



Minister of Natural Resources

Welcome Package



Natural Resources
Canada

Ressources naturelles
Canada

Canada 



Welcome_{to} NATURAL RESOURCES CANADA

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WITH YOU AND YOUR TEAM

CANADA'S NEW
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HOW OUR DEPARTMENT
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How we work with you and your team

Welcome to Natural Resources Canada

Natural Resources Canada benefits from an executive team that features a diverse group of experienced leaders and innovative thinkers to help you fulfil your mandate and deliver on your priorities. This section offers a quick introduction to your senior management and the sectors they lead.

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THE DEPUTY MINISTERS



Christyne Tremblay,
Deputy Minister

Christyne Tremblay, Deputy Minister

Ms. Tremblay joined NRCan as Deputy Minister in August 2016. Prior to coming to the Department, she served as Deputy Minister in several departments in the Government of Quebec, including Sustainable Development, Environment and the Fight Against Climate Change; Energy and Natural Resources; Higher Education, Research, and Science and Technology; and Economic Development, Innovation and Export.

She also served as an *administrator of state* on many boards of directors, including Hydro-Québec, Investissement Québec, the Centre de recherche industrielle du Québec and Services Québec.

Christyne holds Bachelor of Arts degrees in Economics and Political Science from the University of Ottawa, as well as a Graduate Diploma in International Administration from the École nationale d'administration publique.

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Shawn Tupper,
Associate Deputy Minister

Shawn Tupper, Associate Deputy Minister

Mr. Tupper joined NRCan as the Associate Deputy Minister in November 2018. Prior to that, he served as Assistant Secretary to the Cabinet at the Privy Council Office; Assistant Deputy Minister, Policy, at Transport Canada; Assistant Deputy Minister at Public Safety Canada; Director General, Social Policy, at Human Resources and Skills Development Canada; and Director General at Indian Residential Schools Resolution Canada.

He has also worked at the Privy Council Office as a Special Advisor to the Deputy Prime Minister providing advice on Indian Residential Schools.

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Deputy Ministers' Office

Shawn holds a Bachelor of Social Science in Political Science from the University of Calgary.

The Deputy Minister and Associate Deputy Minister are the most senior officials in the department and the principal source of support for you and your office. Together, they are responsible for ensuring:

- sound public-service advice on policy development and implementation, both within your portfolio and with respect to the government's overall policy and legislative agenda;
- effective departmental management, as well as advice on management of your entire portfolio; and
- fulfilment of authorities that have been assigned to the Deputy Minister or other departmental officials either by the Minister or directly by virtue of legislation.

The Deputy Ministers also have responsibilities related to the collective management of the government, which include responding to the policies of the Ministry as a whole and ensuring that appropriate interdepartmental consultation occurs on any matter that may touch upon your broader ministerial responsibilities.

In addition, your Deputy Ministers' Office provides important daily support and services in key areas such as arranging ministerial briefings, coordinating and managing executive correspondence.

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Strategic Advisor to the Deputy Minister

As Strategic Advisor to the Deputy Minister, Ms. Métivier provides advice on NRCan's International Affairs.



Louise Métivier,
Strategic Advisor to
the Deputy Minister

Prior to taking on her current role as Strategic Advisor to the Deputy Minister, Ms. Métivier spent the last three years as NRCan's Assistant Deputy Minister of Strategic Policy and Results. Ms. Métivier also held the position of Assistant Deputy Minister at Environment and Climate Change Canada. Prior to that, she served as Chief Negotiator on the United Nations Framework Convention on Climate Change, including for the Paris Agreement.

Louise holds an honours Bachelor degree in Economics from the University of Sherbrooke.

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Departmental Advisors

The Deputy Minister and Associate Deputy Minister are supported by an experienced team of departmental advisors who facilitate the delivery of policy and program advice and ensure coordination between the Minister's office and the Department.

This includes:

- assisting with requests for information, acquiring briefing materials, and organizing briefings with the Department;
- tracking briefing notes and Cabinet documents (including Memorandum to Cabinet, Treasury Board Submissions, Orders in Council and Governor in Council appointments) that enter your office and help to prepare your cabinet books; and
- managing the distribution and processing of ministerial correspondence and other dockets requiring decisions or your signature.

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Lynda Palombo,
Departmental Assistant

The Departmental Assistant (DA) acts as the liaison between the Minister's office and the Department to ensure the Deputy and Associate Deputy Minister's decisions and directions are communicated and carried out by the Department. The DA assists the Minister's staff with requests for information, acquiring briefing materials, and organizing briefings with the Department. To fulfill her duties, the DA works closely with the Minister's Chief of Staff, the Deputy Ministers, the Executive Director to the Deputy Minister and other advisors in the Department.



Stuart Fee,
Executive Director to the
Deputy Minister

The Executive Director supports the Deputy Minister in fulfilling the Department's mandate. This includes providing advice and analysis to the Deputy Minister on a wide range of corporate and operational issues. As well, the Executive Director facilitates all information between the Department and the Minister's office, working closely with the Departmental Assistant.



Sofeene Villanueva,
Director of Operations
to the Deputy Minister

The Director of Operations supports the Deputy Minister in the day-to-day management and direction of the Department. She works closely with Assistant Deputy Ministers and their offices to ensure the Deputy's direction and requests are conveyed to the Department.



Aleksandra Hretczak,
Senior Policy Advisor to
the Associate
Deputy Minister

The Senior Policy Advisor works with the Deputy Minister's staff to support the Deputy Minister and Associate Deputy Minister in fulfilling the Department's mandate; provides advice on policy, operational and corporate issues; and liaises with sector heads and their offices in support of the Associate Deputy Minister.

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Land and Minerals

The **Lands and Minerals Sector** (LMS) is the centre of expertise on Canada's landmass, and has a wealth of knowledge that contributes to the economic growth of our country and helps Canadians stay safe and adapt to a changing climate.

The sector's innovative know-how is also advancing Canada's global leadership with the most efficient, safest and greenest mineral sector. The sector also helps governments and industry make sound economic and social decisions using data it collects, analyzes and publishes. LMS makes it a priority to weave science and Indigenous knowledge into its work.

LMS is well positioned to:

- Ensure Canada's mining industry and minerals sector is innovative, sustainable and globally competitive.
- Conduct public geoscience research related to our country's mineral, energy and water resources.
- Conduct research and development and promote innovation throughout the mining life cycle.
- Understand the effects of a changing climate and help to strengthen the resilience of Canada's industry and communities, especially in Northern Canada.
- Monitor natural hazards, like earthquakes, tsunamis, landslides and coastal erosion to help communities prepare and respond.



Glenn Mason,
Assistant Deputy Minister,
Lands and Minerals Sector

Prior to joining NRCan, Mr. Mason served as Director of Strategic Operations for the Social Development Policy Secretariat in the Privy Council Office and Director of Strategy at Human Resources Development Canada. He also worked for three years at the Ministry of Finance in Georgetown, Guyana.

Glenn holds a Master's Degree in Development Economics from the Institute of Social Studies, The Hague, a Bachelor of Arts (Honours) in Political Science from the University of Western Ontario, a Diploma in Economic History from the London School of Economics, and is a graduate of the Northern Alberta Institute of Technology.

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- Clearly define our territory to ensure all Canadians know their homeland boundaries.
- Conduct the science that underpins navigational systems so that Canadians can pinpoint the precise location of where they stand and where they want to go.
- Enforce regulations ensuring safety in work environments with explosives, energetic materials and explosives precursors.
- Administer legislation designed to promote corporate transparency (e.g. *Extractives Sector Transparency Measures Act*).

To provide these services and functions, LMS is organized into the following branches:

The **Geological Survey of Canada** (GSC) is the country's longest-standing scientific organization, providing Canada with a comprehensive geoscience knowledge base of its landmass, including offshore. GSC's world-class scientific expertise focuses on the sustainable development of Canada's mineral, energy and water resources; stewardship of Canada's environment, including climate change considerations; protecting Canadians from natural geological and related hazards; and technology innovation.

CanmetMINING develops the tools, technologies, and science that supports the sustainable development of Canada's mineral resources under its Green Mining Innovation programs. Its research informs regulation, policy, and decision-making, with the goal of positioning Canada as the greenest, cleanest, and safest mining jurisdiction in the world. It also maintains reference materials to facilitate valuation of new mineral resources.

The **Surveyor General Branch** helps to define and demarcate property boundaries for Canada Lands (the North, First Nations lands, National Parks and offshore), preserves and maintains a visible boundary between Canada and the United States, and provides accurate measurement of latitude, longitude, elevation and gravity in Canada to underpin navigational systems. It ensures that all of Canada has access to secure and reliable land survey systems, clearly defined boundaries, and accurate positioning information.

The **Explosives Safety and Security Branch** conducts critical research to support policies for regulating activities with explosives and precursor chemicals. It also enforces legislation and regulations that contribute to the prevention of negligent and criminal use of harmful materials, protecting Canada's people and infrastructure.

The **Hazards, Adaptation and Operations Branch** conducts scientific research to better understand and protect Canadians from natural hazards like earthquakes, space weather and radiation. It also helps Canadians become more resilient to climate change, and provides logistical support to researchers in the Canadian Arctic.

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The **Policy and Economics Branch** ensures that Canada's minerals sector is innovative, sustainable, and globally competitive. Its work helps to provide governments, industry and communities – including Indigenous Peoples – with the knowledge they need to make informed, evidence-based policy decisions. The branch provides advice on a range of economic and policy issues in both the domestic and international context.

The **Business Management Services and Data Branch** offers a wide range of client-focused business services that keep LMS running smoothly, enabling the sector's scientists and policy-makers to do their work. It also encompasses programs that improve transparency and responsible practices in Canada's extractive industry, and stem the flow of conflict diamonds into international markets.

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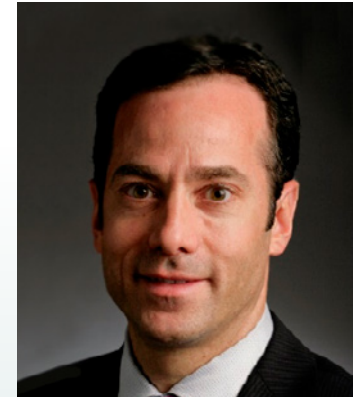
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Strategic Policy and Innovation

The **Strategic Policy & Innovation Sector** (SPI) supports the Minister of NRCan and Senior Management by providing integrated and evidence-based policy advice on a range of economic, international, intergovernmental, geospatial and results-driven issues. The Sector is responsible for providing strategic policy leadership by managing and coordinating the departmental policy and planning process to ensure timely, informed and consistent decisions on department-wide policy priorities and to support horizontal delivery of NRCan's policy, programs, science and reporting. The Sector is also responsible for advancing a whole-of-government strategy to support clean technology innovation in natural resources sectors and innovative geospatial solutions. To provide its services and programs, SPI is organized as:

- **Strategic Policy Branch** provides analysis and advice relating to public policy and legislative initiatives in light of external, departmental, or government-wide policies. It facilitates development of Cabinet documents, Memoranda to Cabinet and decks and provides support to NRCan policy priorities through leadership in economic analysis, experimentation, data and policy research and science policy integration.
- **Emerging Issues** provides flexible support on strategic and emerging issues impacting the Sector and NRCan. It primarily focuses on files which fall outside regular business lines of other sectors and also provides surge support for strategic policy functions.



Frank Des Rosiers,
Assistant Deputy Minister,
Strategic Policy and
Innovation Sector

Prior to his current position, Mr. Des Rosiers served as Assistant Deputy Minister, Innovation and Energy Technology at NRCan. He has also served as Assistant Secretary, Priorities and Planning at the Treasury Board Secretariat; General Director, Tax Policy at Finance Canada; Director General, Strategic Policy Branch at NRCan; and Chief of Staff to the Deputy Minister (Intergovernmental Affairs), Privy Council Office.

Frank holds a Master's Degree in Public Administration from Harvard University (Fulbright Scholar). He also holds a Bachelor of Arts in Economics from Laval University and a Master of Arts in Economics from the University of Montreal.

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- **External Policy and Partnership Branch (EPP)** provides whole-of-department strategic advice and analysis relating to international, trade and intergovernmental natural resource policies, programs, and legislative initiatives. EPP provides support for international and domestic missions and organises the annual Energy and Mines Ministerial Conference. It acts as NRCan's point of contact with other government departments on international and Federal-Provincial-Territorial relations. EPP also provides whole-of-department advice on trade policy and foreign investments and represents the Department on trade negotiations.
- **Planning, Delivery and Results Branch** is the focal point for integrated planning, performance measurement and reporting functions within NRCan. It is responsible to monitor progress on Mandate Letter commitments, corporate risk management and horizontal initiatives, as well as leading the annual preparation for NRCan's Departmental Plan, Departmental Results Report and Departmental Sustainable Development Strategy, which are tabled in Parliament. The Branch is also responsible for strategic oversight of the Free Agents Program, a new model for workforce mobilization which supports managers in finding top talent and core skills to address short-term project needs.
- **Innovation Branch** provides policy analysis and advice on innovation and clean technology. It co-leads the Clean Growth Hub, a government-wide focal point for clean technology and leads NRCan's Innovative Solutions Canada program. The Branch advances international clean technology research, development, demonstration and innovation policy and guides intellectual property policy at NRCan. It also leads/co-leads several files, including the Clean Tech Regulatory Review, the Battery Initiative and Artificial Intelligence in clean technology and innovation.
- **Canada Centre for Mapping and Earth Observation** delivers core geospatial data that is accurate, dynamic, authoritative and accessible, supporting geographic analysis and evidence-based decision-making. It delivers innovative technology and data solutions through research and development, interoperability, standardization, and product delivery. It also provides international, federal, provincial and territorial leadership and coordination with respect to pan-Canadian data sharing and partnerships, the delivery of grants and contributions, operation of satellite ground infrastructure and Canada's national satellite archives and national air photo library.

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Low Carbon Energy

The **Low Carbon Energy Sector** (LCES) supports you in advancing Canada's national energy priorities, including leadership in the global energy transition. Working in lock step with the Strategic Petroleum Policy and Investment Office and the Energy Technology Sector, this team provides strategic advice on domestic and international energy matters. It also delivers energy efficiency and low-carbon power programs to help mitigate climate change, advance the competitiveness of Canada's energy sector, and promote access to reliable, clean and affordable energy for all Canadians.

The sector is organized into four branches:

Electricity Resources Branch oversees the federal government's legislative, policy and regulatory responsibilities for electricity resources in Canada, including renewable and nuclear energy, as well as uranium and the management of radioactive waste.

Energy Policy Branch advances domestic energy priorities including climate change mitigation and energy transition. The branch serves as a centre of expertise for energy data and analysis, leading the Canadian Centre for Energy Information. The branch also supports provincial and territorial collaboration on energy and other horizontal initiatives like women in energy and sustainable finance.



Mollie Johnson,
Assistant Deputy Minister,
Low Carbon Energy

Prior to her current position, Ms. Johnson served in two positions at Natural Resources Canada: as Assistant Deputy Minister, Communications and Portfolio Sector; and, Director General, Policy, Major Projects Management Office. She has also held executive positions at Environment and Climate Change Canada and the Competition Bureau; and served as a senior officer in Legislation and House Planning at the Privy Council Office.

Mollie holds a Bachelor of Arts in Political Science from the University of Western Ontario, and a Master's Degree in International Affairs from Carleton University's Norman Paterson School.

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International Energy Branch develops and implements investment and market access strategies, leads negotiations and advocacy, advances international energy priorities, and works with partners to secure critical energy infrastructure. The branch leads energy engagement with Canada's international partners.

Office of Energy Efficiency (OEE) leads nationally on policies, legislation and regulations to promote smart energy and alternative fuels use in homes, businesses and transportation. OEE works to deliver energy cost savings, contribute to Canada's climate change targets, and support clean innovation and green infrastructure through programs including ENERGY STAR and EnerGuide, and by providing information and expertise to partners in provinces, territories, municipalities, business and industry.

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Energy Technology

The **Energy Technology Sector** (ETS) supports the advancement of clean energy technologies through scientific research and program delivery in energy research, development, and demonstration (RD&D). This sector works closely with you and your office to support and deliver energy projects, programs and initiatives.

ETS supports the advancement of clean energy technology by:

- Funding clean technology, energy research and RD&D in Canada through a suite of programs.
- Collaborating with domestic and international partners, including industry and academia, on clean technology and energy RD&D projects, and encourages private sector investment to accelerate innovation.
- Performing applied research at Canada's national CanmetENERGY and CanmetMATERIALS laboratories. ETS has leading-edge facilities and expertise to bring technologies from ideas to marketplace.

ETS is the Government of Canada lead for energy technology policy and programs across the federal family.

The Office of Energy Research and Development (OERD) leads the Government of Canada's energy research, development, and demonstration activities. OERD works with partners to design and deliver innovative funding



Drew Leyburne,
Assistant Deputy Minister,
Energy Technology

Prior to his current position, Mr. Leyburne served as Director General in NRCan's Strategic Policy and Results Sector. He has also held key positions in the Privy Council Office and was an Associate with McKinsey & Co.

Drew holds a Master of Science, Bachelor of Arts and a Master's Degree from Oxford University. He also holds a Bachelor of Arts from Bishop's University.

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programs, for both the public and private sectors, to facilitate Canada's transition to a clean energy economy. These include the Clean Growth Program, the Energy Innovation Program, Green Infrastructure Programs and the Clean Tech stream of the Impact Canada Initiative. OERD also leads Canada's involvement in both domestic and international energy innovation activities, including Mission Innovation and energy technology activities with the International Energy Agency.

The CanmetENERGY and CanmetMATERIALS Laboratories are federal research facilities across Canada that conduct energy RD&D on energy efficiency (buildings, industry, and communities), clean electricity and renewable energy. Each laboratory conducts world class energy RD&D in a number of key areas:

- CanmetENERGY-Varennes focuses on energy efficiency in buildings, industrial processes, and integration of renewable and distributed energy sources.
- CanmetENERGY-Ottawa works in renewable energy, including bioenergy, clean fossil energy, as well as energy efficiency in buildings and communities.
- CanmetMATERIALS-Hamilton is dedicated to advanced materials research on energy efficient end use (transportation and industry),

energy distribution (pipeline corrosion), and materials for clean energy production (nuclear and bioenergy).

- ETS also works closely with Strategic Petroleum Policy and Investment Office's CanmetENERGY-Devon, as part of the CanmetENERGY family.

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Strategic Petroleum Policy and Investment Office

The **Strategic Petroleum Policy and Investment Office** (SPPIO) is the Department's strategic centre of expertise for the federal government's legislative, policy and regulatory responsibilities pertaining to the sustainable development of oil and gas in Canada. The Office includes a special advisory role to manage emerging energy issues by bringing greater focus to the strategic priorities of Canada's oil and gas sector, including geopolitical trade and investment in both international and domestic markets. Building on previous successes, SPPIO works with key stakeholders to advance Canada's energy interests through collaboration with international, subnational, Indigenous, industry, environmental and intergovernmental partners.

The Office is responsible for advancing science and innovation in the oil and gas sector, supported through the CanmetENERGY Research Centre in Devon, Alberta. The Office works to strengthen energy partnerships with industry, provinces and academic institutions to improve economic and environmental performance. It also provides strategic leadership on files related to specific major electrification projects, such as Lower Churchill and BC electrification initiatives.

CanmetENERGY in Devon, Alberta brings together scientists, engineers and technologists in state-of-the-art analytical and pilot facilities. It focuses on solving complex Science and Technology issues in the environmental and fossil fuel domains in three key areas:

- Environmental Impacts - advances and conducts research to determine and mitigate the impact of fossil fuel development on the environment.



Jay Khosla,
Senior Assistant Deputy Minister,
Strategic Petroleum Policy and
Investment Office

Prior to his current position, Mr. Khosla served as Senior Assistant Deputy Minister of the Energy Sector (2013-2019) and Assistant Deputy Minister of Major Projects Management Office (2009-2012). He has held senior positions at Health Canada, Service Canada, the RCMP, Citizenship and Immigration, Privacy Commission and National Archives of Canada.

Jay holds a Master's Degree in Public Administration from Dalhousie University, and a Bachelor of Arts in History from the University of Ottawa. He is actively involved as a champion of NRCan's Young Professionals Network. He is also a graduate of the Government of Canada's Accelerated Executive Development Program and is currently a member of the Dalhousie University Academic Committee.

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- Hydrocarbon Recovery (HCR) - advances HCR research by promoting sustainable HCR and investigating new energy sources through innovation.
- Hydrocarbon Conversion - focuses on reducing energy consumption and greenhouse gas emissions associated with hydrocarbon resources processing and conversion, and improving product quality, competitiveness and access to new markets.

The **Petroleum Resources Branch** is NRCan's centre of expertise on oil and gas issues and regulations. The branch manages federal oil and gas interests onshore and offshore; conducts assessments of the frontier and offshore regulatory environment, updating the regulatory regimes if needed; and leads on developing and maintaining business continuity plans and emergency management plans. PRB provides strategic advice on the oil and gas; assesses developments in Canadian and international oil and gas supply, demand, prices and trade; and provides information concerning the safety, security and development of oil, gas and petroleum products in Canada. It also disseminates market information including statistics, outlooks, and annual reports and manages the time-sensitive Ministerial and Governor-in-Council decision-making requirements under the [Canadian Energy Regulator Act](#), the [Impact Assessment Act](#), the [Canada-Newfoundland Atlantic Accord Implementation Act](#) and the [Canada-Nova Scotia Offshore Petroleum Resources Accord Implementation Act](#).

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Canadian Forest Service

The **Canadian Forest Service** (CFS) is the national and international voice for Canada's forest sector. CFS collaborates closely with provinces, territories, communities, and industry to ensure our forests are sustainably managed and the sector is globally competitive.

CFS delivers innovation and market development programs. It also is a centre of expertise in forest sector policy and economic analysis, and is a scientific research organization of national breadth and scope that provides critical knowledge and data to support a resilient forest base and sector.

Specifically, CFS offers scientific and policy expertise on national issues and priorities such as: trade disputes, forest fire monitoring; forest insects and diseases; forest monitoring; climate change research; and industry innovation.

It also plays a critical role supporting the forest sector's transformation to a higher value bio-economy focussed on innovation, new products and market diversification.

CFS has science, policy and program personnel in the National Capital Region and operates five national research centres - and a satellite centre in Corner Brook, Newfoundland - with approximately 750 employees. CFS staff work extensively with local, regional, national, research, provincial, territorial, industry, academic and Indigenous partners.



Beth MacNeil,
Assistant Deputy Minister,
Canadian Forest Service

Prior to her current position, Ms. MacNeil served as Director General, Policy Development and Analysis, Agriculture and Agri-Food Canada. She has also held executive positions at the Canadian Food Inspection Agency and Fisheries and Oceans Canada.

Beth holds a Bachelor of Science in Biology from St. Francis Xavier University, and a Master's degree in Environmental Studies from York University.

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CFS has five regional research centres:

- Pacific Forestry Centre – Victoria, British Columbia
- Northern Forestry Centre – Edmonton, Alberta
- Great Lakes Forestry Centre – Sault Ste. Marie, Ontario
- Laurentian Forestry Centre – Quebec, Quebec
- Atlantic Forestry Centre – Fredericton, New Brunswick (Centre de foresterie de l'Atlantique – Fredericton, Nouveau-Brunswick)

CFS expertise is primarily focussed on the following areas:

- Economic analysis, policy development and planning, as well as guidance on forest sector issues, such as trade disputes, industry transformation and innovation programming;
- Enhancing Forest Pest Risk Management Program;
- Strengthening Forest Sector Competitiveness;
- Enhancing Wildland Fire Risk Management;
- Developing Sustainable Fibre Solutions;
- Enhancing Sustainable Forest Management Practices;
- Enhancing Forest Climate Adaptation and Mitigation Strategies; and
- Addressing Cumulative Effects of Natural Resource Development.

