effectively as major pipeline construction activity ramps up. The NEB is guided by its DRF outcomes, which include:

- Regulated companies (build &) operate facilities in compliance with regulatory requirements and project specific conditions throughout the full lifecycle.
- Harm to people and the environment throughout the lifecycle of energy-related activities is prevented.
- Energy adjudication processes are fair, timely and transparent.

### **Enhance Engagement: Strategic and Integrated Planning and Performance**

Engaging with stakeholders and Indigenous Peoples allows the NEB to meaningfully connect, seek feedback, and exchange information on different aspects of the NEB's regulatory practices and processes. Almost every aspect of work done at the NEB has an engagement element.

In 2018-19, the NEB will focus on capturing the learnings and information it hears through engagement activities and improving its core processes for integrating those learnings into its adjudication, safety and environmental oversight and energy information processes. The NEB will also increase the technical capacity of its offices in Vancouver and Montreal to better serve Canadians in those regions.

The NEB is committed to delivering a systematic approach to the IAMCs that have been established for the Enbridge Line 3 and Trans Mountain Expansion pipelines. Plans and procedures to enable IAMC Indigenous Monitors to directly participate in the NEB's field inspection and monitoring activities have been developed and will be piloted. The NEB will also continue to formalize ways for Indigenous Peoples to participate directly in the NEB's regulatory processes in a sustainable manner. The interests of Indigenous Peoples will be a key driver for improvements to the NEB's approach to lifecycle oversight.

### **Transform Data and Information Management**

The work of the NEB must be data driven through performance measurement, evidence and feedback from Canadians. Achieving excellence in data and information management requires an integrated approach, working from an enterprise-wide perspective.

The NEB possesses data and information that no other organization holds. The NEB needs to better invest in that data and transform its systems to ensure effective data analysis and trends (current and predicted) are optimized and become more transparent to enable Canadians to better access that information. The NEB is also investing in a leading edge information project which focuses on the interactive visualization of pipeline safety and energy information.

In 2018-19, the NEB will: move further towards digital program and service delivery; develop an integrated data strategy aligned to the NEB's priorities/outcomes; offer a consistent view of data across the organization to better inform its work; and continue to find innovative approaches for how the NEB uses and shares its data. The NEB is charting its path forward; building the foundation required to deliver results.

### **Invest in People & Management Systems**

The NEB continues to dedicate significant time and effort to implementing its new management system in support of the organization's focus on regulatory and management excellence. Through the management system, the NEB continues to measure and report on performance, and invest in organization-wide improvements to ensure the effective delivery of our mandate and priorities.

The NEB is focused on reflecting the diversity of Canada and it will work to ensure its workforce better reflects the country's diversity. A key component of the work will be the development of a focused Indigenous hiring strategy in 2018-19. This will be part of a strategic workforce plan to align the organization's talent with the needs of its programs to ensure the NEB has the right people, in the right place, at the right time – and remain an employer of choice.

### **Experimentation and Innovation**

The NEB has a significant focus on innovation in several areas of its work. One of these innovative projects include the NEB's efforts to leverage visualization tools for data. Currently, the NEB's **data visualization**<sup>xii</sup> focus is on energy supply and demand information, as well as **pipeline incident data**. The NEB will expand these types of visualizations in 2018-19.

For more information on the NEB's plans, priorities and planned results, see the "Planned results" section of this report.

## **Planned results: what we want to achieve this year and beyond**

### **Core Responsibilities**

#### **Energy Adjudication**

##### **Description**

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

##### **Planning highlights**

The NEB never waives from its commitment to keep people safe, to protect the environment, and to support efficient markets. The NEB's adjudication processes are designed to hear from - and engage with - those affected by the projects it regulates so that informed decisions and recommendations are made in the Canadian public interest.

Often there is a heightened awareness of the NEB's adjudication activities when major project applications are before the NEB: Enbridge Line 3 or Trans Mountain Expansion projects, for example. But adjudication activity encompasses more than major project reviews. Over the past year, the NEB has experienced an increase in the number of applications for the approval of smaller pipeline projects, as well as an increase in interest from affected groups or individuals who wish to participate in adjudication processes. We are also seeing an increase in the number of land matter complaints that require NEB adjudication.

- In the past two fiscal years, there have been a total of five small pipeline projects that have warranted a public hearing. By comparison, this equals the total number of small pipeline hearings that were held over the previous four years (2012-13 to 2015-16). The number of pipeline abandonment hearings has increased over the past two years. And the number of NEB detailed route hearings has also increased, mainly due to the Trans Mountain Expansion Project. In the 2017-18 fiscal year, over ninety NEB detailed route hearings will have been initiated, whereas there had been only one detailed route hearing in all the previous five fiscal years, from 2012-13 to 2016-17.
- The number of active land matter complaints in 2017-18 has been high at 23. This high volume is not attributable to any one issue, however we are seeing an increase in Indigenous concerns around heritage resources, which is consistent with observations in adjudication processes.

Hearings and/or adjudication applications (including land matter complaints) are typically triggered by public interest in specific projects and there are issues in need of adjudication. Increased construction and/or abandonment activity will trigger an increase in adjudication activity, and we need to ensure we undertake that work with our core results in mind: that decisions are procedurally fair, that they are timely, that our processes are transparent (predictable, clear) and that our processes are accessible. These are not results that compete against each other – but rather are complementary, and we need to ensure we balance our approach to meet all of our core results.