[See Forest Priorities](#)

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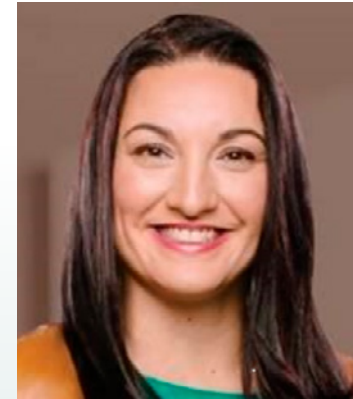
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Indigenous Affairs and Reconciliation

The **Indigenous Affairs and Reconciliation Sector** (IARS) is helping to build strong NRCan-Indigenous relationships where Inuit, Métis and First Nations are true partners in Canada's natural resource advantage. The sector provides advice to the Department on Indigenous engagement, consultations, treaty and other Section 35 rights negotiations, and policy and program development along with other internal initiatives to increase departmental cultural competency.

While small, IARS leads in a number of key areas, including:

- coordinating outreach and engagement with the three National Indigenous Organizations;
- supporting whole-of-government policy work, such as the implementation of the *United Nations Declaration on the Rights of Indigenous Peoples*; and
- facilitating increased corporate cultural competency that enhances partnership opportunities with Indigenous communities, organizations and governments.



Angie Bruce, Director General,
Indigenous Affairs and
Reconciliation

Prior to joining NRCan, Ms. Bruce served as a Consultation Lead for the Trans Mountain Pipeline re-initiative Phase III consultation with Indigenous groups. She also served in Manitoba as Deputy Minister of both Indigenous and Northern Relations and Municipal Relations and has held senior positions with the Legacy of Hope Foundation and the Aboriginal Healing Foundation.

Angie holds a Master's Degree in Business Administration from the Asper School of Business and is currently a PhD Candidate at Nipissing University.

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Notably, the sector recently relaunched its **Circle of Nations Learning Centre** (“the House”) in the restored former residence of the Royal Astronomer, on the grounds of the Central Experimental Farm.

The House will serve to promote a greater appreciation and understanding of Indigenous cultures and practices. It will also help to lead innovative policy dialogues by aligning NRCan science and Indigenous viewpoints, teachings and practices.

[See Indigenous Priorities](#)



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Office of the Chief Scientist

The **Office of the Chief Scientist** (OCS) provides oversight and strategic advice on science policy, communication, capacity and management issues. Through these efforts, OCS helps to ensure the effectiveness of NRCan's decentralized science delivery structure, and promotes both a departmental vision for science and technology and assessment of future needs. With a broad mandate that extends from the application of the Science Integrity Policy to enabling the digitalization of the Department through Artificial Intelligence (AI), OCS provides a horizontal function across the department as well as with other science based economic departments.

OCS champions issues of importance to NRCan's science community, helping ensure that NRCan science remains rigorous, relevant and reputable.

More specifically, OCS:

- works closely with the Chief Science Advisor of Canada to ensure the integrity of the federal scientific enterprise, provide robust science advice, and build stronger links with the broader scientific community;
- supports the continuous evolution of the natural resources sectors workforce through the delivery of the Science and Technology Internships Program – Green Jobs, the NRCan component of the Government's Youth Employment & Skills Strategy, helping young Canadians get valuable work experience in the natural resources sectors;



Vik Pant,
Chief Scientist and
Chief Science Advisor

Prior to joining NRCan, Mr. Pant was a Senior Technical Advisor of Applied Artificial Intelligence at MaRS Discovery District. He has held strategic positions in leading software enterprises including Oracle, SAP and Open Text.

Vik holds a Master's Degree in Business Administration with distinction from the University of London. He also holds a Master's Degree in Information Technology from Harvard University and is currently completing his doctorate at the University of Toronto's Faculty of Information.

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- leads departmental efforts to advance analytics and AI adoption. Work includes the newly established Digital Accelerator, strategies to increase digital literacy within the department and strategic collaborations with external partners to support digital innovation to support Canada's natural resource sectors;
- develops departmental capacity for the creation of knowledge considering various knowledge systems, including Indigenous knowledge, and their disciplines;
- coordinates NRCan's contribution of science advice to impact assessment processes, from development projects to strategic and regional assessments; and
- provides leadership for the Government on the Open Science and Data Platform enabling Canadians to have greater access to the science behind impact assessment decisions.

[See Science and Innovation Priorities](#)

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Resource Partnership Initiative

The **Resource Partnership Initiative** (RPI), formerly known as the Major Projects and Management Office (MPMO), was established in 2007 to support the Government of Canada's approach to the regulatory review of major resource projects, which ensures a more effective, accountable, transparent and timely review process.

RPI's mandate is four-fold:

- providing overarching project coordination, management and accountability for major resource projects within the federal regulatory review process through working with federal partners;
- overseeing the implementation of the whole-of-government approach to Crown consultation, which requires consultation on major resource projects to be integrated into federal environmental assessment (EA) and regulatory review and approval processes;
- providing horizontal leadership across the Government of Canada to advance policy, regulatory, and legislative improvements to the federal EA and regulatory system for major resource projects; and
- taking a whole-of-government approach to foster Indigenous participation in the resource sector, through ongoing engagement, the strategic management of relationships and investments in Indigenous initiatives in regions.



Jeff Labonté,
Assistant Deputy Minister,
Resource Partnership Initiative

Prior to being named Assistant Deputy Minister, Mr. Labonté served as Director General, Energy Safety and Security Branch and International Energy; and Director General, Petroleum Resources Branch in the Energy Sector at NRCan. He has also held a senior position at the Geological Survey of Canada.

Jeff holds a Bachelor's Degree in Geography and Political Science, as well as a Master's Degree in Public Administration from Carleton University. He has also completed the Public Sector Leadership and Governance program at the University of Ottawa.

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To provide these services and functions, RPI is organized into four main branches:

Operations: From Indigenous consultations on the Manitoba-Minnesota Transmission Project to the implementation of Trans Mountain Expansion (TMX) federal accommodations, the Operations branch within RPI is responsible for overseeing regulatory activities that cover the entire lifecycle of major resource projects.

Strategic Policy and Planning: RPI works with federal departments and agencies to develop guidelines, procedures and service standards that promote early engagement between project proponents and regulators, and to ensure a clear, consistent and coordinated federal approach to the review of major resource projects.

Trans Mountain Expansion Project: RPI leads the federal coordination team responsible for monitoring the implementation and whole-of-government coordination of the numerous initiatives across seven departments and agencies associated with the TMX project. A permitting team also coordinates with federal and provincial counterparts to advance permitting work on the project.

Phase IV Partnerships Office: To fulfil the Government's commitment to maintain relationships and continue to engage Indigenous communities in the post-decision period of the TMX Project, the Phase IV Partnerships Office in RPI is the single window to Indigenous communities for 2019 TMX Initiatives and maintains points of contact in the federal government to respond to Indigenous communities' questions or concerns related to the project.



Glenn Hargrove,
Assistant Deputy Minister,
Trans Mountain Expansion Project

Prior to being named Assistant Deputy Minister, Mr. Hargrove served as Director of Operations, Economic and Regional Development Policy at the Privy Council Office. He also held senior positions at NRCan in the Canadian Forest Service, Major Projects Management Office and Strategic Policy and Results Sector.

Glenn holds a Bachelor's Degree in Economics from Simon Fraser University.

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Indigenous Partnerships Office-West: Supports the Government's commitment to a competitive natural resource sector by strengthening Indigenous participation in resource development outside of regulatory processes. IPO-West delivers the Indigenous Natural Resource Partnerships Program to support Indigenous participation in energy infrastructure projects in BC and Alberta, and enhance their capacity to capitalize on business opportunities. IPO-West is also mandated to implement two pilot Indigenous Advisory and Monitoring Committees for the TMX and Enbridge's Line 3 Replacement projects. The Committees were co-developed and are implemented in partnership with Indigenous partners, bringing together Indigenous and federal representatives to provide for collaborative, inclusive and meaningful Indigenous involvement in the review and monitoring of the project activities over their full lifecycles and is supported with \$86.3M in federal funding over five years.

Currently, 90 major projects are tracked by RPI, representing at least \$200 billion in potential new investment in regions across Canada. Key projects include the TMX Project, the Manitoba-Minnesota Transmission Project and the Pacific North West Liquefied Natural Gas Export Terminal.

Following the coming into force of the *Impact Assessment Act* in August 2019, oversight and strategic direction for the implementation of the *Impact Assessment Act* became the responsibility of the Impact Assessment Agency of Canada (IAAC). Many of the responsibilities historically conducted by MPMO have now been assumed by IAAC.

In the context of the new legislation, the mandate of the MPMO is being revised and rebranded as the Resource Partnership Initiative (RPI), and transitioning from MPMO's historic role of coordinating the regulatory review process for major projects, to focus on advancing policy and solutions for strategic projects or sectors. The focus will be on issues outside the scope of the project regulatory review process aimed at securing investment and getting projects built. The new direction will also include establishment of a RPI Deputy Minister Committee which will include membership from key partner departments, among others. This forum will allow the Deputy Minister's community to come together to manage horizontal policy issues and broader challenges facing strategic projects in Canada.

[See Major Projects Priorities](#)

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Communications and Portfolio

The **Communications and Portfolio Sector** (CPS) is your one stop for all of your communications needs – both internally and externally. This Sector works closely with you and your Office, the Department's senior leadership team, and other federal departments, including the Privy Council Office, to inform Canadians about your priorities, initiatives and activities.

CPS offers expertise in both traditional and new communications tools to support and amplify your message. This includes helping to organize all aspects of a Ministerial event or announcement, tapping into the power of social media, and managing other key functions within your portfolio, such as appointments to federal agencies, meeting your legislated obligations under the *Access to Information Act*, and engaging in Parliament.

To provide these services and functions, CPS is organized into three main teams:

Portfolio Management and Corporate Secretariat connects you to portfolio partners such as the Canada Energy Regulator, the Canadian Nuclear Safety Commission and the Offshore Boards. It works with your office to provide advice on ministerial appointments to these bodies as well as handling Access to Information requests and managing ministerial and executive correspondence.



Jeannine Ritchot,
Assistant Deputy Minister,
Communications and
Portfolio Sector

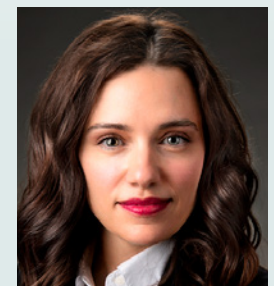
The new Assistant Deputy Minister for the Communications and Portfolio Sector, Jeannine Ritchot, will be joining the department on December 4, 2019. In the interim, three Director Generals are leading the Sector and ready to work with you and your team.



Jon Ward,
Director General,
Engagement and
Digital Comms



Jean-Clément Chenier,
Director General,
Portfolio Management
and Corporate
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Danica Vaillancourt,
Director General,
Public Affairs Branch

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Public Affairs organizes ministerial events, including on-the-ground logistics, as well as speechwriting and translation services. It also tracks emerging issues and responds to media queries. The branch's Parliamentary Affairs team assists you and your team to prepare for Question Period and Parliamentary Committee appearances. Working closely with the Privy Council Office team supporting the Government Leader in the House of Commons, it also drafts responses to Parliamentary questions, manages NRCan's legislative agenda and provides expert advice on the rules and procedures of the House of Commons and Senate.

Engagement and Digital Communications whether it's videos, tweets or live Facebook events, this branch can meet all of your social media and graphic design needs. It also provides a daily media clipping service including breaking news throughout the day and evening, coordinates public opinion research, maintains NRCan's website and keeps employees informed through the department's intranet.

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The **Corporate Management Services Sector** (CMSS) supports several of the Department's corporate priorities.

This sector works closely with the Deputy Minister's Office to ensure that NRCan can deliver on its core functions by providing policy direction, leadership and management as well as human resources, finance, procurement, project management, facilities and assets management, information management and technology, safety, security, emergency management, and real property and workplace solutions.

These internal services are organized as follows:

Human Resources, led by the Chief Human Resources Officer, provides services for managers and employees on files such as recruitment, retention, talent management, official languages, pay and benefits, values and ethics, mandatory training and learning.

Finance and Procurement, led by the Deputy Chief Financial Officer, provides services on financial policy and planning, financial operations, financial reporting, grants and contributions, revenue generation and procurement activities (policy, services and contracting).

Chief Information Office and Security, led by the Chief Information Officer, provides services on departmental needs for information and data management services, applications development and IT support services, enterprise information technology architecture and cybersecurity.



Linda Hurdle,
Assistant Deputy Minister,
Corporate Management and
Services Sector and
Chief Financial Officer

Prior to joining NRCan, Ms. Hurdle served as Chief Operating Officer of the Windsor-Detroit Bridge Authority; Vice President and Chief Financial Officer at the Canadian Museum of History; and numerous senior executive positions both within the federal government and in the private sector.

Chartered Professional Accountant (CPA) and Chartered Accountant (CA).

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This branch also ensures the departmental security and strategic emergency management.

Real Property and Workplace Services provides employees a safe and productive work environment, as well as managing the department's needs for workspace. Services include real property management (environmental, asset and facilities management), and occupational health and safety.

Planning and Operations supports departmental priorities from a planning and operational perspective while enabling an intra and inter-sectoral horizontal integration role. In addition, it provides the departmental support to the Minister's Office.

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Legal Services

NRCan's **Legal Services Unit** (LSU) represents the Department of Justice (DoJ) as legal advisor to NRCan, providing legal advice, litigation support, and assistance with the drafting of legislation and regulations.

The LSU consists of 13 lawyers and a five-member administrative team led by the Executive Director. It provides legal advisory services on all matters falling within NRCan's mandate, including Commercial, Intellectual Property, Administrative, Crown, International, Indigenous, and Constitutional Law.

When providing legal advice to NRCan, the LSU consults DoJ centres of expertise as needed in such areas as Resource Development, International, Constitutional, Human Rights, and Indigenous Law. They also have the following specific key responsibilities:

- Serving as a centre of legal expertise in statutory and regulatory regimes governing federally-regulated natural resources;
- Ensuring the effective coordination of Justice services to NRCan, which includes supporting you as head of the Department, and in your responsibility for the following portfolios:
 - One Crown Corporation: Atomic Energy of Canada Limited;
 - Two independent regulators: the Canada Energy Regulator and the Canadian Nuclear Safety Commission;



Heather Beaton,
Executive Director and
General Counsel, Justice,
NRCan Legal Services

Prior to joining NRCan, Ms. Beaton held several senior positions with the Department of Justice including: General Counsel and Director with Fisheries and Oceans and the Canadian Coast Guard; and Senior Counsel and Special Advisor with the Office of the Assistant Deputy. She also served as Senior Counsel to the Financial Consumer Agency of Canada and with Industry Canada (now Innovation, Science and Economic Development).

Heather holds a Bachelor's Degree (Hons) from McGill University, a Bachelor of Laws from Queens University, and a Master's Degree from the University of London.

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- Two offshore petroleum boards: the Canada-Newfoundland and Labrador Offshore Petroleum Board and the Canada-Nova Scotia Offshore Petroleum Board; and
- Two boards that report to the Minister as required: the Energy Supplies Allocation Board and the Northern Pipeline Agency; and
- Providing advice on legal issues relating to general Government operations, including, but not limited to, Access to Information and Privacy legislation, the *Financial Administration Act*, and Ministerial and Governor in Council appointment authorities.

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Audit and Evaluation Branch

The **Audit and Evaluation Branch** (AEB) is your lead sector for effective risk management, internal controls, governance, continuous improvement and performance management. It operates independently – with a disciplined and systematic approach – to provide you with objective assurance and advisory services that add value and improve the department's operations.

All of this begins with the Chief Audit and Evaluation Executive, who reports directly to the Deputy Minister, the Departmental Audit Committee (DAC), and the Performance Measurement, and Evaluation and Experimentation Committee (PMEEC) that advise and provide recommendations to the Deputy Minister for final decisions.

The DAC consists of two internal members – the Deputy Minister and the Associate Deputy Minister – and four external members: Rick Smith, who has been the Chair since 2016, Monica Norminton, Alan Pelman, and Angeline Gillis. PMEEC consists of senior management and one external member – Natalie Kishchuck.

The Audit and Evaluation Branch has five key areas of responsibility:

- It prepares a multi-year, integrated audit and evaluation plan that has been approved by the Deputy Minister and identifies the audit and evaluation projects to be carried out within the department.



Christian Asselin,
Chief Audit and Evaluation
Executive, Audit Branch

Mr. Asselin joined NRCan as Chief Audit Executive in March 2012. Prior to joining NRCan, he worked for the Office of the Comptroller General of Canada, Internal Audit Sector and as Senior Director, Liaison and Intelligence; Chief Audit Executive at the Public Health Agency of Canada; and Director of Investigation and Forensic Audits with the Office of the Auditor General of Canada.

Christian is a Chartered Professional Accountant, a Chartered Accountant, a Certified Management Accountant and a Certified Fraud Examiner. He holds a Bachelor of Commerce Degree from the University of Ottawa and has taught at the University of Ottawa and l'Université du Québec en Outaouais.

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- It conducts audits and evaluations to assist departmental management in determining where NRCan is most exposed to risk, and what remedial actions are available and appropriate. The Branch also assists sectors in the design of programs and identifies areas for improvement to increase program performance. The Branch may also undertake advisory services as requested by the Deputy Minister.
- It supports the DAC and PMEEC in carrying out their respective mandates.
- It supports the timely publication of audit and evaluation reports to ensure adequate transparency.
- It also acts as a liaison between the department and the Office of the Auditor General / Commissioner of the Environment and Sustainable Development during external audits involving NRCan. As well, the Branch is responsible for informing you and the Deputy Minister on all external audit activities.

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This section provides you with an overview of the department's roles and responsibilities. Click here for a helpful guide of [Acronyms](#).

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How the Department Functions

Natural Resources Canada develops policies and programs that enhance the contribution of the natural resources sector to the economy, improve the quality of life for all Canadians and conduct innovative science in facilities across Canada to generate ideas and transfer technologies.

We are an established leader in the fields of:

- Energy generation, production and distribution
- Forests and forestry
- Minerals and mining
- Earth sciences
- Energy efficiency
- Science and data

We also represent Canada at the international level to meet the country's global commitments related to the sustainable development of natural resources.

Our Vision: Improving the quality of life of Canadians by creating a sustainable resource advantage.

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Mandate

NRCan supports the mandate of the Minister of Natural Resources in a number of areas

POLICY

Provides strategic advice on Canada's natural resource interests nationally and internationally

PROGRAMS

Delivers grants & contributions programs, (e.g., clean technology; forest sector innovation) information programs (e.g., energy efficiency) and statutory payments

SERVICES

Provides services to Canadians, such as monitoring earthquakes and other potential hazards

REGULATION

Develops and administers regulations, (e.g., energy efficiency and explosives)

FEDERAL COORDINATION

Manages the federal government's reviews of major projects through the department's office of Resource Partnership Initiative

Communications

Helps communicate departmental priorities and achievements, launch new programs, and conduct targeted outreach through both digital and traditional channels.

Science

Provides scientific expertise to support economic development; inform environmental decisions; advance analytic and Artificial Intelligence adoption; and develop capacity for considering various knowledge systems, including Indigenous Knowledge, in the natural resources sector.

Indigenous

The goals of reconciliation guide our new partnership with Indigenous peoples, including upfront recognition of Indigenous rights; mandatory consideration of impacts on rights and culture; and Indigenous engagement and partnership early and through project reviews.

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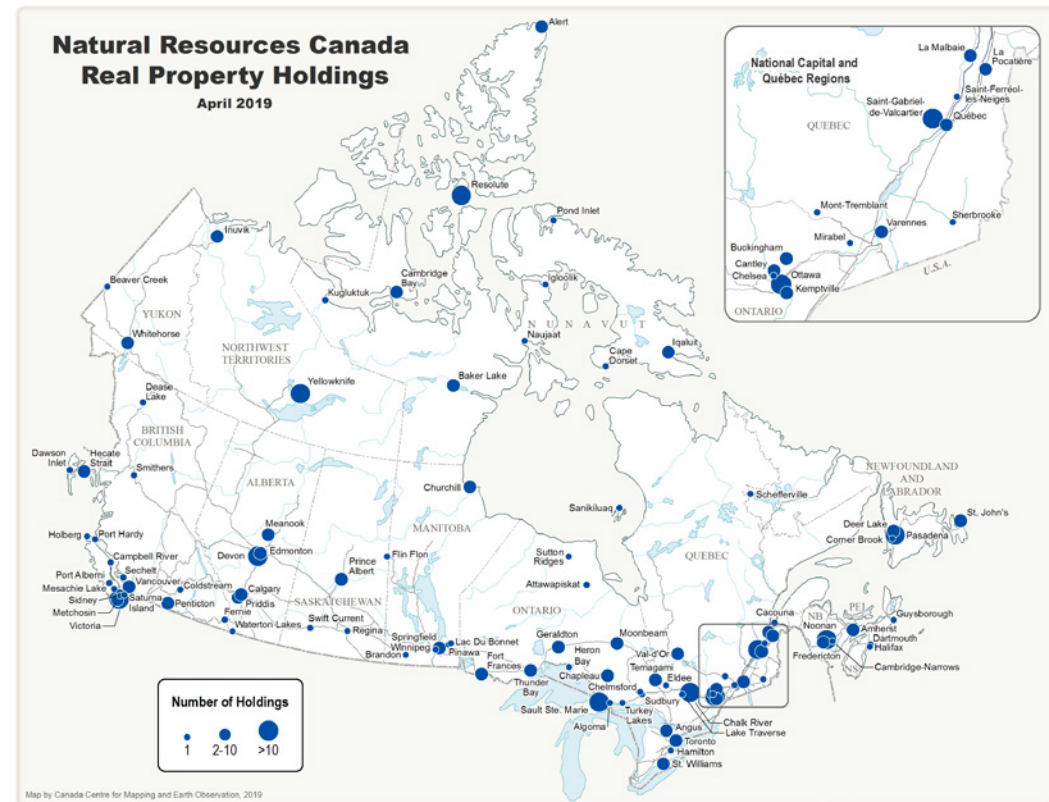
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Map of Regional Offices

NRCan has operations across the country

- One third of employees working in the regions.
- The workforce is approximately 4,250 full-time equivalents.
- The largest group of employees (about 45%) work in scientific and technical areas.