Despite results that indicate we are achieving our targets, our performance data to date is showing that in some cases, we are not able to meet our [service standards for process reviews](#)<sup>xiii</sup>. We also know that we can do better in terms of ensuring participants in our processes see them as transparent and accessible.

As a result, we are reviewing our processes and updating our management systems to support timely and efficient reviews. The NEB is taking action to engage with Indigenous Peoples, landowners and other stakeholders much earlier and more actively in the adjudicative process, as the public has demonstrated a keen interest in participating in proposed pipeline projects. We are also investing more in our capacity to support alternative dispute resolution to issues that arise with respect to regulated activities. Lastly, in response to feedback from Indigenous groups and the implications of recent court decisions relating to Indigenous consultation, the NEB is making specific improvements to its adjudication processes to improve how it tracks, validates, reflects and addresses the specific concerns and issues raised by Indigenous groups in our adjudication processes.

The NEB's planned results in this core responsibility area highlight the importance of continually improving its program and service delivery to meet the needs of Canadians (relying on participant feedback, and acting on that feedback), and ensuring that the NEB demonstrates regulatory excellence in meeting legislative requirements and service standards.

In support of the Energy Adjudication core responsibility in 2018-19, the NEB will:

- Deliver energy adjudication processes that are fair and timely. The NEB will ensure the detailed route hearing and route realignment processes for the Trans Mountain Expansion Project will be fair and occur in a timely manner. The NEB will also focus on the use of alternative dispute resolution as part of this process.
- Ensure energy adjudication processes are transparent and accessible. The NEB will enhance opportunities for public and Indigenous participation in NEB adjudication processes to ensure it responds to issues of concern to Canadians, and to improve the effectiveness and relevance of the organization's decision-making processes.

#### **Gender-based analysis plus (GBA+)**

- Our socio-economic specialists are specifically focused on ensuring public participation in our adjudicative processes respond to the diverse needs of Canadians, and in ensuring that our assessment of applications and filings consider all aspects of a potential project's impacts and considerations. A particular challenge is ensuring our adjudication processes are working for Indigenous Peoples. The NEB is working to address this through our Engagement core responsibility programs and activities.

Planned results

Departmental Results	Departmental Result Indicators	Target	Date to achieve target	2014–15 Actual results	2015–16 Actual results	2016–17 Actual results
Energy adjudication processes are fair.	Percentage of adjudication decisions overturned on judicial appeal related to procedural fairness.	0%	March 2019	0%	0%	0%
Energy adjudication processes are timely.	Percentage of adjudication decisions and recommendations that are made within legislated time limits and service standards.	100%	March 2019	100%	100%	100%
Energy adjudication processes are transparent.	Percentage of surveyed participants who indicate that adjudication processes are transparent.	75% per project	March 2019	Not available*		79%
Energy adjudication processes are accessible.	Percentage of surveyed participant funding recipients who agree that participant funding enabled their participation in an adjudication process.	90% per project	March 2019	100%	100%	92%

\*This indicator for the Energy Adjudication Core Responsibility was developed as part of the transition to the Departmental Results Framework. A baseline was established in 2016-17.

## Budgetary financial resources (dollars)

2018–19 Main Estimates	2018–19 Planned spending	2019–20 Planned spending	2020–21 Planned spending
20,000,175	20,000,175	20,000,175	19,392,860

## Human resources (full-time equivalents)

2018–19 Planned full-time equivalents	2019–20 Planned full-time equivalents	2020–21 Planned full-time equivalents
118.30	118.30	113.80

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

## Safety and Environment Oversight

### Description

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

### Planning highlights

The NEB continually strives to improve its oversight of the full lifecycle - including the construction, operation and abandonment - of energy-related infrastructure. The NEB knows that its approach to achieving meaningful results for Canadians has to include, but not be limited to, traditional regulatory compliance and enforcement activities. To that end, the NEB continually works to extend its influence beyond solely rules and regulations. This work includes focusing on safety culture with industry, pipeline quality assurance, and [pipeline damage prevention](#)<sup>xv</sup> activities with municipal stakeholders.

The NEB knows that the number of incidents that harm people or the environment with respect to activities it regulates has increased in recent years<sup>1</sup>. With pipeline construction activity underway, the NEB is seeing an increasing number of incidents that harm people or the environment in fiscal year 2017-18 over fiscal year 2016-17. The NEB also knows that these incidents are related to the increase in construction activity and often correlate with the use of third party contractors for construction.

With this in mind, and as pipeline construction activity increases in 2018-19 and 2019-20 for Enbridge Line 3 and Trans Mountain Expansion, the NEB is taking action to raise awareness of

<sup>1</sup> See endnote x

issues related to worker safety, and it is working proactively with industry to take action to prevent such incidents.

The NEB is also working hard to close out incident investigations in a timely manner. It has set timeframes and targets to ensure it learns from each incident, and identifies actions that help prevent the reoccurrence of these incidents. The NEB is not there yet - although 59.8% of incidents are closed within the target timeframes (the target is 80%) – the NEB has a plan to address this performance gap in 2018-19. This plan requires systematic investments in organizational management systems, and that starts with an understanding of the NEB’s performance to date and areas it needs to improve.

The NEB’s safety culture plan includes implementing indicators for inspections as well as engaging with industry so the NEB can share its perspectives on safety culture and facilitate shared learnings on how companies can improve their own corporate safety culture. This data informs the NEB’s oversight plans and activities including ongoing engagement with companies on culture and how it impacts their safety and environmental outcomes.

A [Pipeline Quality Assurance Workshop](#)<sup>xvi</sup> in 2017 identified areas within the pipeline supply chain, many of which are outside of the NEB’s regulatory scope, that have an impact on the quality of pipe. The NEB will continue to influence improvements in pipeline quality through the recommendations from the workshop and continue dialogue with manufacturers, standards organizations, pipe buyers and resellers and regulated companies.

In support of the Safety and Environment Oversight core responsibility in 2018-19, the NEB will work to ensure harm to people or the environment, throughout the lifecycle of energy-related activities, is prevented.

- The NEB will implement an integrated project management process for the oversight of the Enbridge Line 3 and Trans Mountain Expansion projects which will provide for the timely identification of critical path items and risks; it will also provide as an early warning system for issues across all streams of regulatory oversight. This process is in response to increasing public awareness of these two pipeline projects and the public’s desire for more information and understanding of the regulatory measures in place.
- The NEB will develop and implement an enhanced worker safety oversight plan which will increase the NEB’s scope relating to those working on energy infrastructure. The plan will include more timely and focused monitoring of all workplace injuries and a more proactive and dynamic adjustment of NEB oversight activities to prevent worker injuries at NEB-regulated work sites. This approach will include both company-specific and industry-wide approaches.

### **Gender-based analysis plus**

- GBA+ considerations do not generally weigh in on the determination or implementation of Safety and Environmental Oversight work, unless the NEB has placed a specific condition on an applicant related to GBA+ matters in the application assessment that needs to be considered in a subsequent safety oversight activity. When this does occur, the NEB will account for this factor in its oversight activities.



## Planned results

Departmental Results	Departmental Result Indicators	Target	Date to achieve target	2014–15 Actual results	2015–16 Actual results	2016–17 Actual results
Harm to people or the environment, throughout the lifecycle of energy-related activities, is prevented.	Number of incidents related to National Energy Board-regulated infrastructure that harm people or the environment.	0	March 2019	10	12	15
	Percentage change of specific incident types on National Energy Board-regulated infrastructure.	10% decrease	March 2019	5.7% increase	5.4% increase	11% increase
	Percentage change of near misses on National Energy Board-regulated infrastructure.	5% decrease	March 2019	30.5% increase	33.3% increase	13% increase

## Budgetary financial resources (dollars)

2018–19 Main Estimates	2018–19 Planned spending	2019–20 Planned spending	2020–21 Planned spending
26,151,718	26,151,718	26,151,718	15,585,703

## Human resources (full-time equivalents)

2018–19 Planned full-time equivalents	2019–20 Planned full-time equivalents	2020–21 Planned full-time equivalents
143.20	143.20	100.20

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

The NEB's [Energy Information](#)<sup>xviii</sup> efforts focus on collecting and providing data and analyses that supports the NEB's regulatory responsibilities and facilitates discussion and research by stakeholders interested in energy, pipeline safety and regulation. While the NEB's Energy Information program has grown significantly over the past years, the NEB is committed to continuing to expand and improve the information products it provides to Canadians and to make it easier for stakeholders to access that data. The first opportunity is to seek feedback from Canadians and stakeholders regarding the types of information they want from the NEB. Opportunities for collaboration and partnership in data sharing is another area where the NEB needs to do more. The NEB will also seek increased partnership opportunities with other organizations on the development of new and innovative pipeline safety and energy market information products.

In support of the Energy Information core responsibility in 2018-19, the NEB will:

- Seek feedback from Canadians and stakeholders regarding what types of information they want from the NEB to help ensure they have access to the pipeline safety and energy market information they need for their knowledge, research, and decision making. The NEB will create a robust strategy to gather the opinions of Canadians that will include the use of interactive data visualization technology for users and more sources of input for NEB stakeholders regarding their opinions on the NEB's energy information products. This data-driven strategy will include new methods for assessing what issues are of most interest to Canadians and what data and products are most effective in demonstrating industry outcomes, public safety and NEB performance.
- Provide Canadians, other regulators and non-government organizations with opportunities to collaborate and work in partnership with the NEB on pipeline safety and energy market information products. The NEB wants to provide Canadians with the most useful energy and pipeline safety information possible and the NEB believes by partnering with other organizations a suite of products can be developed that is more wide-ranging and better able to meet the needs of Canadians and other stakeholders. A previous example of this type of type of collaboration is the [assessment of the Duvernay Shale Play](#)<sup>xix</sup> that the NEB conducted together with the Alberta Energy Regulator, in 2017.

### Gender-based analysis plus

- Energy Information products are designed not to discriminate. Where there are issues for accessibility the NEB is working on addressing these issues (ie. The NEB complies with the Government of Canada’s Content Style Guide, which sets standards for website content to improve web accessibility for those with reading and visual impairments).