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NRCan's Financial Overview 2019-20

NRCan authorities (as of September 30, 2019)

Operational spending	
Salaries & Benefits ¹	\$443 million
Operations & Maintenance	\$213 million
Capital	\$17 million
<hr/>	
Total operational spending	\$673 million
Grants & Contributions to 3rd parties	\$489 million
<hr/>	
Total departmental program and activities	\$1,162 million
Statutory Atlantic Offshore Royalties	\$388 million
<hr/>	
Total NRCan authorities	\$1.55 billion

Approximately 32% of funding for departmental programs and activities is directed to third parties through grants and contributions

Of a total department budget of about \$1.5B in 2019-20, nearly 25% is statutory royalty payments to provinces related to offshore petroleum

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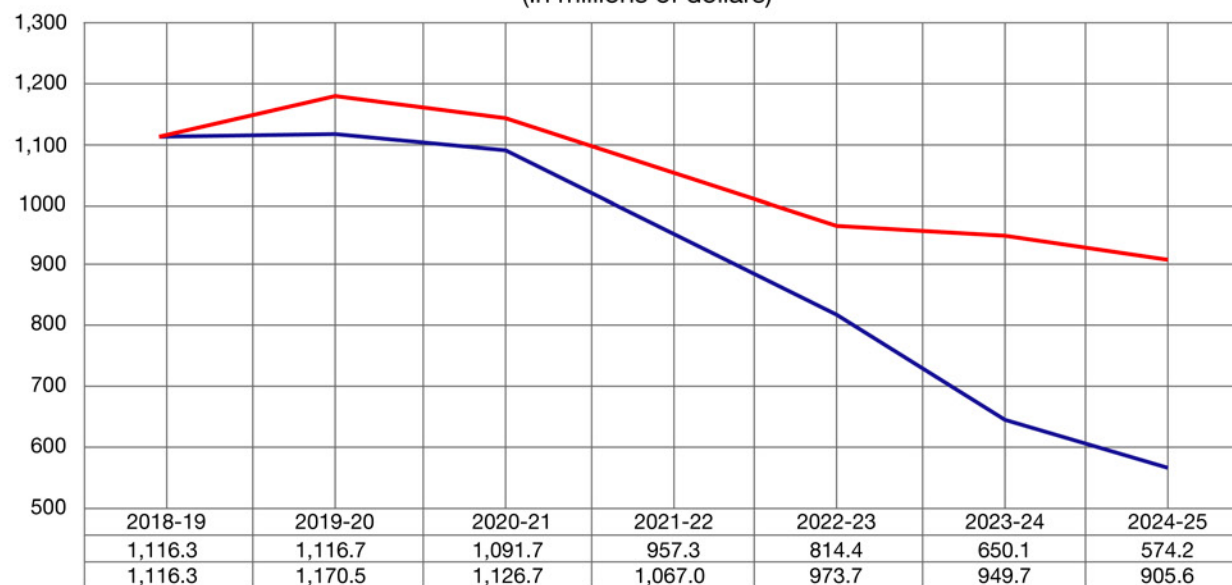
NRCan's financial outlook for **2019-20** is stable, with a slight overall increase from 2018-19.

But renewal of funding for programs would be required to maintain financial stability going forward.

— Approved Reference Levels
— Approved Reference Levels and anticipated renewals

Reference Levels

(In millions of dollars)



Figures include statutory Employee Benefit Plans

The overall funding decline reflects the ramping down of programs. Continued funding for those programs requiring renewal would be necessary to maintain financial stability going forward.

Funding levels for anticipated renewals and new programs is the decision of the government. Those decisions will be reflected in the Department's future Budget exercises and Estimates documents.

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Departmental Results Framework and Program Inventory

The Departmental Results Framework consists of the department's Core Responsibilities, Departmental Results and Departmental Result Indicators.

The Program Inventory identifies the programs that contribute to the department's Core Responsibilities and Results.

The following [link](#) will provide you with an overview of both the Departmental Results Framework and Program Inventory.

Departmental Results Reports

Each fall, departments and agencies table their Departmental Results Reports, (DRRs), outlining how they have delivered on their commitments to Canadians. These commitments are included in their Departmental Plans and the Minister's Mandate Letter.

NRCan's DRR is structured around the three core responsibilities of Natural Resources Science and Risk Mitigation; Innovative and Sustainable Natural Resources Development; and Globally Competitive Natural Resource Sectors.

Last year's Report, for example, highlighted approval of the LNG Canada project, the largest private sector investment in Canadian history, as well as major milestones such as the release of the Canadian Minerals and Metals Plan, a generational initiative to advance Indigenous participation, protect the environment, promote science and build local communities.

You will be asked to approve and sign NRCan's DRR for 2018-2019, which is due to Treasury Board by December 2, 2019. You will also be asked to provide a "Minister's Message" introducing the report, which the department can assist you in drafting.

The President of the Treasury Board will then table the Report on your behalf. No date has been set for tabling in Parliament.

See [previous mandate commitments and results](#).

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Constitutional Authority

Under the Canadian Constitution, natural resources are a shared responsibility between the federal government and the provinces and territories. For example, resource projects that cross provincial or international boundaries – such as pipelines and transmission lines – fall under federal jurisdiction. So do exports.

On the other hand, the Constitution explicitly recognizes the provinces' and territories' rights to explore, develop, conserve and manage their own non-renewable natural resources, as well as forestry resources and electrical energy. This also includes the power to levy mining taxes and royalties.

Dual jurisdiction is not unique to Canada's natural resources. The federal government also shares responsibilities with the provinces and territories in other areas such as: the environment, public safety, economic development, science and technology, and consultations with Indigenous Peoples.

These relationships are a central element of Canadian government and policymaking, and a fundamental characteristic of Canadian federalism. They are a result of the pervasive interdependence existing between the two levels of government.

This, therefore, puts a premium on developing cordial, working relationships with your provincial and territorial counterparts. No where is this more true than in the several annual set-piece multilateral meetings between you and your provincial and territorial counterparts in the forestry, energy, and mining and minerals sectors.

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Roles and Responsibilities of Canada's Minister of NRCan

The Federal Minister of Natural Resources' responsibilities cover more than 30 acts of Parliament. In particular, the Minister's core powers, duties and functions are set out in the *Department of Natural Resources Act*, the *Resources and Technical Surveys Act*, the *Forestry Act*, the *Energy Efficiency Act*, and the *Extractive Sector Transparency Measures Act*.

A broad survey of your jurisdictional responsibilities emphasizes their width and breadth: they range from forestry oversight to pipeline oversight; from regulating energy efficiency to monitoring explosives and the import and export of diamonds; and from monitoring nuclear energy to overseeing safeguards for pollution in Arctic waters. This an example of your responsibilities and by no means an exhaustive one.

And, as in the case of your Constitutional authority, while you may hold sole responsibility for some of these Acts, others entail shared responsibility with your federal counterparts and provincial Ministers. This means close collaboration may be needed with your fellow Ministers of Environment and Climate Change, Indigenous Affairs, Transport and Fisheries and Oceans on cross-cutting issues related to resource development, environmental protection and Indigenous relations. The same will hold true for your provincial counterparts, particularly in the forestry, energy and mining sectors.

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NRCan is committed to improving the quality of life of Canadians by ensuring the country's abundant natural resources are developed sustainably, competitively and inclusively. This means getting good strategic projects built to create new jobs and opportunities while protecting the environment, respecting local communities and advancing Indigenous reconciliation.

To achieve all of this, the department is taking a lead role in related science and research, developing innovative policy and advice, and supporting clean growth through strategic investments.

Some highlights include:

- Keeping Canadians safe through services that include monitoring earthquakes, wildfires and other potential hazards;
- Promoting scientific expertise that informs fact-based decision-making;
- Providing grants and contributions as well as statutory payments that accelerate the transition to a low-carbon economy through such things as clean technologies, new innovations and enhanced energy efficiency;
- Ensuring effective regulations to govern everything from offshore development and nuclear safety to pipelines and other interprovincial and international infrastructure; and
- Working with other federal departments to lead the review of major resource projects, open new markets and ensure Canada meets its international commitments for sustainable resource development.

NRCan supports your efforts in all of these areas with a staff of 4,250 employees located in offices and laboratories in every region of the country. In fact, two-thirds of the department's staff is based outside of the National Capital Region.

We are here to provide you with expert advice and analysis, timely public opinion research and a full range of communications services to support your public appearances, cabinet presentations and budget asks.

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Key Responsibilities – Legislative

Your responsibilities broadly cover federal legislation, regulation, policies and programs related to the sustainable development, use and trade of Canada's natural resources. In this section, legislation that has recently been updated is indicated with an “*”; legislation that may be updated is indicated with a “#.”

Your authorities are set out in over 30 Acts of Parliament, including:

- **Department of Natural Resources Act** empowers you to manage and direct the department.
- **Forestry Act** sets out your duties and functions regarding research relating to the protection, management and use of forestry resources.
- **The Canadian Energy Regulator Act*** sets out your responsibilities for advising the Governor in Council (GiC) on the recommendations made by the independent Commission (or the Canada Energy Regulator (CER)) on major pipeline, power line and offshore projects, the approval of oil and gas export licences and the development of certain regulations. The CER reports to Parliament through you and you may ask the CER for advice on energy matters.
- **Resources and Technical Surveys Act** authorizes you to undertake surveys of Canada's resource base and the preparation and dissemination of maps, samples, and specimens.
- **Energy Efficiency Act** authorizes you to recommend regulations to set energy efficiency standards, to amend regulations to maintain harmonization with other jurisdictions and to promote the efficient use of energy and the use of alternative energy sources.

You are also responsible for nearly 90 federal regulations, which are explained in the subsequent sections.

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The Constitutional Mandate

Federal and provincial governments have shared jurisdiction over natural resources. Their respective mandates are based on responsibilities set out in the *Constitution Act*, 1867 as amended in 1982.

In 1982, section 92A was added to the *Constitution Act* to clarify provincial control for natural resources. That section confirms provincial responsibility to make laws about exploration, development, conservation and use of natural resources within each provinces' boundaries, including laws about the rates of primary production. The section does not affect federal responsibility for interprovincial and international trade; resource-based science and technology; or federal control of natural resources on federal lands. In addition, the definition of primary production excludes value-added products and matters relating to international standards and global trade and commerce.

Federal heads of power under the Constitution create federal responsibilities relevant to natural resources including:

- Control of resources on federal lands (e.g., federal offshore lands, Nunavut);
- Control of resources and renewable energy projects in the offshore unless subject to a joint federal/provincial offshore board;
- Interprovincial and international trade and commerce;
- Works declared to be for the general advantage of Canada, such as nuclear facilities;
- Interprovincial and international works and undertakings (pipelines and powerlines);
- Statistics;
- Indigenous affairs; and
- Peace, order and good government.

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Legislation under the responsibility of the Minister of Natural Resources

The Minister's core powers, duties, and functions are set out in the *Department of Natural Resources Act*, the *Resources and Technical Surveys Act* and the *Forestry Act*. Other Acts set out the terms for the management of resources in Federal Crown lands (lands in the offshore, National Parks, or First Nations reserves) and of Canada's natural resource policies.

This section describes the Acts that define the Minister's mandate. While the Minister holds sole responsibility for some of these Acts, others require shared responsibility with other federal or provincial ministers. As such, close collaboration may be needed with the Minister of the Environment and Climate Change, Minister of Transport, and the Minister of Crown-Indigenous Relations on cross-cutting issues related to resource development, such as environmental protection and Indigenous issues.

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Departmental Legislation

The Acts listed below set out the legislative framework for the Department.

DEPARTMENT OF NATURAL RESOURCES ACT

This Act establishes the Department of Natural Resources and empowers the Minister to manage the Department. It defines the authority of the Minister of Natural Resources for natural resources, explosives and technical surveys. Natural resources are defined to mean mines, minerals and other non-renewable resources, energy and forest resources. The Act also requires the Minister to consider sustainable development when exercising his/her mandate, and to promote the development and use of remote sensing technology.

FORESTRY ACT

This Act sets out additional powers, duties, and functions of the Minister of Natural Resources in relation to forestry. These include undertaking research relating to the protection, management and utilization of forest resources, conducting economic analysis of Canada's forest resources and industries, and entering into agreements with the provinces and forest organizations to aid the forest industries. It also allows the Department to be delegated the management responsibility for the forested lands of other Government of Canada departments.

RESOURCES AND TECHNICAL SURVEYS ACT

This Act authorizes the Minister to undertake technical surveys of the Canadian resource base, especially mineral resources, and the preparation and dissemination of maps, samples, and specimens. The Minister may authorize the distribution or sale of products, data, duplicate specimens, maps and other documents produced or issued by or on behalf of the Department. The Act also makes the Minister responsible for coordinating, promoting and recommending national policies and programs with respect to energy, mines, minerals, and other non-renewable resources; authorizes the study and research into the resources and their exploration and development; and authorizes the formulation of plans to conserve, develop and use the resources and to enter into agreements and make grants and contributions to carry out the plans with other governments and industry organizations.

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Sector and Agency Legislation

The following Acts are categorized according to the subject matter that they address. These Acts represent the major statutes that provide the Minister with the authority to carry out the mandates described in the departmental legislation. Those Acts that set out the mandate for the Minister's portfolio entities are identified with the portfolio entity presented in bold text.

ENERGY

THE CANADIAN ENERGY REGULATOR ACT*

This Act sets out the Minister's responsibilities in relation to the Governor in Council (GiC)'s approval of major pipelines, power lines and off-shore projects as well as the approval of oil and gas export licences. It also provides for the Minister to recommend persons to the GiC to be appointed as CEO, Directors, or Commissioners of the Canada Energy Regulator (CER) or as members of a pipeline claims tribunal. This Act provides the CER with the responsibility to regulate construction, operation and decommission of interprovincial and international oil and gas pipelines, and international and designated interprovincial power lines and offshore renewable energy projects. The Regulator sets tolls for pipelines; and controls the import and export of oil and gas and the export of electricity.

If a CER-regulated pipeline, power line or offshore renewable project is designated under the physical activities regulations of the *Impact Assessment Act*, the Minister of Natural Resources has some shared responsibilities with the Minister of the Environment and Climate Change.

DONKIN COAL BLOCK DEVELOPMENT OPPORTUNITY ACT

This Act allows the Donkin Coal Block, coal and coal-bed methane deposits located offshore from Nova Scotia to be developed and regulated in accordance with provincial laws. It allows regulations to incorporate provincial laws into federal law, and allows delegation of legal duties under federal law to the province. The Act enables the province to collect royalties and to remit them to the Receiver General, who then transfers them to the Province of Nova Scotia.

ENERGY EFFICIENCY ACT

This Act authorizes the Minister to recommend regulations to set energy-efficiency standards and to require labelling for energy-using products that are imported or shipped between provinces. Manufacturers and importers who ship prescribed energy-using products into Canada or across provincial borders must report to the Minister on their energy efficiency and the Minister may require to make available some of those products for testing. The Minister has the authority to amend the regulations made for the purpose of maintaining the harmonization with other jurisdictions. The Act allows the Minister to make grants and contributions to promote energy efficiency and the use of alternative energy sources.

ENERGY SUPPLIES EMERGENCY ACT*

This Act, currently under review, provides the Minister with the means to conserve the supplies of energy within Canada during periods of national emergency, and provides for the establishment of the Energy Supplies Allocation Board (which currently is in-active).

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The Minister has authority to recommend regulations, orders and directions to the GiC to declare a national emergency, and to set up a mandatory allocation or rationing program. The Minister is also responsible for regulations on compensation to those suffering damage as a result of a program or regulation.

HIBERNIA DEVELOPMENT PROJECT ACT

The Act provides a framework for the federal government to provide financial assistance with respect to the Hibernia Development Project, an oil field (producing over 940 million barrels of oil to date) located on the Grand Banks portion of the Canada-Newfoundland and Labrador offshore area. The Minister is authorized to sign agreements funding the project.

NATIONAL ENERGY BOARD ACT*

Effective August 28, 2019, this Act was repealed and replaced by the *Canadian Energy Regulator Act*. Under the transitional provisions of the new Act, project applications submitted under the former NEB Act will continue to be subject to the NEB Act for certain decisions.

NORTHERN PIPELINE ACT

This Act provides for the establishment of the Northern Pipeline Agency (NPA) to facilitate the planning and construction of a pipeline for the transmission of natural gas from Alaska and Northern Canada and to give effect to the Agreement between Canada and the United States on principles applicable to a Northern natural gas pipeline. The Act allows the Minister to consult with the provinces, territories and authorities of the United States, enter into agreements with the provinces and territories, and oversee the planning and construction of the pipeline.

The Minister presides over the NPA and has management and direction of the Agency. With GiC approval, the Minister may exercise other Ministers' powers relative to the pipeline (issuance of permits that may be required in relation to fisheries, transport, etc.). The Minister also approves the directions issued by the designated officer, a member of the Commission under the *Canadian Energy Regulator Act* who has specific powers under the *Northern Pipeline Act*.

The Deputy Minister of NRCan has been appointed by the GiC to be the Commissioner of the Northern Pipeline Agency. The Northern Pipeline project is essentially inactive at the moment; however, the Deputy Minister has, in the past, appointed a Deputy Commissioner to manage the day-to-day operations of the Agency at times when the project has been more active. The position of Deputy Commissioner is currently vacant.

LANDS AND MINERALS

CANADA LANDS SURVEYORS ACT

This Act establishes the Association of Canada Lands Surveyors as a self-governing association and makes the Association responsible for the examination, admission and qualifications of candidates for commissions as Canada Lands Surveyors. The Act requires the Minister to appoint two persons who are not members of the Association to the governing Council and to approve the regulations of the Council.

CANADA LANDS SURVEYS ACT

This Act provides for the manner of surveying Canada Lands and requires the Surveyor General of Canada to be responsible for the management of surveys under the Act. The Minister retains control of the

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administration, direction and control of surveys and the Surveyor General under this Act. It also provides other opportunities for the Minister to intervene in the management of surveys under the Act.

INTERNATIONAL BOUNDARY COMMISSION ACT

This Act implements the Boundary Treaties of 1908 and 1925 with the United States, which provided for a commission with one appointed commissioner from each country, to keep the Canada-US boundary clear and unobstructed for ten feet on either side to aid the better administration of fishing, customs, immigration and other laws. The Surveyor General of Canada is the Canadian Commissioner.

EXPLOSIVES ACT

This Act establishes a regime to regulate the manufacture, testing, acquisition, possession, sale, storage, transportation, importation and exportation of explosives and the use of fireworks. The GiC may make regulations. The Minister is also authorized to issue licences and certificates to manufacture, store and transport explosives, and to issue the permits required to import and export explosives. The Minister may direct inquiries into accidents involving explosives.

EXPORT AND IMPORT OF ROUGH DIAMONDS ACT

This Act controls the export, import, or transit of rough diamonds across Canada. The Act enables Canada to meet its international commitments as a participant in the Kimberley Process, an international scheme of certification for rough diamonds aimed to break the link between armed conflict and the rough diamond trade. The Act authorizes the Minister to issue Canadian Kimberley Process Certificates to exporters of rough diamonds. The Minister is also authorized to collect, compile and use

statistics on imports into Canada that are accompanied by a Kimberley Process Certificate. The Minister may designate inspectors and disclose any information received in an application for a Canadian Certificate or gathered in the course of an inspection if considered to be in the public interest.

EXTRACTIVE SECTOR TRANSPARENCY MEASURES ACT

This Act implements measures that enhance transparency and impose reporting obligations with respect to payments made by Canadian oil, gas and mining companies. The Minister may specify the way in which payments are to be organized or broken down and the form and manner in which a report is to be provided. The Minister can also order an entity to provide, within the period specified, any information or documents to verify compliance. The Minister has the authority to accept the reporting regime of another jurisdiction in substitution for the provisions of the Act. Lastly, if an entity is non-compliant, the Minister can order the entity to take the necessary measures to ensure compliance.

NUCLEAR

NUCLEAR ENERGY ACT

This Act relates to the development and utilization of nuclear energy. The Act authorizes the Minister to hold shares of **Atomic Energy of Canada Limited** (AECL) on behalf of the Crown. The Act also authorizes the Minister to undertake research and investigations about nuclear energy; to use nuclear energy; to acquire nuclear substances and other property for production of, and research into, nuclear energy; and to license nuclear energy-related intellectual property. AECL undertakes a number of these functions.

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NUCLEAR FUEL WASTE ACT

This Act establishes the process to deal with the long-term management of nuclear fuel waste in Canada. The Act created the **Nuclear Waste Management Organization** (NWMO) to manage the process. The NWMO is required to report on its activities to the Minister, and the Minister tables the reports in Parliament. The Minister approves the amounts that nuclear energy organizations—Ontario Power Generation, Hydro-Québec, New Brunswick Power and AECL—pay annually to the NWMO to fund long-term nuclear fuel waste management. The Minister also has certain audit rights related to NWMO funding for nuclear fuel waste management.

NUCLEAR LIABILITY AND COMPENSATION ACT

This Act creates a comprehensive scheme of liability and compensation for civil injury and damage caused by a nuclear incident, and imposes mandatory financial security requirements on operators of nuclear installations. In the event of a nuclear incident, the Minister has extensive authorities to recommend a nuclear claims tribunal to examine and adjudicate claims; set priorities for claims and pro rata payments; and authorize interim financial assistance to alleviate hardship.

NUCLEAR SAFETY AND CONTROL ACT

This Act establishes the **Canadian Nuclear Safety Commission** (CNSC) as an independent tribunal to regulate nuclear energy for health, safety, security, and protection of the environment. The Minister may recommend that the GiC give directives to the CNSC on policy matters and recommend persons to the GiC for appointment as members to the Commission. Both the CNSC and the Minister may recommend regulations to the GiC.

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Shared Legislation

The following Acts represent shared responsibility between the Minister and other federal departments, provinces or territories.

CANADA OIL AND GAS OPERATIONS ACT

The administrative responsibility of this Act is shared with Aboriginal Affairs and Northern Development Canada. The Act establishes a framework for the regulation of production, conservation, processing and transportation of oil and gas on frontier lands (Nunavut and continental offshore, except areas governed by Accord Acts). The Commission under the *Canadian Energy Regulator Act* plays a large role under this Act in relation to issuing authorizations for all oil and gas activities and for regulating exploration, development, production, environmental protection, conservation of the resource and safety. The Minister's role under the Act, which is divided geographically with Crown-Indigenous Relations, relates to the approval of Canada Benefits Plans and certain powers and responsibilities in case of oil spills, accidents or other emergencies on frontier lands.

The Minister, together with the Minister of Crown-Indigenous Relations, recommends regulations to the Governor in Council on all matters under the Act. The Minister may also enter into agreements or make orders to facilitate management of production and conservation of the resource.

CANADA PETROLEUM RESOURCES ACT

This Act regulates interests in petroleum in relation to frontier lands, in particular the issuance of licences and rights for the exploration and

production of oil and gas. The administrative responsibility of this Act is divided geographically with Crown-Indigenous Relations.

The Minister has authority to issue, amend and cancel interests including exploration licences, significant discovery licences and production licences in his/her geographic area of responsibility. The Minister approves compulsory development orders, and collects and manages the royalties payable to the Crown by interest holders. The Minister, together with the Minister of Crown-Indigenous Relations, may recommend regulations to the Governor in Council on all matters under the Act.

ARCTIC WATERS POLLUTION PREVENTION ACT

This Act establishes the liability regime for pollution in Canadian Arctic waters, and allows regulations to set liability limits. These liability limits apply to oil and gas development activities in the Arctic. The Minister of Natural Resources has delegated authority for a small part of Arctic waters in northern Hudson's Bay, Hudson Strait and part of the Labrador Sea. The Ministers of Transport and of Crown-Indigenous Relations also have authority under this Act.

CANADA-NEWFOUNDLAND ATLANTIC ACCORD IMPLEMENTATION ACT#

This Act implements the agreement with the province of Newfoundland and Labrador related to joint resource management and revenue-sharing in relation to petroleum exploration and production in the Canada-Newfoundland and Labrador offshore area. It establishes the

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Canada-Newfoundland and Labrador Offshore Petroleum Board (the Board), and details the scope and powers of the Board and the Minister's role in making appointments to the Board.