### Planned results

Departmental Results	Departmental Result Indicators	Target	Date to achieve target	2014–15 Actual results	2015–16 Actual results	2016–17 Actual results
Canadians access and use energy information for knowledge, research or decision-making.	Number of times the energy information is accessed.	750,000 minimum	March 2019	Not available <sup>a</sup>	623,278	729,506
	Percentage of surveyed web users who agree that energy information is useful for knowledge, research or decision-making.	75% minimum that are satisfied or mostly satisfied	March 2019	Not available <sup>b</sup>		
Canadians have access to community specific National Energy Board-regulated infrastructure information.	Increased information specific to National Energy Board-regulated infrastructure in communities.	5 new data sets minimum	March 2019	0	3	7
Canadians have opportunities to collaborate and provide feedback on National Energy Board information products.	Number of opportunities that Canadians have to collaborate and provide feedback on energy information products.	42 minimum	March 2019	Not available <sup>b</sup>		

<sup>a</sup>This indicator for the Energy Information Core Responsibility was developed as part of the transition to the Departmental Results Framework. A baseline was established in 2015-16.

<sup>b</sup>This indicator for the Energy Information Core Responsibility was developed as part of the transition to the Departmental Results Framework. A baseline is to be established in 2017-18.

### Budgetary financial resources (dollars)

2018–19 Main Estimates	2018–19 Planned spending	2019–20 Planned spending	2020–21 Planned spending
4,931,394	4,931,394	4,931,394	4,240,768

### Human resources (full-time equivalents)

2018–19 Planned full-time equivalents	2019–20 Planned full-time equivalents	2020–21 Planned full-time equivalents
36.90	36.90	32.10

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

## Engagement

### Description

Engaging with stakeholders and Indigenous Peoples on topics within the National Energy Board’s mandate and role, beyond engagement on specific projects.

### Planning highlights

Engaging with Indigenous Peoples and other stakeholders is a NEB core responsibility area that has experienced a significant increase in focus in recent years. The NEB believes it will deliver better outcomes in Energy Adjudication and in Safety and Environment Oversight through increased engagement efforts. Improving, growing and integrating its Indigenous and stakeholder engagement work, and better integrating its engagement planning across the NEB, is essential to the organization’s efforts to increase public confidence in Canada’s energy regulatory framework.

The NEB is committed to listening to the concerns and thoughts that Indigenous Peoples, municipalities, landowners, and other stakeholders have about energy infrastructure, and applying those insights to its work as Canada’s national energy regulator. The NEB will increase its ability to analyze data and feedback that will allow for more focus on trends and regional issues. Systematic solutions will be driven through multi-stakeholder frameworks where various interests are considered and leveraged; this includes a more focused approach to address the gaps that exist in the delivery of engagement from the NEB’s regional offices. The NEB is also committed to the outcomes of the IAMCs and will improve and enhance its own processes through these innovative committees.

In support of the Engagement core responsibility in 2018-19, the NEB will:

- **NEB Regional Presence:** Better leverage its regional presence in Vancouver and Montreal. The NEB has regional offices in Montreal, Vancouver and Yellowknife in addition to its head office in Calgary. Engagement activities are conducted on a regular basis from all four offices.

The organization’s priority in 2018-19 will be to better leverage its Vancouver and Montreal regional offices. This will be accomplished by investing further resources and

integrating more NEB technical staff into the work of those two regional offices, this will include subject matter experts on damage prevention, emergency management, environmental protection and pipeline integrity. This will also be done through the use of integrated engagement planning across the NEB.

The NEB will continue to expand the use of the Client Relationship Management System to capture and analyze data in order to inform and improve its regional engagement planning and reporting capabilities across the organization.

- **Multi-Stakeholder Frameworks:** The NEB is committed to enhancing regulatory outcomes through system-wide approaches. The organization firmly believes that outcomes in all of its core responsibility areas are enhanced through engagement frameworks. The NEB will strengthen its commitment to the ‘[Land Matters Group](#)’<sup>xxi</sup> in addressing land-related issues and the newly-formed ‘Municipal Roundtable’ will be a key framework for addressing municipal issues, primarily in the areas of pipeline damage prevention and emergency management.

The NEB will also strengthen and provide further resources for its work with IAMCs. These innovative committees provide participating Indigenous groups and communities with direct participation in monitoring activities alongside NEB inspectors. The NEB will also continue to formalize ways for Indigenous Peoples to participate directly in the NEB’s regulatory processes in a sustainable manner.

### **Gender-based analysis plus**

- While the NEB considers many factors when planning engagement activities relating to GBA+ matters, there is room to improve. In particular, the NEB needs to ensure engagement with Indigenous Peoples is meaningful. The NEB is moving forward with collecting and testing feedback provided on our engagement efforts so we can improve our approach to how we meaningfully engage with Indigenous Peoples and Canadians.

Planned results

Departmental Results	Departmental Result Indicators	Target	Date to achieve target	2014–15 Actual results	2015–16 Actual results	2016–17 Actual results
Stakeholders and Indigenous Peoples share their perspectives and provide feedback regarding the National Energy Board mandate and role.	Number of participants in National Energy Board engagement programs.	600 minimum	March 2019	Not available <sup>a</sup>		723
National Energy Board engagement activities with stakeholders and Indigenous Peoples are meaningful.	Percentage of surveyed stakeholders who engaged with the National Energy Board who indicate that the engagement was meaningful.	75% minimum	March 2019	Not available <sup>b</sup>		
	Percentage of surveyed Indigenous Peoples who engaged with the National Energy Board who indicate that the engagement was meaningful.	75% minimum	March 2019	Not available <sup>b</sup>		

<sup>a</sup>This indicator for the Engagement Core Responsibility was developed as part of the transition to the Departmental Results Framework. A baseline was established in 2016-17.

<sup>b</sup>This indicator for the Engagement Core Responsibility was developed as part of the transition to the Departmental Results Framework. A baseline is to be established in 2017-18.

## Budgetary financial resources (dollars)

2018–19 Main Estimates	2018–19 Planned spending	2019–20 Planned spending	2020–21 Planned spending
6,462,601	6,462,601	6,462,601	1,449,068

## Human resources (full-time equivalents)

2018–19 Planned full-time equivalents	2019–20 Planned full-time equivalents	2020–21 Planned full-time equivalents
23.00	23.00	6.00

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

## Internal Services

### Description

Internal Services are those groups of related activities and resources that the federal government considers to be services in support of programs and/or required to meet corporate obligations of an organization. Internal Services refers to the activities and resources of the 10 distinct service categories that support Program delivery in the organization, regardless of the Internal Services delivery model in a department. The 10 service categories are: Management and Oversight Services; Communications Services; Legal Services; Human Resources Management Services; Financial Management Services; Information Management Services; Information Technology Services; Real Property Services; Materiel Services; and Acquisition Services.

### Planning highlights

Our planning context has been informed by a number of important initiatives affecting our internal services programs, including:

- Ensuring we are strategic and proactive in identifying future workforce needs for the organization, including ensuring we have the right people, in the right positions, with the right skills and competencies to respond to the changes underway;
- The need to invest in, and enhance, our capacity to receive, manage and use data as a strategic asset – including updating our information technology and information management systems to support all of our departmental programs;
- Phoenix implementation –collaborating closely with the Public Service Commission to address ongoing challenges associated with the implementations of the Phoenix pay system;
- Bargaining and implementing the NEB and PIPSC collective agreement and;
- Preparing for planned updates to our financial management software to align with Government of Canada requirements.

We know that while our staff attrition rates are relatively low (3.7% for fiscal year 2016-17), this has not always been the case, and we need to be prepared to deal with specific attraction and retention challenges in high demand job families such as engineering, engagement, data and information management, and legal services.

The NEB continues to dedicate significant time and effort to implementing its new management system in support of the organization’s focus on regulatory and management excellence. Through the management system, the NEB continues to measure and report on performance, and invest in organization-wide improvements to ensure the effective delivery of our mandate and priorities. The NEB is also developing a strategic workforce plan to align the organization’s talent with the needs of its programs to ensure the NEB has the right people, in the right place, at the right time – and remain an **employer of choice**<sup>xxiii</sup>.

**Gender-based analysis plus**

- A diverse workforce that mirrors the community strengthens the NEB and plays a critical role in the attraction and retention of talented employees. The NEB’s Employment Equity and Diversity Program recognizes the need to embrace diversity across the workforce, and in doing so, enables the NEB to achieve excellence through its workforce. The NEB takes Employment Equity and Diversity considerations into account during staffing activities.

**Budgetary financial resources (dollars)**

2018–19 Main Estimates	2018–19 Planned spending	2019–20 Planned spending	2020–21 Planned spending
19,946,812	19,946,812	20,046,812	17,963,029

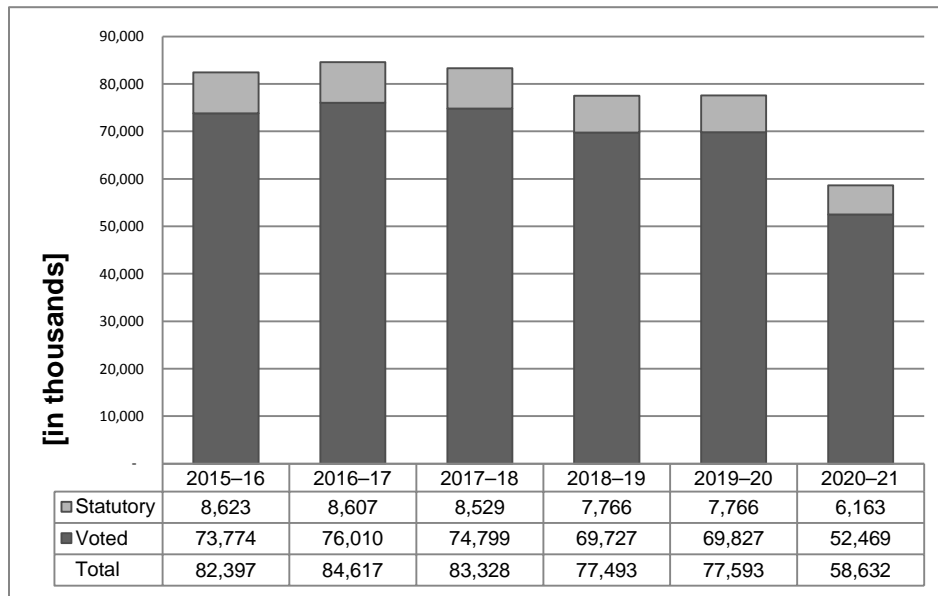
**Human resources (full-time equivalents)**

2018–19 Planned full-time equivalents	2019–20 Planned full-time equivalents	2020–21 Planned full-time equivalents
143.10	143.10	127.40