The Minister and provincial minister jointly approve certain Board decisions (fundamental decisions) before they can be implemented. The Minister and provincial minister may issue directives to the Board on fundamental decisions, requests for advice and studies, benefits plans and public reviews. The Minister and provincial minister are responsible for designating the officers who will enforce the legislation. The Minister is responsible for approving the Board's annual budget and providing the Board with financial resources. The Minister is responsible for collecting all royalties, fees and other revenues from interest holders. The Minister is responsible for transferring an equivalent amount to the province of Newfoundland and Labrador.

The Minister, after securing the agreement of the responsible provincial Minister, may recommend regulations to the GiC on all matters under the Act. The Minister recommends to the GiC the appointment of federal members to the Board. The Canada-Newfoundland and Labrador Offshore Petroleum Board plays a large role under this Act in relation to issuing licences, approving benefits plans, issuing authorizations for all oil and gas activities as well as for regulating exploration, development, production, environmental protection, conservation of petroleum resources, operational safety, and worker safety.

CANADA-NOVA SCOTIA OFFSHORE PETROLEUM RESOURCES ACCORD IMPLEMENTATION ACT#

This Act implements the federal-provincial agreement providing for joint resource management and revenue-sharing in relation to petroleum exploration and production in the Canada-Nova Scotia offshore area. It establishes the **Canada-Nova Scotia Offshore Petroleum Board** (the Board), and details the scope and powers of the Board and the Minister's role in making appointments to the Board.

The Minister and provincial Minister jointly set regulations and approve major Board decisions (fundamental decisions). The Minister and provincial Minister may issue directives to the Board on fundamental decisions, requests for advice and studies, benefits plans and public reviews.

The Minister recommends appointment of federal members on the Board; is responsible to approve the Board's budget; and has certain financial responsibilities, including the transfer of royalty payments to the province. The Canada-Nova Scotia Petroleum Board plays a large role under this Act in relation to issuing licences, approving benefits plans, issuing authorizations for all oil and gas activities as well as for regulating exploration, development, production, environmental protection, conservation of petroleum resources, operational safety, and worker safety.

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CANADA LABOUR CODE

This Act consolidates specific statutes respecting labour. The minister of Labour is the responsible minister. However, regulations have been made under this Act, on the recommendation of the Minister of Natural Resources, with respect to occupational safety and health of employees involved in oil and gas exploration or drilling on frontier lands.

EMERGENCIES ACT

This Act authorizes the Minister (in collaboration with Public Safety Canada) to take special temporary measures to ensure safety and security during national emergencies. A national emergency declaration under the *Emergencies Act* can trigger the powers under the *Energy Supplies Emergency Act* should there be an emergency shortage of natural gas or crude oil that results in danger to the life, health and safety of Canadians.

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Other Environmental Legislation

AN ACT TO AMEND THE OCEANS ACT AND THE CANADA PETROLEUM RESOURCES ACT*

This statute (in force since May 27, 2019) amends the *Oceans Act* to empower the Minister of Fisheries and Oceans, through a ministerial order, to designate a Marine Protected Area (MPA) and to prohibit for up to five years certain activities within that area. By the end of that period, the Minister of Fisheries and Oceans must recommend to the GiC either that the order be replaced by regulations permanently designating the area as an MPA or that the order be repealed. It also amends the *Canada Petroleum Resources Act* to allow the GiC to issue orders prohibiting oil and gas activities in MPAs designated under the *Oceans Act* and to empower the competent minister to cancel, with compensation, an oil and gas interest in these areas.

GREENHOUSE GAS POLLUTION PRICING ACT

This Act establishes the federal price on greenhouse gas (GHG) emissions applicable, as of January 2019, to any province or territory that requests it, or that has not implemented a compliant carbon pricing regime.

IMPACT ASSESSMENT ACT

This Act, along with the *Canadian Energy Regulator Act*, and the *Canadian Navigable Waters Act* came into force on August 28, 2019. It creates the new Impact Assessment Agency of Canada and repeals the *Canadian Environmental Assessment Act, 2012*. It sets out, along with regulations, the federal impact assessment process for projects.

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KEY RESPONSIBILITIES — LEGISLATIVE

Acts of General Application

The following describes five statutes that are important to the administration of all federal institutions.

FINANCIAL ADMINISTRATION ACT

This Act is the cornerstone of the legal framework for general financial management and accountability of public service organizations and Crown corporations. It sets out a series of fundamental principles on the manner in which government spending may be approved, expenditures made, revenues obtained, and funds borrowed. The Act also provides a procedure for the internal control of funds allocated to departments and agencies by Parliament and for the preparation of the Public Accounts that contain the government's annual statement of expenses and revenues.

ACCESS TO INFORMATION ACT

This Act provides a right of access to information under the control of a government institution and provides for the proactive publication of certain information.

PRIVACY ACT

This Act governs the collection, retention, use, protection and disclosure of personal information by a government institution, and gives individuals the right to access personal information about themselves.

SERVICE FEE ACT

In 2017, the Government of Canada introduced the *Service Fees Act* (SFA) to replace the *User Fees Act*. All government departments and agencies that charge fees for services are impacted by this legislation. The SFA increases transparency, accountability and predictability regarding service fees. The SFA will help ensure that fees charged to Canadians by federal departments and agencies remain current and better reflect the costs of delivering related services.

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Key Responsibilities – Regulatory

Acts and Associated Regulations in the Natural Resources Portfolio

The Minister of Natural Resources is responsible for over 30 Acts, a number of which provide authority for making regulations and set out who or what entity has the responsibility for the day-to-day administration of the regulations. There are over 90 sets of regulations that exist already or that are being developed. The Department has expertise to support you in regulatory matters.

Agencies and Independence

The Minister of Natural Resources is also responsible for a number of portfolio agencies that are regulators, including the:

- Canada Energy Regulator;
- Canadian Nuclear Safety Commission;
- Canada-Newfoundland and Labrador Offshore Petroleum Board;
and
- Canada-Nova Scotia Offshore Petroleum Board.

These organizations have different mandates, a variety of organizational structures, and differing relationships to the Minister, all designed to achieve specific public policy objectives. The Minister exercises varying degrees of control and responsibility for portfolio agencies, in accordance with their respective enabling legislation. Each portfolio agency reports through the Minister to Parliament. The Minister has specific authorities, including the ability to seek expert advice on certain matters.

Portfolio agencies operate at arm's length from the Minister; thus care must be taken to balance oversight with the independence of the regulators to make decisions and maintain public confidence. Interactions should avoid interference or avoid creating the perception of bias as this could result in legal challenges to decisions of these agencies or cast doubt on the impartiality of their decisions. The Minister and the Department do not intervene in the day-to-day operations of the portfolio agencies and respect the independence of the portfolio partners where they exercise regulatory responsibilities, make regulatory decisions or formulate recommendations to the Minister and the Government on regulatory matters.

The relationship between the Minister and the portfolio agencies is further discussed in [Annex H](#) of [Open and Accountable Government 2015](#). As specific situations arise, they will involve judgment calls. The Deputy Minister, who leads regular meetings with the heads of portfolio agencies, is always available to support the Minister's communication with them.

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KEY RESPONSIBILITIES — REGULATORY

Exercise of Regulatory Functions

The Minister plays four different regulatory roles:

As the regulator, where certain responsibilities may be delegated to NRCan officials.

The role of regulatory agency obliges the Department, under the leadership of the Minister, to fulfill the day-to-day administrative requirements of a given Act and associated regulations including such tasks as monitoring compliance; collecting fees; issuing certificates, licences and permits; appointing arbitrators and mediators; and undertaking enforcement activities.

Examples:

- Under the *Explosives Act* (and the *Explosives Regulations*, 2013), the Minister, supported by the Department, is the regulator directly responsible for the issuance of licences for factories and magazines, permits for vehicles used for the transportation of explosives, certificates for carrying out activities relating to explosives, and permits for the importation, exportation or transportation of explosives in transit through Canada.
- Under the *Energy Efficiency Act* (and the *Energy Efficiency Regulations*), the Minister, supported by the Department, is responsible for recommending minimum energy performance standards for energy-using products and ensuring compliance with the *Regulations*.

Overseeing regulatory development by a portfolio agency

Some of the Acts in NRCan's legislative framework designate a portfolio agency as the regulatory body. While a portfolio agency is responsible for the day-to-day administration of the Act and regulations, the Minister, supported by the Department, undertakes the development of a policy framework that supports regulatory development.

Examples:

- The *Canadian Energy Regulator Act* includes enabling authorities for the Commission to make, with the approval of the GiC, regulations governing the design, construction, operation and abandonment of a pipeline. Ministerial approval of the regulatory proposal is required, and NRCan, as the portfolio department, facilitates and coordinates the Minister's review and approval of any GiC regulatory submission.
- Nuclear energy is under federal jurisdiction. Pursuant to the *Nuclear Safety and Control Act*, CNSC administers regulations that govern the use of nuclear energy and materials.

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KEY RESPONSIBILITIES — REGULATORY

Advancing decisions for Cabinet or Governor in Council approval on regulations made by a portfolio agency

In some cases, legislation in the NRCan legislative framework provide a portfolio agency with the authority to fulfill the day-to-day regulatory responsibilities while still requiring certain decisions to be made by Cabinet or by the GiC. In this case, the portfolio agency brings forward an item for decision, which the Minister reviews, with support from departmental officials. If the Minister agrees with the request, she/he signs a Ministerial Recommendation asking the GiC to approve the request, resulting in the issuance of an Order in Council detailing the decision.

Example:

- Under the *Canadian Energy Regulator Act*, any company wishing to build, expand or decommission a CER- regulated must apply to the **Canada Energy Regulator**. If a new pipeline is greater than 40km, the company mustfor a Certificate of Public Convenience and Necessity. The regulator's independent Commission will then conduct a regulatory review and environmental assessment of the project and prepare a recommendation to the GiC. The Minister advises the GiC on the recommendation on its decision whether to direct Commission to issue a Certificate, dismiss the application, or send the recommendation or conditions back to the Commission for reconsideration.

Sharing regulatory responsibilities with another minister

The NRCan legislative framework includes acts for which regulating authority is shared with other federal ministers. For example, under the *Canada-Nova Scotia Offshore Petroleum Resources Accord Implementation Act*, regulations that outline rules related to occupational health and safety are jointly enforced by the Minister of Natural Resources and the federal minister of Labour. Similarly, some regulations that establish rules related to fiscal and revenue payments (e.g., *Nova Scotia Offshore Revenue Fiscal Equalization Offset Payment Regulations*) are jointly enforced with the federal minister of Finance.

In instances where regulations can impact industry stakeholders of interest to NRCan or the Department has certain technical and/or scientific expertise, NRCan also contributes to regulatory development where *one or more other* ministers are exclusively responsible for an act and its regulations. Examples of this are the *Metal Mining Effluent Regulations*, administered by Environment Canada, and the *Transportation of Dangerous Goods Regulations*, administered by Transport Canada. In the latter case, the Chief Inspector of Explosives at NRCan, under the *Explosives Act and Regulations*, exercises his/her delegated authority in classification decisions for explosives.

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KEY RESPONSIBILITIES — REGULATORY

Exercise of Ministerial Powers

Under departmental statutes, it is the presiding Minister who is vested with powers, duties and functions. Given the number, scope and complexity of these powers, it is recognized that these powers may be exercised by departmental officials on the Minister's behalf. This principle, which comes from the common law, has also been codified in legislation. Some statutes also provide for express delegations of authority that allow the Minister to delegate his/her authority to a particular individual or body.

Special Positions of Ministers

There is a presumption that ministers are not required to exercise statutory powers personally; rather, they may be exercised by officials within the department over which the minister presides, including his or her deputy minister. This includes certain regulatory responsibilities exercised by officials within the organization, pursuant to the *Interpretation Act*.

Examples:

- Under the *Energy Efficiency Act*, the Minister is responsible for ensuring compliance with the requirements under the *Energy Efficiency Regulations* for energy-using products, and for designating inspectors. In this case, compliance monitoring activities are undertaken by the Energy Sector, specifically, by the Office of Energy Efficiency.
- Under the *Forestry Act*, the Minister is responsible for a number of activities, including conducting research relating to the protection of forest resources; promoting measures for the encouragement of public cooperation in the protection of forest resources; and preparing a report on the state of Canada's forests. These activities are undertaken on behalf of the Minister by the Canadian Forest Service of NRCan.

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KEY RESPONSIBILITIES — REGULATORY

Express Delegation

In other instances, legislation explicitly provides for a minister to formally delegate certain powers to a designated person or body. For example, under the *Explosives Act*, some of the Minister's powers may be exercised by any person designated by the Minister. Another example of an express delegation is with the Extractive Sector Transparency Measures Act, where the legislation provides that the Minister may delegate her/his power, duty or function under the Act to any person or body. Individuals occupying these positions often require specific knowledge and expertise required to exercise these powers.

Resource Partnership Initiative

The Government of Canada established the Major Projects Management Office (now known as Resource Partnership Initiative) in 2007 to provide overarching management and oversight of the federal regulatory review process for major resource projects south of 60° and to serve as a single window into the federal regulatory system for all stakeholders. The federal regulatory review process for major projects comprises three interconnected components: environmental assessment, regulatory permitting, and Indigenous consultations. While this Office does not administer regulations, it provides overarching accountability and drives improvements for the federal regulatory system of major natural resource projects to ensure that natural resources can be developed and managed in a sustainable and safe way.

In 2014, the Government of Canada established the Indigenous Partnerships Office – West as a response to the Eyford Report, which called for an ongoing regional presence to effectively engage Indigenous communities in oil and gas energy infrastructure in BC. The Office takes a regional whole-of-government approach to Indigenous participation in the resource sector (in Alberta and BC) to build relationships, address priorities and convene partners, outside of the regulatory processes. IPO-West delivers contribution programs and provides engagement and convening support for strategic initiatives such as the Indigenous Advisory and Monitoring Committees (IAMCs). The IAMCs for TMX and Line 3 were co-developed, following the 2016 GiC decisions on the projects, demonstrating the Government of Canada's commitment to building a renewed nation-to-nation relationship with Indigenous peoples based on recognition, rights, respect, co-operation, and partnership.

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THE NATURAL RESOURCES PORTFOLIO

The Natural Resources Portfolio

In addition to overseeing the department, the Minister is also responsible for the Natural Resources portfolio, which includes:

- One Crown Corporation: Atomic Energy of Canada Limited;
- Four regulators: Canada Energy Regulator, Canadian Nuclear Safety Commission, Canada-Newfoundland and Labrador Offshore Petroleum Board, and Canada-Nova Scotia Offshore Petroleum Board; and
- Two departmental agencies: Northern Pipeline Agency and Energy Supplies Allocation Board (currently inactive).

These agencies operate at arm's length from the Minister. Ministerial decisions must, therefore, balance oversight with the agencies' statutory independence. While each portfolio agency has a unique mandate, organizational form, reporting regime and corporate culture, and are overseen by individual experts. They all share important goals, including service to Canadians, service to you, and accountability to Parliament. Your specific relationship vis-à-vis each agency varies according to statute, though normally it includes such things as:

- Reporting to Parliament on behalf of the institution;
- Recommending Governor in Council appointments and making ministerial appointments;
- Approving Treasury Board submissions; and
- Making recommendations to the Governor in Council.

Each portfolio agency plays an important and unique role to help ensure a strong resource future for Canadians by promoting growth, competitiveness and environmental leadership.

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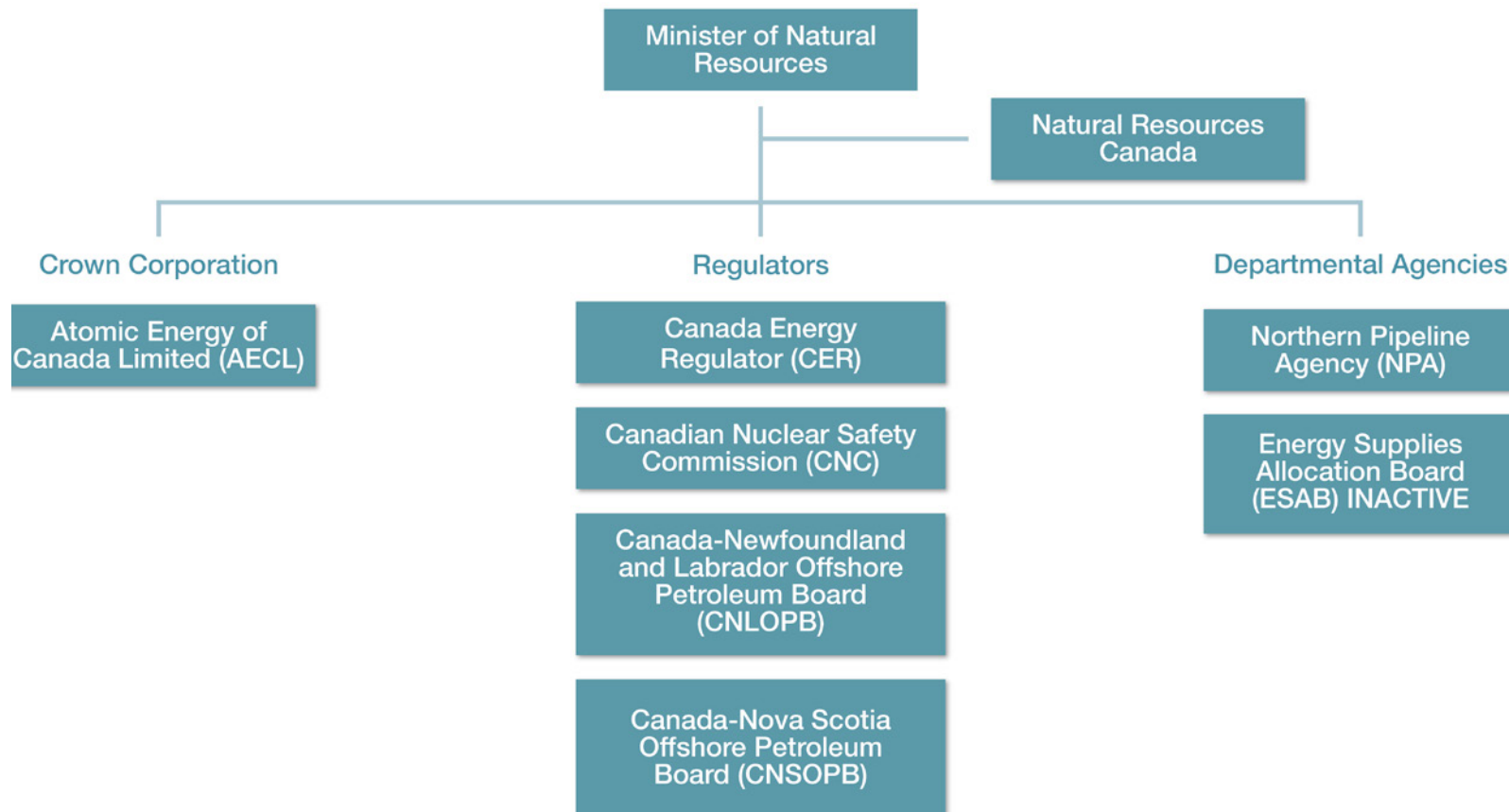
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The Natural Resources Portfolio



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THE NATURAL RESOURCES PORTFOLIO

Atomic Energy of Canada Limited

The mandate of **Atomic Energy of Canada Limited** (AECL) is to enable nuclear science and technology and to manage the Government of Canada's radioactive waste and decommissioning responsibilities.

AECL was created in 1952 as a Crown corporation. Today, it operates under a Government-owned, Contractor-operated (GoCo) model to deliver on its mandate through a contractual arrangement with Canadian Nuclear Laboratories (CNL), which manages and operates AECL's sites on its behalf.

Under this model, AECL oversees the GoCo arrangement and plays a challenge function to ensure value for Canadians while overseeing CNL's activities in two main areas:

Nuclear Laboratories: CNL manages and operates AECL's sites – in Ontario, Quebec, Manitoba and New Brunswick – to provide expertise, products and services, as well as science and technology capabilities that support Canada's federal roles, responsibilities and priorities, as well as commercial services for third parties. This work includes the current renewal and modernization of AECL's flagship site, in Chalk River, Ontario.

Decommissioning and Waste Management: AECL oversees efforts to reduce the Government of Canada's decommissioning, radioactive waste and contaminated sites liabilities, including associated risks to health, safety, security and the environment. This includes decommissioning infrastructure, remediating contaminated sites and managing waste.



Richard Sexton,
President and Chief
Executive Officer,
Atomic Energy of Canada Ltd.

Prior to joining Atomic Energy Canada, Mr. Sexton held leadership roles in some of the largest and most complex decommissioning projects in the world, including Magnox and Sellafield in the United Kingdom, as well as Rocky Flats and the Connecticut Yankee site in the United States. He also served as Chief Operating Officer for the Magnox Reactor Accelerated Sites. At the AECL, Richard previously served as Acting Chief Transition Officer and

Vice-President of Decommissioning and Waste Management, providing leadership as AECL transitioned into a Government-owned, Contractor-operated model.

Richard holds a Master of Science in Radiological Health Engineering from Northwestern University, a Bachelor of Science in Chemistry and American Board of Health Physics Certification, Part I.

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As the Minister of Natural Resources, you are AECL's lone shareholder and you hold these shares in trust for the Crown. As such, you are responsible for recommending the appointment of Board members, the Chairperson and President/Chief Executive Officer to the Governor in Council.

TOP PRIORITIES DRIVING NUCLEAR OPPORTUNITY FOR CANADA

1

PURSUE OPPORTUNITIES RELATED TO SMALL MODULAR REACTORS (SMRS)

2

ENVIRONMENTAL ASSESSMENTS REVIEWED BY THE CANADIAN NUCLEAR SAFETY COMMISSION

3

REVITALIZE THE CHALK RIVER LABORATORIES

4

GROW CNL'S COMMERCIAL ACTIVITIES IN THE AREA OF NUCLEAR SCIENCE AND TECHNOLOGY

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Canada Energy Regulator

The **Canada Energy Regulator** (CER) was formed on 28 August 2019 when the *Canadian Energy Regulator Act* came into force. The CER replaces the National Energy Board, which was formed in 1959.

The CER regulates 126 companies, 73,000 kilometers of pipelines and 1,400 kilometers of electrical powerlines.

Specifically, the CER regulates:

- the construction, operation and abandonment of interprovincial and international pipelines and related tolls and tariffs;
- the construction, operation and abandonment of international and designated interprovincial power lines;
- the import and export of natural gas;
- the export of oil and electrical power;
- the exploration and development of oil and natural gas in frontier areas – including offshore – that are not covered by provincial-federal accords (Newfoundland and Labrador and Nova Scotia currently have accords) or devolution agreements with territories; and,
- offshore renewable projects and offshore power lines.

In addition, the CER monitors aspects of energy supply, demand, production, development and trade, through its Energy Information Program. The CER can hold inquiries and conduct studies into an aspect of energy under its jurisdiction.



Cassie Doyle,
Chairperson,
Canada Energy Regulator

Ms. Doyle is the Chairperson of the Board of Directors of the Canada Energy Regulator (CER). The CER Board of Directors is a governance board charged with strategic oversight of the organization.

Cassie has had a distinguished career in the public service, where she served at the executive level in all three levels of the Government in Canada, including as Deputy Minister of Natural Resources Canada. She has gained a

deep understanding of natural resource and environmental governance and management and has a strong track record of effective partnerships with non-governmental organizations, industry, First Nations, governments and academia.

Cassie was recently the Chair of the Expert Panel on Integrated Natural Resource Management conducted by the Council of Canadian Academies and a Board Member of the Alberta Energy Regulator.

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The CER is a departmental corporation and agent of the Crown. The organization is supported by a Board of Directors that is responsible for the governance of the organization.

The Commission of the CER is a quasi-judicial tribunal and acts at arm's length from you, the Minister. It can hold written or oral public hearings where applicants and interested parties can participate. And, in an average year, it will process more than 500 Certificates, Orders, Permits, Licences and Letters. The Commission of the CER is solely responsible for the review of all non-designated small and medium projects.

Under the Government of Canada's new approach for reviewing major resource projects, a 'designated' (large) energy project requiring an impact assessment will go through a single, integrated review process that meets the requirements under both the *Impact Assessment Act* and the *Canadian Energy Regulator Act*.

The new Impact Assessment Agency of Canada (IAAC) will lead the project review, including Crown Consultation, in close collaboration with the CER, using the process set out under the *Impact Assessment Act*. The review panel will consist of at least one CER Commissioner, with other panel members selected by the IAAC. The panel's report must contain any necessary recommendations or decisions under the *Canadian Energy Regulator Act*, in addition to any findings under the *Impact Assessment Act*. In other words: "one project, one assessment."

If a designated project is approved, the CER leads the Crown consultation for the construction and operations phases of the project. The CER, as the lifecycle regulator, enforces conditions and inspects facilities to ensure people and the environment are protected.



Peter Watson,
Chief Executive Officer,
Canada Energy Regulator

Prior to joining the Canada Energy Regulator as CEO, Mr. Watson served as Chairperson and CEO of the National Energy Board since August 2014. He provided strategic leadership to the NEB and participated in Board decision-making processes as one of nine permanent members. In his role as CEO of the CER, Peter is responsible for the management of the CER's day-to-day business and affairs.

Peter previously worked for the Government of Alberta as Deputy Minister of Environment, Deputy Minister of Energy and Deputy Minister of the Executive Council and Head of the Alberta Public Service.

Peter holds a Bachelor of Science in Civil Engineering from the University of Alberta, is a Fellow of the Canadian Academy of Engineering, and holds an ICD.D designation from the Institute of Corporate Directors.

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As the Minister, you are responsible for, among other things, submitting the Commission's recommendations on major energy projects to the Governor in Council (GiC). You also make recommendations to the GiC for the development of regulations under GiC authority and for GiC appointments to the Board of Directors, Commissioners and Chief Executive Officer.

TOP PRIORITIES

IMPROVING A MODERN ENERGY REGULATOR

1

A MODERN GOVERNANCE STRUCTURE

2

TIMELY AND PREDICTABLE DECISIONS

3

STRENGTHENED SAFETY OF PEOPLE AND WORKERS AND
ENVIRONMENTAL PROTECTION

4

GREATER INDIGENOUS PARTICIPATION

5

MORE INCLUSIVE PUBLIC PARTICIPATION

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Canada-Newfoundland and Labrador Offshore Petroleum Board

The **Canada-Newfoundland and Labrador Offshore Petroleum Board** (C-NLOPB) is an independent, joint agency of the Government of Canada and the Government of Newfoundland and Labrador and is responsible for regulating oil and gas activities in the offshore areas of the province.

The C-NLOPB's role is to facilitate exploration for and development of hydrocarbon resources in the Newfoundland and Labrador offshore area in accordance with the Atlantic Accord and statutory provisions for:

- Health and safety of offshore workers.
- Protection of the environment.
- Management and conservation of offshore petroleum resources.
- Issuance of licences for offshore exploration and development.
- Hydrocarbon resource evaluation, data collection, curation and distribution.
- Canada/Newfoundland and Labrador benefits.

The Board acts at arm's length from you.

Certain key decisions – or “fundamental decisions” – such as a call for bids, issuing exploration or production licences, and approving development plans must be approved by both you and the Newfoundland and Labrador Minister of Natural Resources. The two of you can jointly issue directives to the Board on fundamental decisions, benefit plans, requests for advice and public reviews.



Scott Tessier,
Chair and Chief Executive Officer,
Canada-Newfoundland and
Labrador Offshore
Petroleum Board

Scott Tessier has served as Chief Executive Officer of the C-NLOPB since 2013, and also as Board Chair until February 2019.

Scott was born and raised in St. John's and holds an Engineering degree from Memorial University. Before joining the C-NLOPB, Scott was an advisor in the petroleum industry on legislative and regulatory matters in Alberta.

Prior to that, Scott served in senior positions with several government departments with regulatory mandates during a federal public service career that spanned twelve years at Fisheries and Oceans Canada and three years in the Health portfolio.

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The Board reports to Parliament through you, and you approve the C-NLOPB's budget jointly with the provincial Minister.

In addition, you make recommendations to the GiC for the appointment of federal members to the board, the joint federal and provincial appointment of the Chairperson and for the federal approval of the Board's decision on the appointment of the Chief Executive Officer.

TOP PRIORITIES

REMAINING A WORLD CLASS REGULATOR BY ENSURING WORKER HEALTH AND SAFETY AND ENVIRONMENTAL PROTECTION

1

**NEED FOR STRONG ENVIRONMENTAL AND SAFETY PERFORMANCE
IMPROVEMENT IN OFFSHORE OPERATIONS**

2

READINESS AND TIMELY IMPLEMENTATION OF REGULATORY REFORM INITIATIVES

3

**READINESS FOR THOROUGH AND TIMELY REVIEW OF ANTICIPATED INCREASE IN
REGULATORY AUTHORIZATIONS IN THE NEXT 2-3 YEARS**

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Canada-Nova Scotia Offshore Petroleum Board

The **Canada-Nova Scotia Offshore Petroleum Board** (CNSOPB) is an independent, joint agency of the Government of Canada and the Government of Nova Scotia and is responsible for regulating oil and gas activities in the offshore areas of the province.

The CNSOPB's role is to facilitate exploration for and development of hydrocarbon resources in accordance with the Atlantic Accord and statutory provisions for:

- Health and safety of offshore workers.
- Protection of the environment.
- Management and conservation of offshore petroleum resources.
- Issuance of licences for offshore exploration and development.
- Hydrocarbon resource evaluation, data collection, curation and distribution.
- Canada-Nova Scotia employment and industrial benefits.

The Board acts at arm's length from you.

Certain key decisions (or "fundamental decisions") such as a call for bids, issuing exploration or production licences, and approving development plans must be approved by both you and the Nova Scotia Minister of Energy and Mines.



Stuart Pinks,
Chief Executive Officer,
Canada-Nova Scotia Offshore
Petroleum Board

Prior to his appointment as CEO of the Canada-Nova Scotia Offshore Petroleum Board, Mr. Pinks served as Manager of Health, Safety & Environment, and Chief Safety Officer. He has held senior regulatory and operations positions, with a broad range of experience in the petroleum sector in Canada, Venezuela, Malaysia and Thailand.

Stuart holds a Bachelor of Arts and Science from the University of Toronto, and holds both the Professionnal Engineer and ICD.D designations.

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The two of you can also jointly issue directives to the Board on fundamental decisions, benefit plans, requests for advice and public reviews.

The Board reports to Parliament through you, and you approve the CNSOPB's budget jointly with the provincial Minister.

In addition, you make recommendations to the GiC for the appointment of federal members to the board, the joint federal and provincial appointment of the Chairperson, and for the federal approval of the Board's decision on the appointment of the Chief Executive Officer.



Christine Bonnell-Eisnor,
Acting Chief Executive Officer,
Canada-Nova Scotia Offshore
Petroleum Board

Prior to her appointment as Acting Chief Executive Officer, Ms. Bonnell-Eisnor served as the Director, Regulatory Affairs and Finance as well as Secretary of the Board.

Christine holds a Bachelor of Chemical Engineering from the Technical University of Nova Scotia and is a Registered Professional Engineer. She also holds a Masters of Business Administration from St. Mary's University.

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TOP PRIORITIES

MODERNIZING ENERGY REGULATIONS

- 1** EXPANSION OF CNSOPB'S MANDATE TO INCLUDE THE REGULATION OF RENEWABLE ENERGY DEVELOPMENT
- 2** CONSIDERATION OF IMPROVEMENTS UNDER TWO ATLANTIC ACCORDS RESPECTING OFFSHORE OIL AND GAS ACTIVITIES IN NOVA SCOTIA AND NEWFOUNDLAND AND LABRADOR
- 3** COMPLETION OF NEW DRAFT FRAMEWORK REGULATIONS - THE FRONTIER AND OFFSHORE REGULATORY RENEWAL INITIATIVES (FORRI) AND THE PERMANENT OFFSHORE MARINE INSTALLATIONS AND STRUCTURES OCCUPATIONAL HEALTH AND SAFETY REGULATIONS - IN A TIMELY MANNER

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Canadian Nuclear Safety Commission

The **Canadian Nuclear Safety Commission** (CNSC) provides regulatory oversight of all nuclear-related activities and substances in Canada. Its mandate involves four major areas:

- regulating the development, production and use of nuclear energy in Canada to protect health, safety, security and the environment;
- regulating the production, possession and use of nuclear substances and prescribed equipment and information, as well as the transport of nuclear substances;
- implementing measures in accordance with the international control of nuclear energy and substances, including the non-proliferation of nuclear weapons and nuclear explosive devices; and
- disseminating objective scientific, technical and regulatory information.

The CNSC is guided by a regulatory framework consisting of laws, regulations, licences and documents used to regulate the nuclear industry.

With the introduction of the *Impact Assessment Act*, the CNSC will work in cooperation with the Impact Assessment Agency of Canada on the integrated review of major nuclear projects. The CNSC will review projects not listed on the *Physical Activities Regulations*, but proposed to be carried out on federal lands and requiring a decision by CNSC as the federal authority.



Rumina Velshi,
President and Chief Executive
Officer, Canadian Nuclear
Safety Commission

Prior to her appointment as CNSC President and CEO in August 2018, Ms. Velshi served as a permanent, part-time Commission member in 2011 and was re-appointed for a second term in March 2018. Rumina has also worked in various capacities at Ontario Hydro and Ontario Power Generation.

Rumina is an active promotor of careers in STEM, particularly for young women. She is one of the founding members of Canada's

Women in Science and Engineering and served as Vice Chair on the Board of Directors of Scientists in School. Rumina has also served on the Aga Khan Foundation Canada's City Chair for Toronto for the Worlds Partnership Events. In 2011, Rumina was a recipient of the 2011 Women in Nuclear (WiN) Canada Leadership award.

Rumina holds a Bachelor of Applied Science (Civil Engineering), a Master of Engineering (Chemical Engineering) and a Master of Business Administration – all from the University of Toronto.

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The *Impact Assessment Act* does not apply in many parts of Northern Canada with existing Environmental Assessment (EA) processes established under land claims agreements. There are also cases where proposed nuclear projects are subject to provincial environmental assessment legislation, but are not subject to the *Impact Assessment Act*. In these cases, the CNSC will act as a technical advisor throughout the EA process.

The CNSC is a quasi-judicial tribunal that acts at arm's length from you. The Commission reports to Parliament through you. The Act gives the Governor in Council (GiC) the authority to issue directives of general application on broad policy and make, or approve, regulations. You are responsible for recommending those actions to the GiC, and for recommending the appointment of members of the Commission to the GiC.

TOP PRIORITIES REGULATING NUCLEAR ACTIVITIES

1

REGULATORY READINESS

2

NUCLEAR SECURITY

3

MAJOR PROJECTS AND LICENSING INITIATIVES

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Energy Supplies Allocation Board – INACTIVE

The **Energy Supplies Allocation Board** (ESAB) is currently inactive.

When operational, it maintains national contingency plans for the control and regulation of energy production, distribution and use in a declared emergency.

It also:

- Provides policy and functional direction for the Energy Emergency Planning Activity upon the declaration of a national emergency due to an interruption in petroleum supplies;
- Develops policies, drafts regulations, establishes control and information systems for the allocation of crude oil to refiners and of refined products to wholesale petroleum customers;
- Plans for the extension of these programs to cover alternate energy sources to alleviate demands on petroleum supplies; and
- Monitors trends in the petroleum market to evaluate the need to recommend the introduction of a mandatory allocation program, as provided for by the *Energy Supplies Emergency Act*.

The ESAB exercises its duties under the instruction of the Governor in Council and reports to you. Some decisions (such as the issuance/revocation of exemption orders) must legally be made by the Board independently. On those matters, caution should be exercised when communicating with the Board.

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Northern Pipeline Agency

The **Northern Pipeline Agency** (NPA) was created in 1978 to oversee and regulate the planning and construction of the Canadian portion of the Alaska Highway Gas Pipeline (AHGP) and to maintain administrative responsibility for the Canada-Foothills easement agreement.

The Agency serves as a single window for the federal regulation of the project, consolidating regulatory functions and coordinating with other departments and levels of government to reduce duplication and streamline the regulatory process while ensuring robust environmental protection and maximization of socio-economic benefits.

Simultaneously, the NPA also seeks to:

- facilitate the efficient and expeditious planning and construction of the pipeline, taking into account local and regional interests, the interests of the residents, particularly Indigenous groups, and recognizing the responsibilities of the Government of Canada and other governments, as appropriate, to ensure that any Indigenous claim related to the land on which the pipeline is to be situated is dealt with in a just and equitable manner;
- facilitate, in relation to the pipeline, consultation and coordination with the governments of the provinces, the Yukon Territory and the Northwest Territories;



Christyne Tremblay,
Commissioner,
Northern Pipeline Agency

As Deputy Minister of NRCan since August 2016, Ms. Tremblay serves as Commissioner of the NPA.

Christyne also served as an administrator of state on many boards of directors, including Hydro-Québec, Investissement Québec, the Centre de recherche industrielle du Québec and Services Québec.

Christyne holds Bachelor of Arts degrees in Economics and Political Science from the University of Ottawa, as well as a Graduate Diploma in International Administration from the École nationale d'administration publique.

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- maximize the social and economic benefits from the construction and operation of the pipeline, while simultaneously minimizing any adverse effect on the social and environmental conditions of the areas most directly affected by the pipeline; and
- advance national economic and energy interests and to maximize related industrial benefits.

The Minister of Natural Resources is responsible for the management and direction of the Agency. With Governor in Council (GiC) approval, the Minister may exercise other Ministerial powers relative to the construction of the pipeline. The Minister may also recommend GiC appointments to fill certain positions set out in the Act.

The role of the Commissioner is occupied by the Deputy Minister of Natural Resources.

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WORKING WITH PROVINCES AND TERRITORIES

Working with Provinces and Territories

Natural Resources in an area of shared jurisdiction with Provinces and Territories

FEDERAL

- Regulation of:
 - Exploration and development of natural resources on Canada Lands, (offshore and north of 60)
 - International and interprovincial energy infrastructure
 - Explosives
 - International trade and relations related to natural resources

SHARED

- Environmental protection and conservation
- Energy efficiency
- Economic development
- Science and technology
- Geoscience and legal surveys
- Management of offshore oil and gas under Accords
- Aboriginal consultation
- Health and Safety

PROVINCIAL & TERRITORIAL

- Regulation of exploration and development of natural resources on Provincial lands
- General resource ownership, management and royalties
- Electricity production, distribution and regulation
- Land-use planning and allocation
- Leadership and coordination with local governments



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How We Support You

CONCIERGE SUPPORT
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YOUR EXECUTIVE VEHICLE

YOUR PARKING

YOUR OFFICE MANAGEMENT

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CONCIERGE SUPPORT SERVICES

Concierge Support Services

Concierge Support Services are available to you, your Chief of Staff and Exempt Staff working from the Minister's Office (MINO) at Natural Resources Canada. The Concierge Support Services Unit is the liaison between your office and the subject-matter experts within the Department.

It is responsible for ensuring departmental readiness, as well as planning, coordinating and communicating with your office for the following services: financial management; travel; hospitality and gifts; human resources; security; information management; information technology; executive vehicle; and facilities management. Some of these services can be customized based on your needs.

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YOUR OFFICE

Your Office

You have two offices in Ottawa. Your main office is at the House of Commons. This respects the 12-minute access to the Chamber for voting. Your secondary office is at the headquarters of Natural Resources Canada, located at 580 Booth Street, on the 21st floor. This office is also used by your exempt staff.

Your office reception at NRCan is open from 7:00 a.m. to 6:00 p.m. The reception will welcome your visitors and advise your office upon their arrival. Visitors will need to sign in at the Commissionaire desk on the main floor. It will then call your office reception desk and escort them into the building.

Your office features a full kitchen. There is also a comfortable rest area, as well as two collaborative spaces, one in each open and closed area.

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YOUR EXECUTIVE VEHICLE

Your Executive Vehicle

As Minister, you have access to a vehicle for official business. Your executive vehicle must be a zero-emission, hybrid-electric vehicle or battery-electric vehicle. The current listing of executive vehicles can be found at the following [link](#).

You can use the vehicle to:

- travel to your office at NRCan, the House of Commons, or any other place where business is conducted;
- travel to and from airports for business travel or meeting visiting dignitaries;
- travel for personal protection when the presence of a security officer is required;
- transportation of classified material to, from, and between various work locations, including your residence; and
- any other use for the discharge of your responsibilities as a minister.

When not required for official business, you, your family and household can use the executive vehicle for personal use. This is a taxable benefit under the [Income Tax Act](#). Each individual must record his or her kilometre usage in the logbook located in the vehicle's glove compartment.

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YOUR PARKING

Your Parking

Both you and your Chief of Staff have one parking space at 580 Booth Street. All other exempt staff will be required to use private parking lots in the area. A list of these parking services is available through the Concierge Support Services Unit.

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YOUR OFFICE MANAGEMENT

Your Office Management

The President of the Treasury Board will notify you in writing of your annual budget, following discussions with the Prime Minister's Office. The annual budget intends to cover the costs of conducting portfolio and other official government business.

Based on the amounts established by the Treasury Board, NRCan will provide you with three budgets controlled separately. They are:

- exempt staff personnel costs budgets;
- other operating costs (i.e. non-personnel) budgets; and
- departmental staff personnel costs budget.

These budgets are in addition to, and separate from, entitlements that you have as a Member of Parliament. The House of Commons manages these entitlements for you.

What is the FAA sections 32 and 34?

Typically, Ministers delegate the management of their departmental budgets to their Chief of Staff. The [*Financial Administration Act*](#) provides the legal framework for financial management and accountability of federal departments. Sections 32 and 34 of this Act are particularly relevant with regards to the management of the your budget. Section 32 of the *Financial Administration Act* requires that you ensure you have the available funds prior to making commitments and section 34 requires that you certify you have received the goods and/or services in accordance with contractual obligations.

These authorities will be formally delegated to you using a Specimen Signature Record, which will be ready for your signature upon your arrival.

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ENSURING SECURITY

Ensuring Security

The purpose of these guidelines is to apprise you of your security obligations as the Minister of Natural Resources and to provide you with the information regarding access control procedures specific to your Booth Street office.

While these guidelines are intended for you and your exempt staff, they reflect the security instructions that govern all employees of the Department, as well as the requirements of the [Policy on Government Security](#) issued by the Treasury Board Secretariat.

As such, Natural Resources Canada established a Departmental Security Plan to unique needs and requirements. This document includes:

- strategic-level security plan;
- integrated view of departmental security threats, risk and requirements;
- security risk management process; and
- outlines of strategies, priorities, responsibilities and timelines to strengthen security practices and controls.

By virtue of your responsibilities, you will be exposed to classified and protected information. Public confidence in you, as Minister, and the Department, depends to a great extent on how well this information is managed throughout its life cycle and protected at all levels. Your legal responsibilities are described under the [Security of Information Act](#) and the [Library and Archives of Canada Act](#).

Accordingly, procedures for the handling of various documents in the Minister's Office have been established. These procedures include instructions on the proper transmission, receipt, routing, storage and disposal of the documents:

- [Directive on Departmental Security Management](#)
- [Policy on Information Management](#)
- [Departmental Security Policy specific to Natural Resources Canada](#)

Specifically, the Standard on Security Categorization includes all pertinent information regarding classifying and protecting sensitive information. In accordance with Treasury Board's [Policy on Government Security](#), federal departments must identify and categorize assets under their control based on the degree of injury that could result from compromise to their confidentiality, availability, integrity and value.

Information is categorized as Protected A, Protected B or Protected C when unauthorized disclosure could reasonably be expected to cause injury outside of the national interest. Information is categorized as "classified" (i.e., Confidential, Secret, Top Secret) when unauthorized disclosure could reasonably be expected to cause injury to the national interest.

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Canada's New Resource Economy

Canada's resource economy is changing. Click to learn about the state of Canada's natural resources today and the opportunities for tomorrow.

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CANADA'S NEW RESOURCE ECONOMY

Canada's New Resource Economy

Canada's resource industries are at a pivotal moment in this century of clean growth. Buffeted by global forces and emerging trends, traditional sectors are transforming – innovating themselves to make Canada a global leader in the transition to a cleaner, more inclusive and digital economy.

All of this represents a unique opportunity for Canada to brand itself as a reliable and competitive supplier of clean natural resources, goods, services and technologies for the new economy.

In the forest sector, for example, wood fibre is being used to strengthen composite car parts and make vehicles lighter. Tallwood buildings are replacing skyscrapers once made of concrete and steel. And biofuels are being used in place of traditional sources of energy.

Similar things are happening in mining. Canada is a leading producer of many of the raw materials used in everything from solar panels and wind turbines to the batteries that power our electric vehicles.

Meanwhile, the energy sector is steadily reducing emissions from each barrel of oil it produces, building the world's first carbon-neutral Liquified Natural Gas (LNG) facility and expanding what is already the cleanest electricity mix anywhere.

All of these things are happening alongside a renewed focus on enhancing global competitiveness, improving energy efficiency and ensuring Canadian resources can reach world markets.

Quite simply, your new portfolio is central to many of the key issues facing our country: from climate change and clean jobs to trade and investment; from Indigenous reconciliation and environmental stewardship to social licence.

Natural Resources Canada has been helping to ensure that Canadians can meet these challenges and take full advantage of the opportunities they offer. We have the expertise and the experience – including some of Canada's leading scientists and researchers, as well as innovative policy experts – to help you find creative solutions.

Getting Back on Investors' Radars

The world is increasingly demanding raw materials and finished goods that are sustainably produced and competitively priced. Canada, with its natural advantage in resource development, is ideally positioned to be the supplier of choice in such a marketplace.

It is not just that Canada has an abundance of the natural resources the world wants, it is that we have the expertise and experience to develop them — sustainably and competitively.

NRCan is committed to helping make sure Canada seizes this opportunity. Through innovative research, creative policy measures, global standards and best practices, we are focused on finding greener ways to extract Canada's abundant resources and get them to global markets.