## Spending and human resources

### Planned spending



### Budgetary planning summary for Core Responsibilities and Internal Services (dollars)

Core Responsibilities and Internal Services	2015–16 Expenditures	2016–17 Expenditures	2017–18 Forecast spending	2018–19 Main Estimates	2018–19 Planned spending	2019–20 Planned spending	2020–21 Planned spending
Energy Adjudication	26,172,193	25,920,205	21,882,752	20,000,175	20,000,175	20,000,175	19,392,860
Safety and Environment Oversight	17,012,899	21,176,373	20,199,634	26,151,718	26,151,718	26,151,718	15,585,703
Energy Information	9,018,344	6,135,991	8,830,085	4,931,394	4,931,394	4,931,394	4,240,768
Engagement (a)	n/a	2,602,970	4,375,060	6,462,601	6,462,601	6,462,601	1,449,068
<b>Subtotal</b>	<b>52,203,436</b>	<b>55,835,540</b>	<b>55,287,531</b>	<b>57,545,888</b>	<b>57,545,888</b>	<b>57,545,888</b>	<b>40,668,399</b>
Internal Services	30,193,132	28,781,278	28,040,937	19,946,812	19,946,812	20,046,812	17,963,029
<b>Total</b>	<b>82,396,568</b>	<b>84,616,818</b>	<b>83,328,468</b>	<b>77,492,700</b>	<b>77,492,700</b>	<b>77,592,700</b>	<b>58,631,428</b>

(a) The NEB has transitioned to a new DRF structure for 2017-18. Expenditures on Engagement prior to 2017-18 were tracked as part of the NEB's other programs.

The 2018-19 planned spending is \$5.8M lower than the 2017-18 forecast spending primarily due to: decrease of \$4.7M in funding related to Budget 2016 Interim Strategy for Pipelines and a decrease of \$1.0M in funding related to Budget 2015 Energy Transportation Infrastructure.

The NEB planned spending for 2020-21 of \$58.6 million is a decrease of \$19.0 million from the 2019-20 NEB planned spending of \$77.6 million. This is primarily due to the expiration of temporary (sunsetting) funding which would have a significant impact on the ability of the NEB to achieve its mandate. The source of this temporary funding includes a:

- Decrease of \$13.3 million in funding related to Budget 2015 Energy Transportation Infrastructure
- Decrease of \$5.3 million in funding related to Budget 2017 Pipeline Safety Lifecycle Oversight
- Decrease of \$0.6 million in funding related to Budget 2017 Communication and Access to Information Capacity

The NEB will assess the ongoing need for this temporary funding before expiry and seek renewal if deemed warranted.

The NEB is funded through parliamentary appropriations. The Government of Canada recovers approximately 97 per cent of the appropriation from the industry the NEB regulates. All collections from cost recovery invoices are deposited to the account of the Receiver General for Canada and credited to the Consolidated Revenue Fund.

Pipeline and power line companies regulated by the NEB (authorized under the NEB Act) are subject to [cost recovery](#)<sup>xxiv</sup>. Applications before the NEB 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 NEB in which case a one-time levy is assessed following the authorization of construction.

Cost recovery is carried out on a calendar year basis.

## Planned human resources

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

Core Responsibilities and Internal Services	2015–16 Actual	2016–17 Actual	2017–18 Forecast	2018–19 Planned	2019–20 Planned	2020–21 Planned
Energy Adjudication	150.36	145.47	124.30	118.30	118.30	113.80
Safety and Environment Oversight	101.16	114.29	136.00	143.20	143.20	100.20
Energy Information	48.08	39.10	36.90	36.90	36.90	32.10
Engagement	n/a	10.11	30.20	23.00	23.00	6.00
<b>Subtotal</b>	<b>299.60</b>	<b>308.97</b>	<b>327.40</b>	<b>321.40</b>	<b>321.40</b>	<b>252.10</b>
Internal Services	157.90	165.53	143.10	143.10	143.10	127.40
<b>Total</b>	<b>457.50</b>	<b>474.50</b>	<b>470.50</b>	<b>464.50</b>	<b>464.50</b>	<b>379.50</b>

The decrease of 6 full-time equivalents from 2018-19 planned full-time equivalents in comparison to the 2017-18 forecasted full-time equivalents is mainly attributed to the decrease in temporary (sunsetting) funding related to Budget 2014 Regulatory Reviews of Mega Energy Infrastructure Projects.

The decrease of 85 full-time equivalents from 2020-21 planned full-time equivalents in comparison to the 2019-20 planned full-time equivalents is mainly attributed to the:

- Decrease of 51 full-time equivalents related to Budget 2015 Energy Transportation Infrastructure
- Decrease of 30 full-time equivalents related to Budget 2017 Pipeline Safety Lifecycle Oversight
- Decrease of 4 full-time equivalents related to Budget 2017 Communication and Access to Information Capacity

## Estimates by vote

For information on the NEB's organizational appropriations, consult the [2018–19 Main Estimates](#).<sup>xxv</sup>

## Future-Oriented Condensed Statement of Operations

The Future-Oriented Condensed Statement of Operations provides a general overview of the NEB’s operations. The forecast of financial information on expenses and revenues is prepared on an accrual accounting basis to strengthen accountability and to improve transparency and financial management.

Because the Future-Oriented Condensed Statement of Operations is prepared on an accrual accounting basis, and the forecast and planned spending amounts presented in other sections of the Departmental Plan are prepared on an expenditure basis, amounts may differ.

A more detailed Future-Oriented Statement of Operations and associated notes, including a reconciliation of the net cost of operations to the requested authorities, are available on the [NEB’s website<sup>xxvi</sup>](#).