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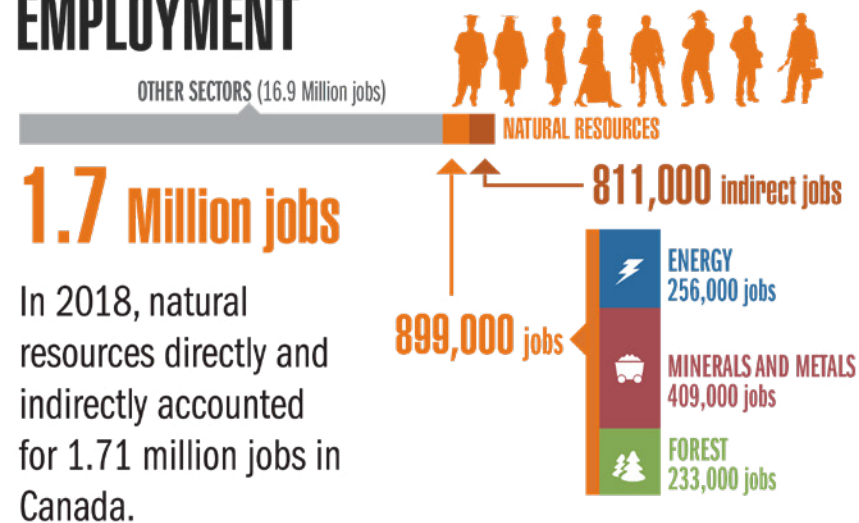
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NATURAL RESOURCES – TODAY'S FACTS

Natural Resources – Today's Facts

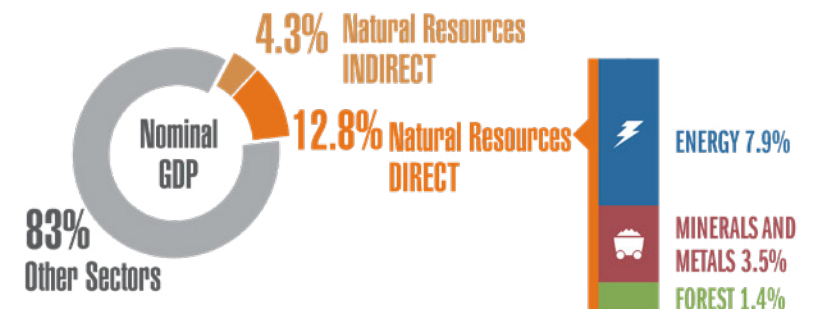
EMPLOYMENT



GROSS DOMESTIC PRODUCT

17% of GDP

In 2018, natural resources directly and indirectly accounted for 17% of Canada's nominal GDP.



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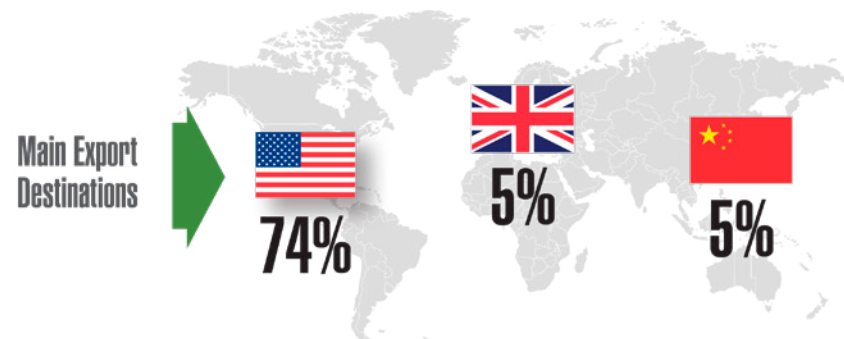
NATURAL RESOURCES – TODAY'S FACTS

Natural Resources – Today's Facts

EXPORTS

\$264 Billion

Canada's natural resource exports were valued at \$264 B in 2018, comprising 49% of the value of Canada's total merchandise exports.



Major Projects Inventory

\$635 Billion

There are 455 major resource projects under construction or planned over the next 10 years in Canada, worth \$635 B in potential investment.



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CLEAN TECHNOLOGY

In 2017, clean technologies, clean energy, and environmental goods and services accounted for \$62B (3.1%) of nominal GDP and provided 282,000 jobs at an average annual compensation level 47% higher than the national average.



4th in the world in
the Global Cleantech
Innovation Rankings

1st for Funding
Available

2nd for Early
Entrepreneurship



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CLEAN TECHNOLOGY SECTOR

Global market for **low carbon solutions****\$26 trillion** by **2030**Clean technology is the **fastest-growing sector of the Canadian economy****\$91 billion** in potential investment**Exports** of clean technology
have grown by**40%****over the past decade**

Canadian clean tech firms hold

10 times more patents

than all other small- and medium-sized enterprises.

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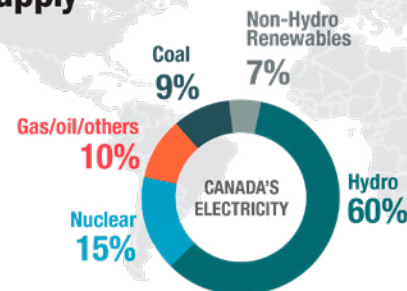
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ENERGY SECTOR

82% of Canada's electricity supply

was generated from non-GHG emitting sources in 2017 and about two thirds of electricity generation from renewable sources, the most in the G7.



SMR

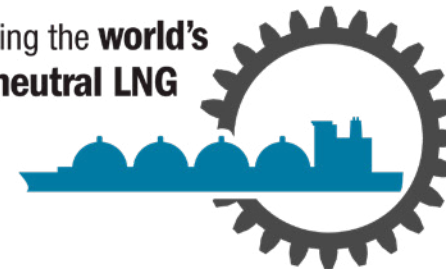
A **global leader** in small modular reactors and is well-positioned to capture its share of the

\$300 billion global market



The **oil and gas sector is transforming itself** with new technologies to be among the **cleanest in the world.**

Canada is building the **world's first carbon-neutral LNG facilities.**



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FOREST SECTOR



Canada is **reaching new heights** with skyscrapers made of wood.



Leading the **tall-wood revolution**
is home to **2** of North America's **highest all-wood buildings**



Forestry is the **engine for innovation and growth** in more than **300 communities** across the country.

Canadian foresters are **finding new markets for our wood products** in everything from car parts and cosmetics to plastics and paints.



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MINING AND MINERALS SECTOR

Canada is home to **many of the minerals and metals** essential to building a clean economy.



The mining sector has signed more than

450 partnership agreements with Indigenous communities.



Canadian companies are using artificial intelligence, drones and advanced computer algorithms to **revolutionize** how they **explore** for **deposits**, **operate** their **mines** and **enhance** their **environmental** performance.



The mining industry is one of Canada's **largest employers of Indigenous peoples.**

16,500 jobs





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Priority Areas

MAJOR PROJECTS

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MINING

FORESTS

INDIGENOUS

SCIENCE AND INNOVATION

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MAJOR PROJECTS

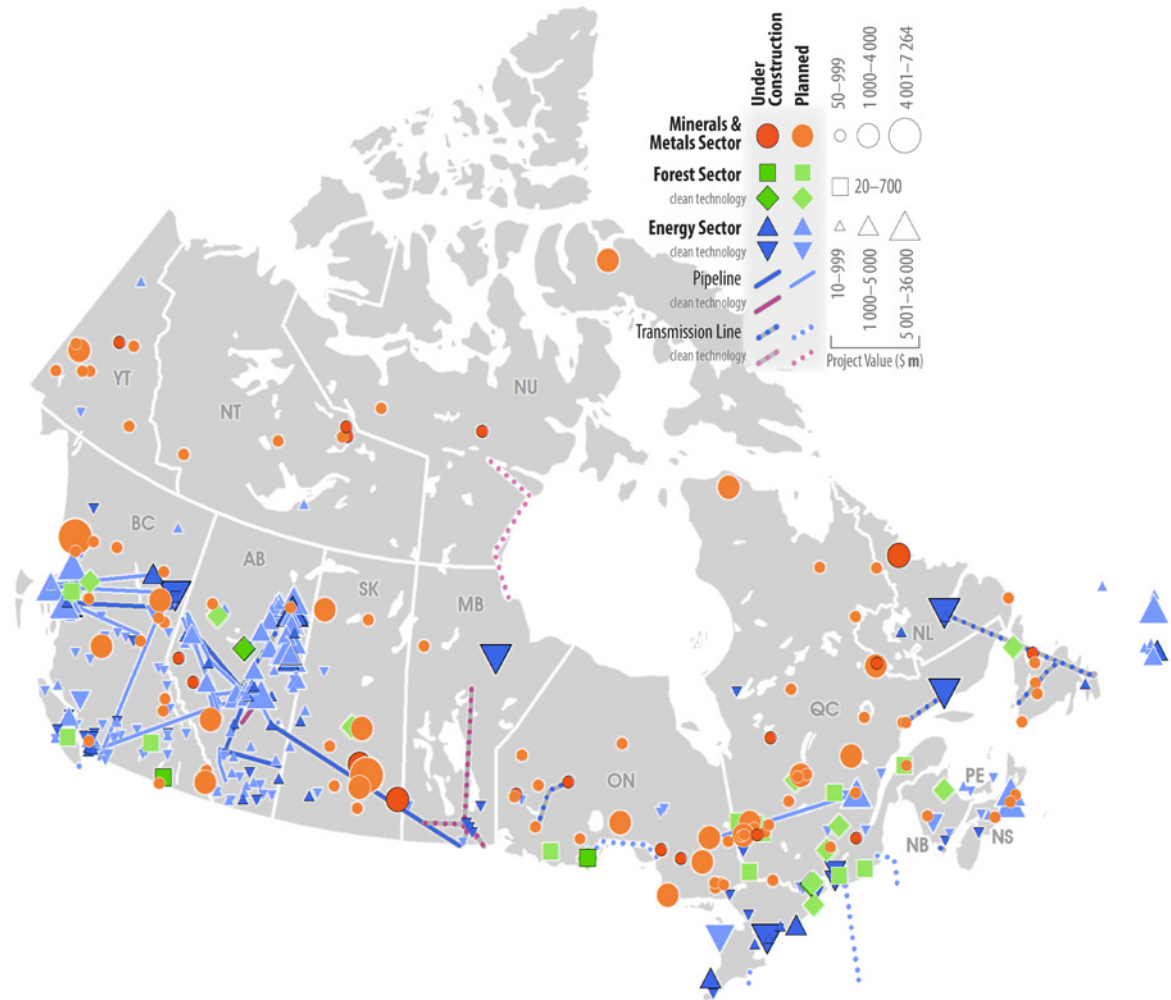
Major Projects

Canada has one of the largest, most diverse natural resource endowments in the world, positioning the country favourably to meet global demand for energy, minerals, metals and forest products. Major natural resource projects are an important source of economic growth and job creation in all regions of Canada. Canadians have been successful in translating their resource advantage into the national, provincial and territorial economies. In 2017, the energy, minerals and metals, and forest sectors directly and indirectly accounted for 17 percent of Canada's nominal gross domestic product and employed over 1.82 million Canadians.

Key Major Projects

OIL

Trans Mountain Expansion Project – \$9.3B pipeline expansion project, to twin the existing Trans Mountain pipeline, and expand the Westridge Marine Terminal in Burnaby, B.C.



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MAJOR PROJETS

Frontier Oil Sands – \$20.6B construction, operation and reclamation of an oil sands surface mine located in northeastern Alberta, approximately 110 kilometers north of Fort McMurray.

Keystone XL Pipeline – \$11B pipeline project extending from Hardisty, Alberta to Steele City, Nebraska.

Bay du Nord Development Project – \$6.8B floating offshore oil and gas production facility in the Flemish Pass, approximately 450 kilometres east of St. John's, Newfoundland and Labrador, in the Atlantic Ocean.

Line 3 Replacement – \$5.3B replacement of the existing Line 3 crude oil pipeline with a new pipeline between Enbridge's Hardisty Terminal near Hardisty, Alberta, and Gretna Station, near Gretna, Manitoba.

GAS

LNG Canada Export Terminal – \$40B natural gas liquefaction facility and marine terminal for export in Kitimat, British Columbia.

2017 NGTL System Expansion Project – \$1.29B set of new pipeline facilities in Alberta to receive and deliver sweet natural gas as part of the existing NGTL System.

Énergie Saguenay GNL – \$7.5B natural gas liquefaction facility and export terminal located in the District of La Baie, Saguenay City, Quebec.

ELECTRICITY

Lower Churchill Project – \$12B+ 824-megawatt hydroelectric power generating facility, dam and accompanying transmission lines on the lower section of the Churchill River in Labrador

Site C Clean Energy Project – \$10B+ 1,100-megawatt hydroelectric power generating facility, dam and accompanying transmission lines on the Peace River in north-eastern British Columbia.

Darlington Nuclear Generation Station Refurbishment Program – \$13B refurbishment program to service all four CANDU reactors in Clarington, Ontario. This program will extend the life of the units to 2024.

Bruce Power Refurbishment and Major Component Replacement Program – \$13B refurbishment and major component replacement program in Kincardine, Ontario. This program will extend the life of the units by 30 years.

* Please note that some projects are still in the regulatory review process

Securing Investment for Resource Jobs and Growth ISSUE

- **Canada's natural resource sectors are facing challenges to secure investment and get major projects built.**
Despite positive regulatory decisions, some projects are still not under construction.

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MAJOR PROJECTS

- NRCan's Resource Partnership Initiative (RPI) would provide focused project support outside of the regulatory review process. The Trans Mountain Expansion Project (TMX) is an example of how the RPI helps to ensure that major resource projects are able to secure positive final investment decisions and proceed to construction.

SECTOR CHARACTERISTICS AND KEY TRENDS

- **The natural resources sector is a key driver of economic growth in Canada.** In 2018, natural resources directly accounted for 17 percent of Canada's nominal GDP, and there are 455 projects with a combined capital value of \$635 billion – either under construction or planned in the next decade.
- **There is keen interest in advancing strategic projects in Canada** to create new jobs and transformational opportunities, support federal interests, and realize significant regional or national objectives.
- Despite strong tax regimes and world-class resource assets, **Canadian business organizations and industry associations have identified several barriers to investment in Canada's natural resources sectors, which are affecting competitiveness.** These include an increase in the number and complexity of inter-jurisdictional legislative, regulatory, Indigenous engagement and policy changes.
- **Domestic challenges and international competition contribute to the perception that it is difficult to get major resource projects built in Canada.** Complex Indigenous consultation requirements, judicial challenges, infrastructure

constraints and uncertainty around inter-jurisdictional issues (e.g. species at risk), combined with lower global commodity prices, contributed to a net decrease of 14 percent in the number of anticipated natural resource projects in Canada from 2015 to 2018.

- **The cancellation of two advanced LNG projects in BC in 2017, worth a combined \$60 billion in lost investment, led to coordinated federal-provincial action to secure future investments.** For LNG Canada, dedicated efforts to close the competitiveness gap included duty remissions on fabricated steel, infrastructure investments and changes to the accelerated capital cost allowance scope and rate.
- **Indigenous Peoples are increasingly seeking opportunities to be involved in all phases of resource development** in their traditional territories, to benefit economically from projects, and to participate in the management of risks and impacts arising from those developments.

OPPORTUNITIES LIE AHEAD

- **Advancing major projects contributes to innovative collaborations and partnerships,** as well as meaningful engagement practices, that support Canada's natural resource advantage.
 - Getting major and strategic projects built presents critical opportunities for Canada to secure positive final investment decisions. These projects help Canada's resource sectors achieve important objectives, such as increasing pipeline

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MAJOR PROJETS

capacity, leveraging regional approaches with provinces and territories, upholding strong Indigenous participation and partnerships, and helping sectors transition to the clean economy of the future.

- Major projects help Canada seize opportunities that are economically important and regionally significant. These projects often advance federal interests (e.g., strategic interties), support national interests (e.g., global partnerships), and sector transformation (e.g., small modular reactors).
- Strategic projects help Canada increase its pipeline capacity (e.g., TMX), represent significant private-sector investment (e.g., LNG Canada), help to remove bottlenecks and raise gas revenues (e.g., Nova Gas Transmission Expansion), and will contribute toward maintaining regional growth (e.g., Equinor's Bay du Nord project).
- Enabling major, strategic projects allows Canada to respond to the desire for greater participation and stronger partnerships with Indigenous Peoples, which creates greater certainty for investors, and decreases the risk of litigation post-approval and the risk to the Crown in situations where litigation proceeds.
- Delivering on strategic projects helps to ensure a desirable regulatory environment for investors by providing focused and enhanced implementation of the new Impact Assessment (IA) regime and efficient post-decision permitting processes.
- Major projects present critical opportunities to engage industry and interest holder expertise by undertaking early, targeted engagement of key leaders in a whole-of-government approach

to identify challenges that act as barriers to investment, discuss best practices and validate principles for prioritizing strategic projects.

OUR ROLE

- NRCAN will bring new federal players to the table to provide solutions for strategic projects (e.g. labour/training, infrastructure, hosting conditions) to ensure progress and enable solutions for strategic projects, including nimbly adapting programs and services to respond to project-specific needs.
- Given that Canada's top 10 major resource projects represent over \$116 billion in investment, federal activities to enable such projects are critical to help ensure economic growth and job creation.
- Realizing major and strategic resource projects is essential to positioning Canada as a leading choice for domestic and global investors.
- NRCAN's Resource Partnership Initiative will help deliver strategic resource projects, strengthen Indigenous participation and partnerships, ensure a desirable regulatory environment for investors, leverage industry and interest holder expertise, and bring key federal partners to the table to provide solutions that will secure investment for jobs and growth.

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MAJOR PROJECTS

TOP 5 MAJOR PROJECTS PRIORITIES - RESOURCE PARTNERSHIP INITIATIVE (RPI)

1

SECURE FINAL INVESTMENT DECISIONS

2

DELIVER STRATEGIC PROJECTS

3

STRENGTHEN INDIGENOUS PARTICIPATION AND PARTNERSHIPS

4

ENSURE DESIRABLE REGULATORY ENVIRONMENT FOR INVESTORS

5

ENGAGE INDUSTRY AND INTEREST HOLDER EXPERTISE

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Energy

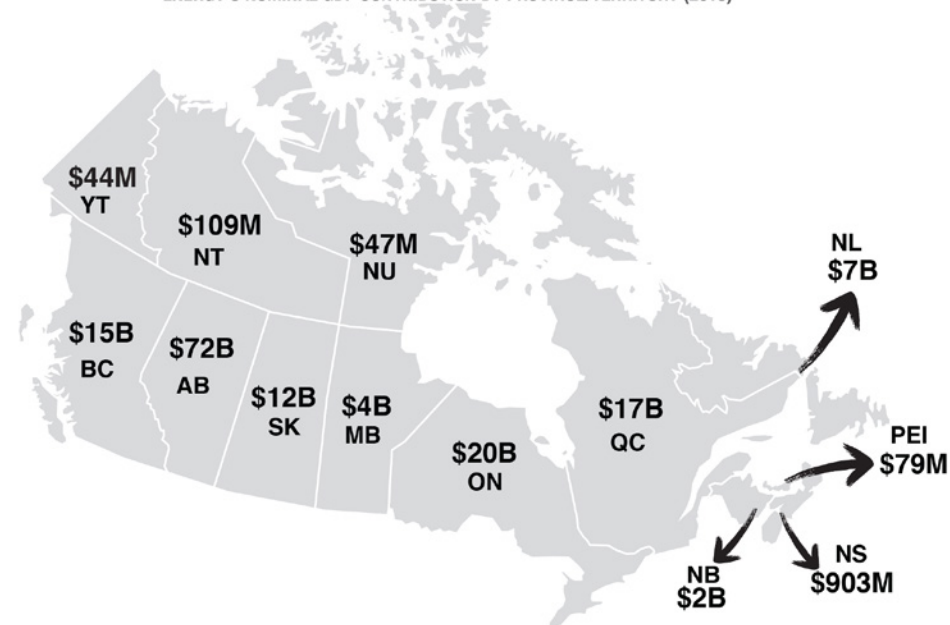
Canada's vast and diverse energy assets provide one of the most secure and affordable energy systems in the world. The energy sector employs more than 780,000 people across Canada, contributes 11 percent to the economy, and accounts for 23 percent of all exports. Energy generates more than \$16B in government revenues and is responsible for 30 percent of capital expenditures. Energy production and use also result in 81 percent of Canada's GHG emissions.

SECTOR CHARACTERISTICS AND KEY TRENDS

- **Canada has significant renewable energy potential due to its vast landmass and geography:**
 - Canada's electricity sector compares favourably with other countries. Among the Organisation for Economic Cooperation and Development (OECD) nations, we have the second-lowest residential power rates, and the seventh-lowest industrial rates. Our electricity supply is already 82 percent

Energy Production is Important to the Federation

ENERGY'S NOMINAL GDP CONTRIBUTION BY PROVINCE/TERRITORY (2018)



North American Integration

95% OF ENERGY EXPORTS TO THE US
100+ INTERCONNECTIONS
34 MAJOR ELECTRICITY TRANSMISSION LINES
70+ CAN-US PIPELINE CONNECTIONS

Canada's Global Rank

2nd in hydro generation	6th in nuclear power, tier 1 nation
2nd in uranium	7th in renewable energy production
4th in oil and gas production	8th in liquid biofuels
4th in Cleantech innovation	9th in wind power capacity

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non-emitting, and the sector's emissions fell 43 percent between 2001 and 2016.

- Canada is also the world's second-largest hydropower producer, with hydroelectric assets accounting for 60 percent of our electricity generation.
 - Solar PV capacity increased by nearly 240 percent between 2013 and 2017 to reach over 2,900 MW. By 2020, solar power is expected to produce one percent of the country's total electricity generation.
 - Installed wind power capacity in Canada has grown by almost 600 percent over the past decade. We rank ninth in the world for total onshore installed capacity, and there are lots of opportunities to expand our supply of wind power.
 - Canada's forest and agricultural sectors provide a huge biomass resource base. Canada has over 70 bioenergy power plants representing over 2,400 MW of installed capacity from wood refuse, organic municipal solid waste, and other sources.
- **Canada is a major exporter of natural gas, ranking fourth globally in exports and fifth in production.** Marketable resources of gas can sustain current production levels for up to 300 years. The country's natural gas resource base has grown dramatically and global industry leaders are now looking to export Canada's liquefied natural gas (LNG) to overseas markets.
 - **Canada has the third-largest oil reserves in the world, totaling an estimated 167.7 billion barrels, of which 163.4 billion barrels are found in Alberta's oil sands and**

an additional 4.3 billion barrels in conventional, offshore, and tight-oil formations. The oil sands are home to three major deposits and numerous projects. Oil sands operations are connected to a network of over 3,400 suppliers across the country. Unlike oil resources located on land within the provinces, the federal government is responsible for most of Canada's offshore resources. The federal government has entered into agreements with Newfoundland and Labrador and Nova Scotia to jointly manage the offshore resources of those provinces. Offshore oil is of particular importance to Newfoundland and Labrador, with the industry accounting for 25 percent of provincial GDP.

- **As a top nuclear country, Canada boasts a full-spectrum nuclear supply chain.** Canada's own nuclear generating technology, CANDU, has been in operation since the 1960s. There are 31 CANDU reactors around the world: 19 in Canada and 12 across South America, Europe, and Asia. This includes Ontario's Bruce Power Station, which is the largest nuclear generating station in the world. Meanwhile, Saskatchewan is home to the world's largest high-grade uranium deposits. Canada is the world's second-largest producer of uranium and exports over 85 percent of production. There are several undeveloped world-class uranium deposits under evaluation and strong geological potential for additional discoveries. As well, small modular reactors are a promising, new technology that could be a source of non-emitting power to help Canada meet its climate commitments while also creating jobs and driving economic growth.

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- **Significant energy efficiency improvements are underway.**

Energy efficiency improved 31 percent between 1990 and 2016, saving Canadians billions of dollars. The International Energy Agency states that managing increasing demand for energy through targeted measures can reduce Canada's energy demand by more than a third.

- **Canadian innovation in clean energy technology is delivering results across multiple sectors.**

For example, since 2012, new technology development has led to significant reductions in oil sands emissions – highlighting viable pathways to bring them below global averages. Canada is at the forefront of the smart grid industry, with an expanding group of globally recognized companies. Canadian innovators are working on solutions to make homes, buildings, transportation and industry more efficient, including advanced EV-charging technologies and net-zero buildings. Canada is a global leader in Carbon Capture, Utilization and Storage technologies, with four of the world's 22 large-scale projects in operation or under construction. In 2017, Canadian clean technology exports totaled \$9 billion, an increase of 11.1 percent compared to 2016. Canada is currently ranked first in the G20, and fourth globally, in terms of its clean tech start-up potential over the next decade.

- **Integrated North American energy market:** Energy trade between the U.S. and Canada is valued at more than \$100 billion. Canada meets 24 percent of the U.S. demand for uranium; 21 percent of its demand for oil; nine percent for natural gas; and two percent for electricity. About 34 major electricity transmission lines and 75 pipelines cross the Canada-U.S. border, and the North American bulk-electricity system connects U.S., Canada

and Mexico, ensuring reliable supply across the continent. This level of energy integration has served both federal and provincial/territorial governments well – delivering affordable energy, producing impressive levels of trade, lowering costs, spurring private investment and driving innovation. The federal government is working with provinces and territories to advance North America energy integration and cooperation.

- **Global Relationships:** In addition to North America, Canada continues to strengthen energy relations with international partners on a bilateral and multilateral basis. Through sustained government and commercial engagement with key markets, including Japan, India, China, the UAE, and the EU, Canada seeks to facilitate increased trade and investment for energy products, services, and technologies. Canada also works through several multilateral fora, including the G7, G20, International Energy Agency, Clean Energy Ministerial / Mission Innovation, and the UN to shape global energy policy direction.

OPPORTUNITIES LIE AHEAD

- The key issues for the government are to significantly reduce GHG emissions, enable domestic industries to improve productivity, and be a global supplier of choice for clean energy products, services and technologies. To address these priorities, focus could be placed on five areas of work:
 1. **Clean power:** The electricity sector plays a central role in Canada, as a critical service for Canadians and a competitive

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input for industry. This sector is modernizing its grids and maintaining its supply. With required investments estimated at \$350B by 2030 – and \$1.7T by 2050 – there exists a unique opportunity to shape and orient these investments to support Canada's priorities. The policy and regulatory decisions made today will significantly impact the growth of clean supply, electrification of key sectors of the economy, improvements to system integration – modernizing and increasing the resilience of an aging grid, and off-diesel opportunities. With the electrification of certain sectors (such as transport, oil and gas, and mining), there is the potential to build on Canada's traditional strengths in mining, materials, IT and telecommunications and as a major manufacturer of automobiles and parts. Small modular reactors also represent a key opportunity to meet rising demand for cleaner power. Canada has established a roadmap to take advantage of this rapidly emerging technology, which is worth as much as \$150 billion globally. The effectiveness of policies is enhanced through P/T collaboration, in particular to ensure affordability and reliability for consumers.

2. **Smarter energy use:** Canada's energy productivity is low among OECD competitors, costing consumers, businesses and industry more money, and resulting in unnecessary GHG emissions. At the same time, the carbon intensity of global energy sources is increasing. Significant uptake of energy efficiency across the Canadian economy can reduce emissions in key sectors and contribute to economic development and jobs. Energy demand represents up to 45 percent of production costs

for Canadian industrial facilities. Businesses can significantly reduce energy consumption through the implementation of efficiency measures. While progress has been made over the last 10 years, rapid scale-up is needed in key sectors.

3. **Oil and gas:** In the next 20 to 25 years, natural gas and oil will remain a major part of the global energy supply. Canada's role in meeting global demand is a subject of polarizing debate among Canadians. Oil and gas are central to Canada's economy and faces challenges accessing markets and attracting investment. Canada's opportunity is in long-term planning, so that the energy sector drives a competitive and prosperous economy as the cleanest producer in the world. Canada can also continue to advance a robust oil and gas safety and security regime that is supported through ongoing research and investments.
4. **Clean energy innovation:** The speed and scale of transformation in the global energy landscape is staggering. Continued government leadership on energy innovation will help strengthen and mobilize Canada's energy innovation ecosystems to develop new clean energy technologies and solutions that will accelerate the shift towards cleaner oil and gas, clean power and smarter energy use. As countries set ambitious new targets and make significant investments in the low-carbon economy, now is a critical time for Canada to build on its strengths and seize opportunities in global value chains (e.g., batteries, critical minerals, clean fuels, and small modular reactors). Increasing use of digital technologies and approaches (e.g., artificial intelligence,

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big data, 5G, and the Internet of Things), along with the rapidly growing economy of intangible assets (e.g., data, software, and intellectual property), also present significant opportunities in Canada's energy sector to drive innovation and productivity in the short and long term.

5. **Energy markets:** World energy demand is projected to grow 24% by 2040, largely driven by Asia. With vast energy assets, geographic proximity, and free trade access to over 2/3rds of the global economy, Canada is well positioned to help meet this demand. The transition to a low-carbon economy is a global race. World-leading economies such as China, Japan, the UK, and France, are investing billions of dollars to develop new technologies, services and knowledge that will supply the world with cleaner and more efficient energy. This represents a major opportunity for Canada to capture economic benefits, as the global market for low-carbon solutions is expected to reach \$26 trillion by 2030. Accessing new markets for both existing Canadian goods, as well as emerging clean technologies and products, is critical to leveraging these global opportunities. The global energy sector, including Canada's, is increasingly facing threats of cyber attacks. In Canada and across North America, energy systems are more connected and digitized, requiring the need to protect and enhance safety systems for energy infrastructure in the pipeline, nuclear, offshore, and electricity sectors.

OUR ROLE

- **Working with provincial and territorial governments, stakeholders, Indigenous Peoples and international partners, NRCan has a range of levers** to support you in maximizing opportunities and driving Canada's new resource economy.

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TOP 5 ENERGY PRIORITIES - CANADA: A GLOBAL LEADER IN ENERGY TRANSITION

1

GROW CLEAN POWER

2

SMARTER ENERGY USE

3

TRANSFORM CANADA'S PETROLEUM SECTOR

4

ACCELERATE CLEAN ENERGY MISSIONS

5

DIVERSIFY AND GROW MARKETS

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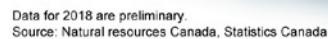
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The mineral sector is an important generator of wealth and employment for Canadians, accounting for 626,000 direct and indirect jobs across the country and 19 percent of total domestic merchandise exports. Canada is a highly-regarded mining nation with valuable critical minerals and metals, excellence in earth-sciences and innovation, and a reputation for the sustainability needed for a low-carbon, climate smart future.

Supplying the world with commodities, products, services and innovations for a low carbon, climate smart future that values people and the environment through safe, secure and sustainable value chains.

- Societal expectations and investor preferences are transcending the bottom line towards environmental performance and ethical practices for all industrial activities, including natural resources. Given these global trends, a renewed natural resources sector can position Canada's minerals and metals sector as an innovative and sustainable leader in global value chains –



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from mineral discoveries and extraction to the designing and manufacturing of clean and renewable energy technologies to accelerate the transition of Canada's energy system and compete in the new global economy. Canada has an opportunity to lead the way and ensure stable supplies, international security and long-term prosperity.

SECTOR CHARACTERISTICS AND KEY TRENDS

- **The minerals and metals sector contributes significantly to Canada's economy and stands to benefit from the increasing demand for clean and renewable energy technologies.**
 - In 2018, the minerals and metals sector contributed \$72 billion to Canada's gross domestic product (GDP), and accounted for 19 percent of Canada's total exports, directly employing 409,000 workers (and approximately 217,000 indirect) including over 16,500 Indigenous people.
 - By the middle of the next decade, the increasing adoption of renewable energy (e.g., solar, wind) and electric vehicles is expected to have a significant impact on the demand for minerals and metals produced in Canada.
- **Canada's minerals and metals producers face a number of challenges resulting from increased global competition.**
 - **A need to discover new mineral deposits** – Canadian reserves of certain metals are trending downwards and the country has experienced a decline in the production volumes of key commodities. Over time, mineral discovery costs

have escalated while discovery rates have decreased. New discoveries are often found at increasing depth in complex terrain, and high-quality discoveries are challenging to detect with current models.

- **A need to improve innovation and sustainable practices in extraction and processing** – At present, Canada's mining innovation ecosystem is uncoordinated and uncollaborative, resulting in competing priorities, duplicative R&D efforts, and the isolation of innovation clusters, all of which limit the industry's ability to lower costs, adopt new technologies or improve environmental performance.
- **Leading mining nations are implementing sophisticated brand strategies to position their industries for success in an increasingly competitive global market for capital.** Australia and Finland, for example, have developed an integrated brand that spans trade, investment, responsible business conduct, and their innovative supply and service sector. These nations clearly link their strengths to trade and investment promotion objectives, integrate key messages into targeted and effective communications tools, dispel myths and misconceptions hampering decision-makers, and manage their brand strategy.

OPPORTUNITIES LIE AHEAD

- To address existing challenges and seize new opportunities, federal, provincial and territorial governments are working collaboratively to develop concrete actions under the **Canadian Minerals and Metals Plan (CMMP) to secure Canada's**

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competitive position as the leading mining nation. The CMMP considers six areas for action (Strategic Directions) that are foundational to a successful and modern minerals and metals industry and contribute to a renewed resources sector for the 21st Century: Economic Development and Competitiveness; Advancing the Participation of Indigenous Peoples; the Environment; Science, Technology and Innovation; Communities; and Global Leadership.

- **Next Generation Geoscience** can reveal additional information about known mineral deposits and support the discovery and development of tomorrow's mines. It can attract the private-sector investments required to tap the vast mineral potential of Canada's North—which holds gold, diamonds, base metals, iron ore, cobalt, rare earth metals, and more—but which is difficult to access and expensive to explore. It can also enable decision-makers to make informed decisions for impact assessments, land-use planning, to adapt to a changing climate, and to mitigate natural disasters, particularly in Canada's North.
- By leveraging its leadership role as a convenor, funding partner and R&D organization, the Government of Canada can foster a **world-class mining innovation ecosystem** that is equipped to tackle the mining industry's most pressing challenges while creating technology export opportunities. Canada can become the preeminent destination to undertake mining-related R&D.
- **Canada can build resilient value chains – from exploration to end product or service – that connect Canadian minerals and metals to downstream producers globally.** Many countries, including the U.S., the European Union, Japan and Korea, have deemed certain minerals and metals “critical” due to their exposure to geopolitical risk, scarcity of supply, as well as the inadequate investment in their future production.
- The extraction of critical minerals can position Canada as a key market for our allies and partners. At the same time, connecting the extraction of “critical” and strategic minerals, including battery metals, to the development of a strong, domestic clean and renewable technology industry would accelerate the transition of Canada's energy system and ensure greater market share for Canada along new global value chains for a cleaner future. For example:
 - Battery manufacturers around the world are seeking reliable sources of cobalt in politically stable jurisdictions such as Canada. Our traditional metals are expected to benefit as well, since copper is critical for electric motors and charging infrastructure. Electric-vehicle batteries require high-grade nickel, of which we are a leading source.
 - Automakers are looking toward vertical integration to control their value chains from end-to-end due to concern over concentrated production of critical battery minerals in Asia, particularly China. Governments are taking action to secure value chains of critical battery minerals and are investing billions in battery manufacturing (EU - €5 billion; US – more than \$300 million; Australia – more than AU\$135M) to attract foreign direct investments and realize emerging export opportunities.
 - Our allies are concerned about reliance on non-market economies for the minerals and metals required for their

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manufacturing and defense industrial bases. Canada is a world-leading producer of critical minerals, including sought-after metals like lithium, cobalt, graphite and nickel, and has the potential to become an important source of other critical minerals, including the rare earth elements, for which China controls more than 80% of global production. Canada and the U.S. are developing a joint action plan on critical minerals cooperation to support secure and reliable supply chains, and Canada and the E.U. have a strong relationship on the raw materials required to fuel Europe's high tech and defense industrial bases.

- Ensuring a long-term supply of critical minerals will also require exploration and development in new frontier mining consisting of remote regions and emerging economic activities, such as deep and ultra-deep mining, and Arctic, offshore and space resources.
- Canada's high-grade uranium deposits and full-spectrum nuclear energy industry are well positioned to capture a share of the emerging global market for small modular reactors. Canada could play a role in new nuclear fuel supply chains for small modular reactors and leverage Canada's global mining footprint to pursue international export opportunities for small modular reactors at Canadian mining operations abroad.

OUR ROLE

- In collaboration with federal, provincial and territorial counterparts, NRCan is leading the delivery of the first Action Plan under the CMMP, including establishing Federal-Provincial-Territorial Task Teams under each of the Strategic Directions to develop the pan-Canadian initiatives. These include a pan-Canadian geoscience

strategy; workshops aimed at increasing Indigenous and local procurement; an improved reclamation and remediation initiative; programming to support an effective innovation ecosystem; a mineral literacy campaign; and, the establishment of a Canada Brand for mining.

- NRCan is the federal lead for geoscience and works with stakeholders to advance Canada's geoscience knowledge and data. This includes making it more accessible, user-friendly and compatible with modern technology (e.g., big data analytics, AI). Further investments in geoscience can also help unlock economic opportunities for northerners and Indigenous peoples.
- NRCan could undertake targeted initiatives to maximize the effectiveness of existing innovation clusters throughout Canada. These initiatives will also generate domestic and international export opportunities for Canada's technology developers, and establish Canada as a leader in mining innovation.
- NRCan is leading the development and implementation of a Joint Action Plan on Critical Minerals with the U.S. and a Battery Metals Strategy – under the CMMP – to assert Canada's leadership on developing integrated value chains for the new global economy.
- Unlocking the benefits of Canada's mining reputation requires a brand that can be communicated with one voice. NRCan will take a lead role in fostering a natural resource brand that includes managing Canada's mining brand with government, industry associations, civil society, Indigenous Peoples, and industry.

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TOP 5 MINING PRIORITIES - MINING THE FUTURE

1

INTEGRATED VALUE CHAINS FOR RESOURCES OF THE FUTURE

2

CANADIAN MINERALS AND METALS PLAN (CMMP) ACTION PLAN

3

CANADA BRAND FOR MINING

4

NEXT GENERATION GEOSCIENCE

5

CANADA'S MINING INNOVATION ECOSYSTEM

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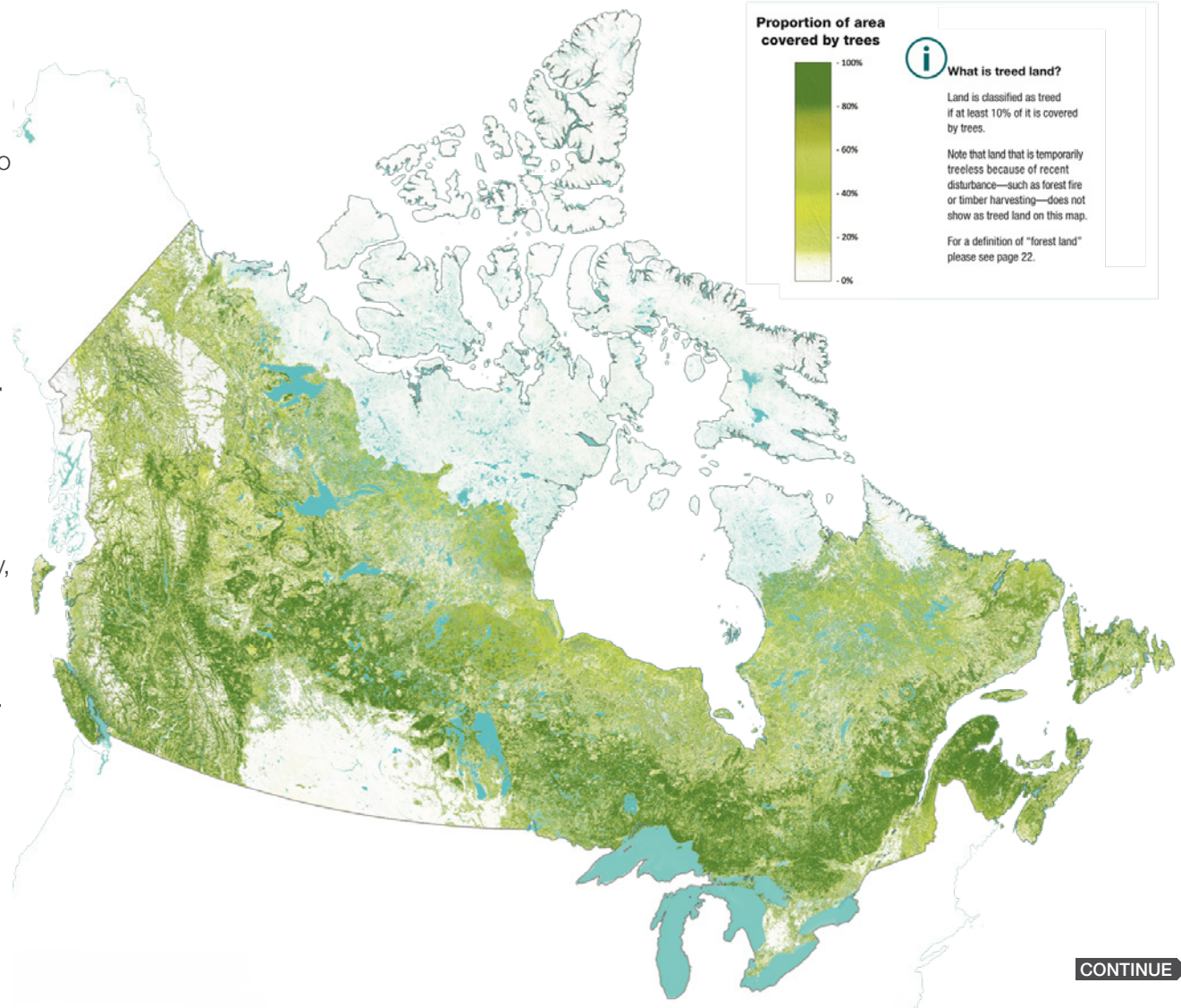
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The forest sector is a key pillar of Canada's economy, accounting for about seven percent of all exports, injecting roughly \$25.8 billion into the economy and employing 211,000 people across the country. Canada's forest products are leading the way in the burgeoning bio-economy: from biodegradable bioplastic alternatives to low-carbon footprint buildings.

A Competitive and Resilient Forest Sector

Building Strong Forest Communities with a Resilient Forest Sector

The forest sector is at a crossroad. While it is emerging as a leader in the global bioeconomy, its traditional industries – lumber, pulp, and paper – are facing widespread closures and curtailments under the compounding impact of severe economic and ecological challenges. Forest sector workers, communities, and industries will need to be equipped to seize the growth opportunities from the global bioeconomy.



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SECTOR CHARACTERISTICS AND KEY TRENDS

- **With nine percent of the world's forests and almost nine percent of the forest product trade, Canada is a global leader.** The past two decades have seen the sector leverage its strengths and transition from a near-complete focus on commodities to best-in-class facilities that further produce higher value-added bioproducts and supply clean energy. The forest sector has also become a service provider: as an alternative to diesel energy systems in remote and rural communities, or as an alternative building material for tall buildings.
- **Today, the forest sector is one of Canada's great rural economic engines.** The forest industry is an export dynamo and accounts for over seven percent of total Canadian exports, with a GDP of \$25.8 billion and about 300 dependent communities across the country. It is also one of Canada's largest employers of Indigenous people (at more than 11,000 people).
- **Its 211,000 mainly rural jobs are highly trade dependent.** Today about 20 percent of our exports are commodities subject to trade disputes, primarily with our largest trading partner, the United States. The long-term decline of the paper industry is a further threat to a market that is cyclical at best. In particular, newsprint peaked in the early 2000s and has been declining at 10 percent annually due to the rise of digital media.
- **Concurrently, climate change impacts, including increased forest disturbances such as pests and wildland fires, threaten public safety, forest health, industrial infrastructure and future wood fibre supply.** For instance, an average of 2.4 million hectares of forest burn each year, which is more than double 1970s levels.
- **Over the last year, the sector's profitability declined under the cumulative impact of low prices, softwood lumber duties, and high timber costs due to poor fibre availability.** Low forest product prices are compounding a number of structural issues that have been growing:
 - Declining fibre supply is driving up fibre costs and limiting forest product manufacturing. The availability of timber has declined eight percent since 2000;
 - The management of species at risk is further challenging traditional models of forestry;
 - Lack of skilled labour is hampering existing and new operations;
 - The growing trend towards protectionism, particularly from the U.S., is hurting the sector;
 - Poor rail service continues to be a bottleneck;
 - Consumer demand is changing, leading to a new forest sector structure (e.g. plummeting demand for printing and writing paper and growing demand for packaging and textile); and
 - A negative public perception of the forest sector's sustainability has affected market access and social license to operate.

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- **Curtailments and closures in traditional industries are taking their toll across Canada, but the situation is particularly dire in British Columbia**, where the sector's profitability declined drastically over the past year. Virtually all forest sector mills in B.C. have experienced curtailments or closures, affecting over 10,000 jobs in about 100 communities. Similar events are starting in Ontario and Quebec with close to 900 jobs affected to date – more closely tied to trade tariffs and market pressures than fibre-supply limitations.

OPPORTUNITIES LIE AHEAD

- **The forest sector has a number of growing opportunities** to reinvent itself.
 - Forests can remove carbon from the atmosphere and offer many opportunities for climate change mitigation and adaptation actions such as afforestation, forest rehabilitation, and innovative forest management such as fire-smart management.
 - The forest sector also offers cost-effective low-carbon solutions through wood construction, bioproducts and bioenergy. These markets are expected to grow with the global focus on climate change and sustainability.
 - Innovation and adoption of technologies will continue to increase the value-added for forest products while optimizing resource use as the sector struggles with declining timber supply. Canada's forest sector is well-placed to seize these new opportunities. For example, mass timber construction and compostable bioplastics are already flagships of the forest sector's potential.

- The forest sector's progress in diversifying its markets will continue in China, Japan, Korea, India and new growth markets.
- A resilient and sustainable forest sector is also central to delivering on rural economic development. It will ensure continued opportunities for rural and Indigenous forest communities while supporting their transition to clean energy by decreasing their dependence on diesel.

- **Looking ahead, strong forest sector supply chains will hinge on diversifying markets and products with an emphasis on value-added options, as well as greater certainty around the availability of forest fibre.** In order to take full advantage of bioeconomy opportunities, the forest sector has to be innovative and transition toward a blend of value-added products and traditional commodities. Accessing new markets and developing new end-uses for forest products are essential factors for investment.

OUR ROLE

- NRCan conducts world-class science, providing provinces with the knowledge and data to support sustainable forest management, and ensuring resilient forests across Canada.
- In addition, our science and programming have been effective in positioning forest industries to be more competitive, enabling companies to succeed at each stage of the value chain, from forests to markets.