### Future-Oriented Condensed Statement of Operations for the year ended March 31, 2019 (dollars)

Financial information	2017–18 Forecast results	2018–19 Planned results	Difference (2018–19 Planned results minus 2017–18 Forecast results)
Total expenses	98,511,051	94,392,801	(4,118,250)
Total revenues	-	-	-
Net cost of operations before government funding and transfers	98,511,051	94,392,801	(4,118,250)

The NEB’s planned results for 2018-19 is \$4.1M less than the 2017-18 Forecast primarily due to changes in funding associated with major project reviews, including funding for the Participant Funding Program. Funding for this purpose was set to decline in 2018-19 due to the reduction in temporary funding provided for this purpose.

## **Supplementary information**

### **Corporate information**

#### **Organizational profile**

**Appropriate minister:** The Honourable Jim Carr, P.C., M.P.

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

**Ministerial portfolio:** Natural Resources

**Enabling instrument:** [National Energy Board Act](#)<sup>xxvii</sup>

**Year of incorporation / commencement:** 1959

#### **Headquarters:**

Calgary, Alberta

#### **Regional Offices:**

Montréal, Québec

Vancouver, British Columbia

Yellowknife, Northwest Territories

#### **Raison d’être, mandate and role**

Raison d’être, mandate and role: who we are and what we do” is available on the [NEB’s website](#).<sup>xxviii</sup>

#### **Operating context and key risks**

Information on operating context and key risks is available on the [NEB’s website](#).<sup>2</sup>

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<sup>2</sup> See endnote xxiv

## Reporting framework

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

	Core Responsibility 1: Energy Adjudication		Core Responsibility 2: Safety and Environment Oversight		Core Responsibility 3: Energy Information		Core Responsibility 4: Engagement		
Departmental Results Framework	Departmental Result: Energy Adjudication processes are fair.	Indicator: Percentage of adjudication decisions overturned on judicial appeal related to procedural fairness.	Departmental Result: Harm to people or the environment, throughout the lifecycle of energy-related activities, is prevented.	Indicator: Number of incidents related to National Energy Board-regulated infrastructure that harm people or the environment.	Departmental Result: Canadians access and use energy information for knowledge, research or decision-making.	Indicator: Number of times the energy information is accessed.	Departmental Result: Stakeholders and Indigenous Peoples share their perspectives and provide feedback regarding the National Energy Board mandate and role.	Indicator: Number of participants in National Energy Board engagement programs.	Internal Services
	Departmental Result: Energy Adjudication processes are timely.	Indicator: Percentage of adjudication decisions and recommendations that are made within legislated time limits and service standards.				Indicator: Percentage of surveyed web users who agree that energy information is useful for knowledge, research or decision-making.			
	Departmental Result: Energy Adjudication processes are transparent.	Indicator: Percentage of surveyed participants who indicate that adjudication processes are transparent.			Indicator: Increased information specific to National Energy Board-regulated infrastructure in communities.				
	Departmental Result: Energy Adjudication processes are accessible.	Indicator: Percentage of surveyed participant funding recipients who agree that participant funding enabled their participation in an adjudication process.			Indicator: Percentage change of specific incident types on National Energy Board-regulated infrastructure.	Indicator: Percentage change of near misses on National Energy Board-regulated infrastructure.			
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 NEB’s Program Inventory is available in the [GC InfoBase](#).<sup>xxix</sup>

### Supplementary information tables

The following supplementary information tables are available on the [NEB’s website](#)<sup>3</sup>.

- ▶ Departmental Sustainable Development Strategy
- ▶ Disclosure of transfer payment programs under \$5 million
- ▶ Gender-based analysis plus
- ▶ Planned evaluation coverage over the next five fiscal years

### Federal tax expenditures

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

### Organizational contact information



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Cell: 604-360-5094

Office: 867-766-8408  
Fax: 867-766-8410

<sup>3</sup> See endnote xxiv



Fax: 403-292-5503  
Toll free: 1-877-288-8803  
TTY (teletype): 1-800-632-1663



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<https://www.linkedin.com/company/national-energy-board>



<https://www.youtube.com/user/NationalEnergyBoard>



## **Appendix: definitions**

### **appropriation (crédit)**

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

### **budgetary expenditures (dépenses budgétaires)**

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

### **Core Responsibility (responsabilité essentielle)**

An enduring function or role performed by a department. The intentions of the department with respect to a Core Responsibility are reflected in one or more related Departmental Results that the department seeks to contribute to or influence.

### **Departmental Plan (plan ministériel)**

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

### **Departmental Result (résultat ministériel)**

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

### **Departmental Result Indicator (indicateur de résultat ministériel)**

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

### **Departmental Results Framework (cadre ministériel des résultats)**

The department's Core Responsibilities, Departmental Results and Departmental Result Indicators.

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

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

### **experimentation (expérimentation)**

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

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

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

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

An analytical process used to help identify the potential impacts of policies, Programs and services on diverse groups of women, men and gender-diverse people. The “plus” acknowledges that GBA goes beyond sex and gender differences to consider multiple identity factors that intersect to make people who they are (such as race, ethnicity, religion, age, and mental or physical disability).

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

For the purpose of the 2018–19 Departmental Plan, government-wide priorities refers to those high-level themes outlining the government’s agenda in the 2015 Speech from the Throne, namely: Growth for the Middle Class; Open and Transparent Government; A Clean Environment and a Strong Economy; Diversity is Canada's Strength; and Security and Opportunity.

**horizontal initiative (initiative horizontale)**

An initiative in which two or more federal organizations, through an approved funding agreement, work toward achieving clearly defined shared outcomes, and which has been designated (by Cabinet, a central agency, etc.) as a horizontal initiative for managing and reporting purposes.

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

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

**performance (rendement)**

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

**performance indicator (indicateur de rendement)**

A qualitative or quantitative means of measuring an output or outcome, with the intention of gauging the performance of an organization, program, policy or initiative respecting expected results.

**performance reporting (production de rapports sur le rendement)**

The process of communicating evidence-based performance information. Performance reporting supports decision making, accountability and transparency.

**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.

**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.

**priority (priorité)**

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

**Program (programme)**

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

**Program Alignment Architecture (architecture d'alignement des programmes)<sup>4</sup>**

A structured inventory of an organization's programs depicting the hierarchical relationship between programs and the Strategic Outcome(s) to which they contribute.

**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.

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4. Under the Policy on Results, the Program Alignment Architecture has been replaced by the Program Inventory.

**Strategic Outcome (résultat stratégique)**

A long-term and enduring benefit to Canadians that is linked to the organization's mandate, vision and core functions.

**sunset program (programme temporisé)**

A time-limited program that does not have an ongoing funding and policy authority. When the program is set to expire, a decision must be made whether to continue the program. In the case of a renewal, the decision specifies the scope, funding level and duration.

**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 NEB Departmental Results Framework, <https://www.neb-one.gc.ca/bts/whwr/gvrnnc/dprtmntlrsltfrmwrk/index-eng.html>
- ii Government of Canada, <https://www.canada.ca/home.html>
- iii Parliament of Canada, <http://www.parl.ca/>
- iv Bill C-69, an Act to enact the Impact Assessment Act and the Canadian Energy Regulator Act, to amend the Navigation Protection Act and to make consequential amendments to other Acts, <http://www.parl.ca/DocumentViewer/en/42-1/bill/C-69/first-reading>
- v Government of Canada Projects and environmental assessments, <https://www.canada.ca/en/services/environment/conservation/assessments/environmental-reviews.html>
- vi Values and Ethics Code for the Public Sector, <http://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=25049>
- vii Driving Regulatory Excellence, <https://www.neb-one.gc.ca/bts/whwr/gvrnnc/dprtmntlrsltfrmwrk/rgltrclnc-eng.html>
- viii Enbridge Line 3 Replacement Program, <http://www.neb-one.gc.ca/pplctnflng/mjrpp/ln3rplcmnt/index-eng.html>
- ix Trans Mountain Pipeline ULC-Trans Mountain Expansion, <https://www.neb-one.gc.ca/pplctnflng/mjrpp/trsmntnxpnsn/index-eng.html>
- x Safety and environmental performance dashboard, <https://www.neb-one.gc.ca/sftnvrnmnt/sft/dshbrd/dshbrd-eng.html>
- xi Safety Culture, <https://www.neb-one.gc.ca/sftnvrnmnt/sft/sftyctr/index-eng.html>
- xii NEB Data Visualization project, <https://apps2.neb-one.gc.ca/pipeline-incidents/>
- xiii NEB Time Limits and Service Standards, <https://www.neb-one.gc.ca/bts/whwr/gvrnnc/nbsrvctndrd/index-eng.html>
- xiv GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xv NEB's Damage Prevention Framework, <http://www.neb-one.gc.ca/sftnvrnmnt/dmgprvntn/index-eng.html>
- xvi Pipeline Fittings Quality Assurance Technical Paper, <https://www.neb-one.gc.ca/sftnvrnmnt/sft/pplnmtlrs/2017-50-31pplnftngspr-eng.html>
- xvii GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xviii Energy Information, <https://www.neb-one.gc.ca/nrg/index-eng.html>
- xix Assessment of the Duvernay Shale region, [https://www.canada.ca/en/national-energy-board/news/2017/09/new\\_assessment\\_targetsmarketableoilandgasresourcesinalbertasduve.html](https://www.canada.ca/en/national-energy-board/news/2017/09/new_assessment_targetsmarketableoilandgasresourcesinalbertasduve.html)
- xx GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xxi Land Matters Group Terms of Reference, <https://www.neb-one.gc.ca/prtcptn/Indmtrsr/Indmtrsrgrp/strngcmmttrsrfrnc-eng.html>
- xxii GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xxiii Top 100 Employer, <https://www.neb-one.gc.ca/bts/crr/tp10rsnstp100-eng.html>
- xxiv Cost Recovery information, <https://www.neb-one.gc.ca/bts/cstrcvr/index-eng.html>
- xxv 2017–18 Main Estimates, <https://www.canada.ca/en/treasury-board-secretariat/services/planned-government-spending/government-expenditure-plan-main-estimates.html>
- xxvi Future Oriented Statement of Operations, <https://www.neb-one.gc.ca/bts/pblctn/dprtmntlpln/2018-2019/index-eng.html>
- xxvii National Energy Board Act, <http://laws-lois.justice.gc.ca/eng/acts/N-7/>
- xxviii Raison d'être, Operating context, Key risks and Supplementary information are contained within the 2018-19 Departmental Plan webpage, <https://www.neb-one.gc.ca/bts/pblctn/dprtmntlpln/2018-2019/index-eng.html>
- xxix GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- xxx Report on Federal Tax Expenditures, <http://www.fin.gc.ca/purl/taxexp-eng.asp>