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FORESTS

- With 90 percent of Canada's forests under provincial and territorial jurisdiction, federal activities have focused on developing Science & Technology knowledge and supporting Provinces and Territories efforts towards innovative and integrated landscape management.
- The renewal of NRCan's competitiveness programs in 2020, and ongoing collaboration with Provinces and Territories and industry partners, will continue to expand market opportunities, support innovation, and increase Indigenous participation in the forest sector. This will ensure the forest sector continues to remain a source of well-paying jobs and a solid backbone of vibrant rural and Indigenous communities.

TOP 5 FOREST PRIORITIES FOR A COMPETITIVE AND RESILIENT FOREST SECTOR

1 SUPPORT FOREST WORKERS, COMMUNITIES AND INDUSTRY TRANSITION

2 SEIZE NEW OPPORTUNITIES IN THE GLOBAL BIO-ECONOMY

3 SOFTWOOD LUMBER OPPORTUNITIES AND TRADE RISK

4 LEADERSHIP TO BUILD RESILIENCE TO WILDLAND FIRE

5 FORESTS: A NATURE-BASED SOLUTION TO CLIMATE CHANGE

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INDIGENOUS

Indigenous

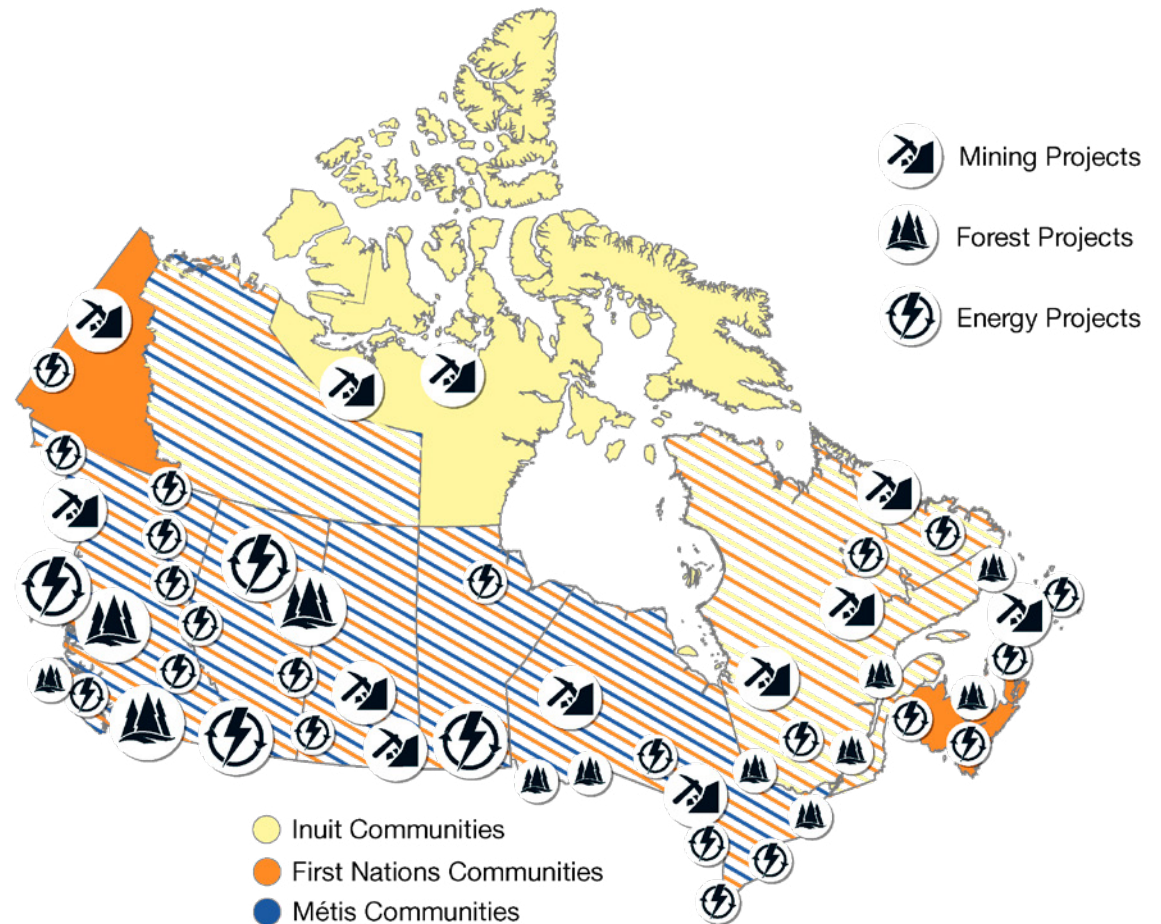
Crown-Indigenous partnerships are key to unlocking the potential across our natural resource sectors. NRCan is committed to fostering meaningful relationships with Indigenous nations, communities and groups while advancing economic reconciliation, supporting community capacity, and developing innovative partnerships to support the sustainable growth of Canada's Natural Resources Sectors.

ISSUE

- Developing and maintaining relationships with Indigenous Peoples will allow Canada's natural resource sectors to prosper.

SECTOR CHARACTERISTICS AND KEY TRENDS

- **Natural resource development and projects occur on Indigenous traditional territory.** Eighty percent of major resource projects are located within 100km of an Indigenous community. The vast majority of Indigenous People live in or near forested areas, and almost all electricity generation and oil and gas developments take place near or on lands claimed by an Indigenous group.



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- **The last 40 years have witnessed fundamental changes in the relationship between Indigenous Peoples, government, and the natural resources industry.** Until the 1970s, resource projects were built without consulting local Indigenous Peoples. In many cases, these projects irrevocably affected Indigenous Peoples' Section 35 rights – established in the *Constitution Act* of 1982 - to hunt, fish, or pursue cultural or spiritual practices, while providing little in the way of economic opportunities.
- **The 1970s saw the growth of activism from First Nations, Inuit and Métis in protecting their rights.** Protests often focused on the mega resource projects of the era, such as large hydroelectric dams or pipelines (e.g., Mackenzie Valley Pipeline and the James Bay Hydroelectric Project).
- **In British Columbia, Quebec and the territories, these factors led to the creation of Canada's modern land claims process.** This process was intended to address questions of ownership of land, resources and Aboriginal rights. In most parts of British Columbia, Quebec, and the territories First Nations and Inuit have not signed treaties with the Crown. This continues to create some industry and investor uncertainty about forestry, mining and energy projects.
- **Since 2015, Canada has responded to Indigenous Peoples' concerns associated with the modern land claims process and launched over 80 Recognition of Rights and Self-Determination tables.** There, Canada and Indigenous groups are exploring ways to reach agreements that will recognize the rights of Indigenous groups and advance their vision of self-determination in a way that benefits their communities and all Canadians.
- **Following the *Canadian Constitution Act of 1982*,** subsequent court rulings have recognized and affirmed these rights. Key decisions have established that Aboriginal rights and title continue to exist and that the Crown has a duty to consult, mitigate, and, where appropriate, accommodate Indigenous groups when it considers conduct that might adversely impact potential or established Aboriginal or treaty rights. In the case of the Trans Mountain Expansion Project (TMX), the Federal Court of Appeal found that meaningful two-way dialogue was missing from the final stage of the consultation process.
- **More recently, changes to the policy climate, together with ambitious commitments from the Government of Canada have further raised Indigenous Peoples' expectations.** Specifically:
 - the introduction of a broader scope at negotiating tables (including the Recognition of Indigenous Rights and Self Determination processes);
 - community-specific accommodation measures (such as those negotiated for TMX);
 - commitments related to consultation and engagement (for example the co-development of policy and legislation); and
 - commitments to implement the United Nations Declaration on the Rights of Indigenous Peoples.

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These have resulted in the federal government being held to a higher standard of conduct. Further evolution of federal policy and practice is required to keep pace with shifts in law and landscape, and to meet the expectations of Indigenous Peoples and all Canadians.

OPPORTUNITIES LIE AHEAD

- **It is estimated that closing the opportunity gap between Indigenous and non-Indigenous people would increase GDP by \$27.7 billion annually.**
- **The non-Indigenous demographic in Canada is aging and a shortage of workers is anticipated in a variety of natural resource sectors.** At the same time, 400,000 Indigenous youth are preparing to enter the workforce over the next decade. The education, recruitment and hiring of Indigenous youth presents an opportunity to support both the long-term sustainability of the natural resources industry and mitigate the economic risks of Canada's aging population.
- **It will be important for the Government of Canada, including Natural Resources Canada to continue building relationships with the Assembly of First Nations, Inuit Tapiriit Kanatami, and the Métis National Council in order to advance natural resource projects and grow Canada's economy.**
- **The department has already started to build Crown-Indigenous partnerships in support of Indigenous economic development, the clean energy transition, and Government of Canada natural resources objectives. Initiatives include:**

- **The Indigenous Natural Resources Partnerships Program**, which was designed to increase Indigenous economic participation in infrastructure projects linked to oil and gas activities in British Columbia and Alberta.
- **The Indigenous Off-Diesel Initiative**, which is supporting Indigenous clean energy champions with clean energy training, access to expertise, and financial resources to start implementing diesel reduction plans in their communities.
- **The Clean Energy for Rural and Remote Communities program**, which aims to reduce reliance on diesel for heat and power in rural and remote communities through renewable energy technologies, energy efficiency, and capacity building.
- **The Indigenous Forestry Initiative**, which provides funding to increase Indigenous participation in forestry-related opportunities, businesses and governance.
- Dialogue is ongoing with Indigenous organizations in readiness for future joint work.

OUR ROLE

- NRCan is part of the whole-of-government reconciliation process and continues to support the Recognition of Indigenous Rights and Self Determination Tables with First Nations, Metis and Inuit communities. NRCan provides science, knowledge, and data related to natural resources to support discussions and decisions at these tables.

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- Looking ahead, NRCan needs to strengthen relationships with Indigenous partners, continue upholding the Honour of the Crown, and combine western and Indigenous knowledge to advance shared economic prosperity and enhance Canada's natural resources advantage.

TOP 2 PRIORITIES - INUIT, METIS AND FIRST NATIONS AS FULL PARTNERS ACROSS THE NATURAL RESOURCE SECTORS

1

TRANSFORMING RELATIONSHIPS

2

ECONOMIC RECONCILIATION

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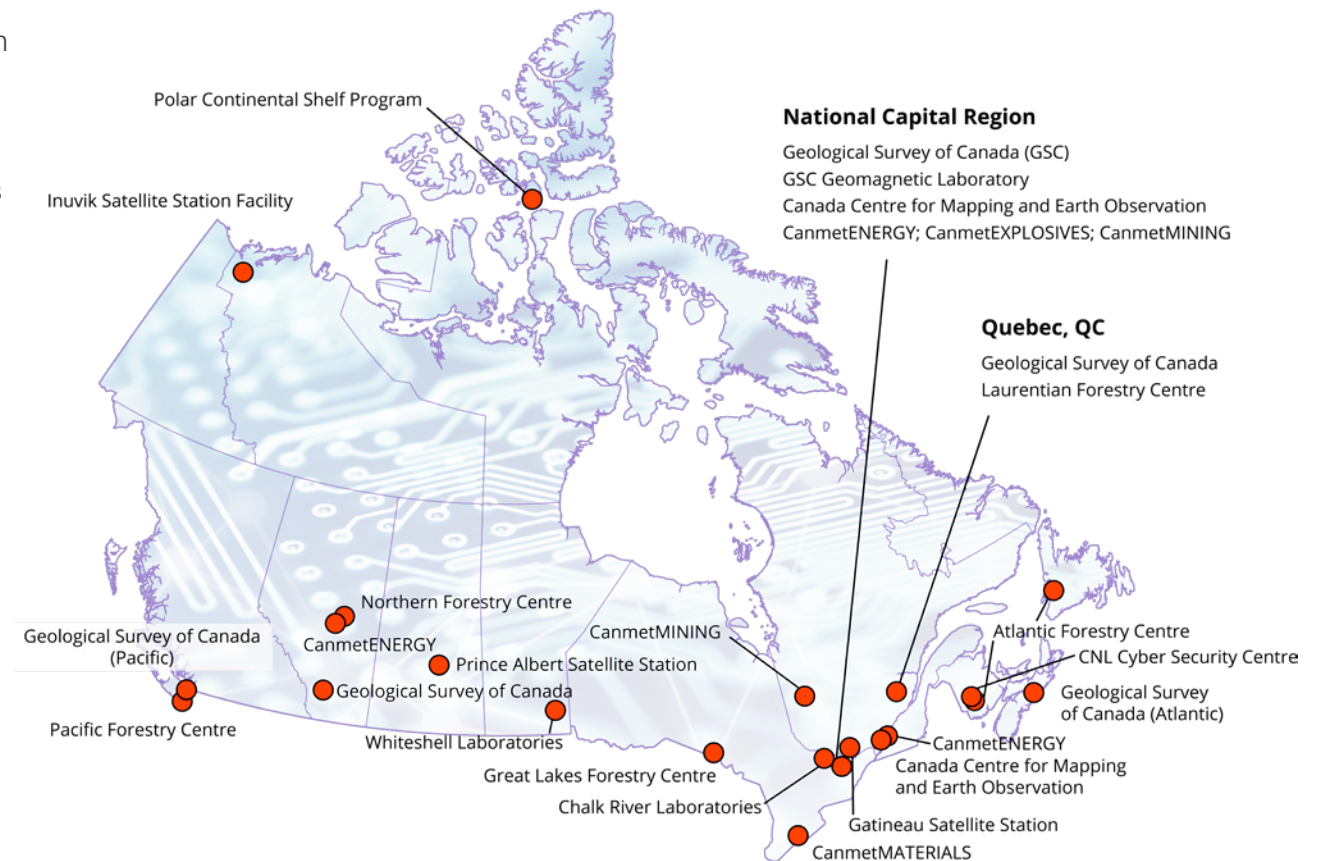
Science and Innovation

NRCan Science plays a vital and unique role in supporting innovation throughout Canada's natural resource industries. With major facilities and research centres across the country, NRCan scientists are helping to generate and transfer new knowledge, technologies and tools to drive innovation, promote sustainability and enhance productivity. This includes developing science and technology products and services to support regulations and standards that also increase the competitiveness of Canadian firms.

ISSUE

- Science and innovation are critical to finding solutions that combat climate change, drive the energy transition and advance the digital economy. Innovative public policy and evidence-based decision-making are critical to ensuring that science and technology play a key role in advancing Canada's natural resource sectors.

Science and Research Facilities in NRCan's Portfolio


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SCIENCE AND INNOVATION

SECTOR CHARACTERISTICS AND KEY TRENDS

- **Canada is endowed with a wealth of natural resources that contribute to our economy. NRCan provides scientific expertise in the energy, forestry, and mining sectors.** That expertise is diverse - from geologists, biologists, chemists, physicists and engineers to computer-system developers, specialized lab technicians, economists, geographers and sociologists.
 - **With major research centres across the country and over half of the department's budget supporting science and technology (S&T),** NRCan is committed to ensuring evidence-based decision-making and results for Canadians. Our focus is on:
 - Conducting research, providing scientific information and data, supporting regulatory processes, maintaining boundaries, and implementing targeted programs; and
 - Developing and promoting S&T capabilities through advanced digital technologies.
 - **Science and empirical evidence must play a central role in decision-making, and publicly funded science must be available to the public.** NRCan is committed to ensuring that decisions related to Canada's natural resource sectors are based on science, facts, and evidence that are communicated to the public.
- an unprecedented pace. As we make the transition to a low-carbon economy, digitalization will be a critical enabler for clean growth.
- Digital innovation will reduce costs, create well-paying jobs, accelerate productivity, and improve safety. Government has an important role to play in the adoption of these technologies by providing regulatory certainty, access to data, intellectual property rules and enforcement, scientific and public policy research as well as funding for research and development.
 - **Canada's North is a dynamic region,** with significant resource potential and unique Indigenous economies. The region faces distinct social, economic, and environmental challenges that threaten traditional ways of life. Engaging and partnering with Northern and Indigenous communities, organizations and governments requires that our approach continue to evolve in order to be as inclusive and comprehensive as possible.
 - NRCan supports employment in science and technology in collaboration with Employment and Social Development Canada through the Youth Employment and Skills Strategy. This initiative works to remove barriers for youth in remote areas in order to help them gain meaningful and sustainable employment.
 - **The federal scientific community, including NRCan, has always worked across disciplines, institutions and national borders.** NRCan is working collaboratively to ensure its investments, such as those in data, intellectual property and new expertise, improve the economic, environmental and social performance of the natural resources sectors. Moving forward, we will need to consider additional issues such as privacy, cybersecurity and the sound management of scientific data.

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SCIENCE AND INNOVATION

- **Sound decisions are based on good data.** Providing better access to science data will allow for greater use and foster a higher level of scientific literacy. NRCan and Environment and Climate Change Canada are co-leading the development of the **Open Science and Data Platform**. This initiative will bring together information on cumulative effects currently fragmented across departments and governments. The platform will make it easier to access and manage this information, contributing to the digital transformation of the department. It will also help remove barriers so that the public can better understand the science that supports environmental assessments. This, in turn, will contribute to a more informed debate on the future of resource development in Canada.

OUR ROLE

- NRCan has a mandate to provide scientific expertise and support the sustainable development and use of Canada's natural resource sectors.
- Through grants, contributions and other incentive programs, NRCan encourages external research, development, demonstration and technology adoption to advance science and innovation in the natural resources sectors.
- NRCan provides support to natural resources sectors nationally and internationally by generating first class scientific knowledge to advance technological innovation.

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SCIENCE AND INNOVATION

TOP 5 SCIENCE AND INNOVATION PRIORITIES - APPLYING SCIENCE INNOVATIVELY AND INCLUSIVELY

- 1 MODERNIZATION AND INNOVATION OF OUR NATURAL RESOURCES SECTOR THROUGH DIGITILIZATION
- 2 INCLUSIVITY, PARTNERSHIP AND RESPECT: THE WAY FORWARD FOR NATURAL RESOURCE DEVELOPMENT IN CANADA'S NORTH
- 3 BUILDING S&T CAPABILITIES IN THE NATURAL RESOURCE SECTOR
- 4 TRANSFORMING THE WAY WE DO SCIENCE
- 5 COMMUNICATING SCIENCE WITH OPENNESS, INCLUSIVITY AND TRUSTWORTHINESS

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Your First 3 Months

As the new Minister of Natural Resources, you have an opportunity to hit the ground running as quickly and ambitiously as you would choose.

This section lays out those opportunities under the headings of key events, early decisions, upcoming appointments and priority calls and outreach.

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Early Decisions

In addition to your work to identify and advance priorities for inclusion in the Speech from the Throne and Budget 2020, a number of other issues will require your input in the early weeks including potential Cabinet items for your consideration (to lead, advance or support), as well as decisions on departmental activities, regulatory initiatives, and portfolio responsibilities. The department will provide separate briefing packages to enable you to make informed decisions.

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KEY EVENTS

Key Events

You will be invited to numerous high-profile events that offer a venue for you to meet key partners and stakeholders and to outline your agenda over the next three months. The following table provides information on key events that you may wish to have added to your calendar. The department will provide separate briefing packages to enable you to make decisions regarding your attendance and to support your participation at each event.

DATE	EVENT
November 25-27, 2019 London, UK	United Kingdom Mission
December 2-13, 2019 Madrid, Spain	United Nations Climate Change Conference
December 3-5, 2019 Ottawa, ON	Assembly of First Nations Special Chiefs Assembly
December 4-5, 2019 Vancouver, BC	IAMC-TMX Committee Meeting
December 5-6, 2019 Paris, France	International Energy Agency (IEA) Ministerial
January 10-14, 2020 Abu Dhabi, UAE	UAE Trade Mission: <ul style="list-style-type: none"> • IRENA General Assembly • Abu Dhabi Sustainability Week
February 3-6, 2020 Montréal, QC	PaperWeek Canada 2020

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Key Events

DATE	EVENT
February 10-13, 2020 Vancouver, BC	GLOBE 2020
February 27, 2020 Ottawa, ON	Canadian Nuclear Association Annual Conference
March 1-4 Toronto, ON	Prospectors & Developers Association of Canada (PDAC) Annual Conference
March 9-13 Houston, TX	CERA Week

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UPCOMING APPOINTMENTS

Upcoming Appointments

ORGANIZATION	TYPE	POSITION	TIMING
Association of Canada Land Surveyors (ACLS)	Ministerial Appointment	Public Member	Incumbent's term expired on November 17, 2019
Canada-Nova Scotia Offshore Petroleum Board (C-NSOPB)	GiC approval of Board appointment	Chief Executive Officer	[redacted]
Canada Energy Regulator (CER)	GiC appointments	[redacted]	[redacted]
Permanent Engineering Board	GiC appointment	[redacted]	[redacted]
Canada-Nova Scotia Offshore Petroleum Board's Occupational Health and Safety Advisory Council (CNSOPB-OHSAC)	Joint NRCan/ESDC Ministerial Appointments	[redacted]	[redacted]
Pipeline Arbitration Secretariat (PAS)	Ministerial Appointment	[redacted]	[redacted]
Pipeline Arbitration Secretariat (PAS)	Ministerial Appointments	[redacted]	[redacted]
Environmental Studies Research Fund (ESRF)	Joint NRCan/CIRNAC Ministerial Appointment	Chairperson	Incumbent's term expires on February 16, 2020
Environmental Studies Research Fund (ESRF)	Joint NRCAN/CIRNAC Ministerial Appointments	Board Members: Federal (2)	Incumbent's terms expire on February 16, 2020
Environmental Studies Research Fund (ESRF)	Joint NRCan/CIRNAC Ministerial Appointments	Board Members: Oil and Gas Industry (3)	Incumbents' terms expire on February 16 (2 members) and February 20 (1 member), 2020

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UPCOMING APPOINTMENTS

ORGANIZATION	TYPE	POSITION	TIMING
Federation of Canadian Municipalities' Green Municipal Fund (FCM-GMF)	Ministerial Nomination to the GCM	Member	Incumbent's term expires on March 31, 2020
Geographical Names Board of Canada (GNBC)	Ministerial Appointment	Chairperson	Incumbent's term expires on May 1, 2020
Geographical Names Board of Canada (GNBC)	Ministerial Appointments	[redacted]	[redacted]
Atomic Energy of Canada Limited (AECL)	Annual GiC appointment	[redacted]	[redacted]
Canada Energy Regulator (CER)	GiC appointment(s)	[redacted]	[redacted]
Canada Energy Regulator (CER)	GiC appointment	[redacted]	[redacted]
Canada-Newfoundland and Labrador Offshore Petroleum Board (C-NLOPB)	GiC appointment	[redacted]	[redacted]
Canadian Nuclear Safety Commission	GiC appointments	[redacted]	[redacted]
Canada Energy Regulator (CER)	GiC appointment	[redacted]	[redacted]
Atomic Energy of Canada Limited (AECL)	GiC appointments	[redacted]	[redacted]
Atomic Energy of Canada Limited (AECL)	GiC appointment	[redacted]	[redacted]

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PRIORITY CALLS AND OUTREACH

Priority Calls and Outreach

Introductory meetings and calls with key partners and stakeholders, including portfolio heads, Indigenous individuals, communities, and governments are recommended to establish relationships that are fundamental for the advancement of your platform commitments and the management of your portfolio. We will provide you strategic advice and detailed contact information upon assumption of office regarding stakeholder, Indigenous, provincial, territorial and international outreach.

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PREPARING FOR BUDGET 2020

Preparing for Budget 2020

[redacted].

Your budget letter typically lays out your department's spending priorities and "asks" for the next fiscal year, and are usually submitted early in the new year. For example, following the 2015 General Election [redacted].

[redacted].

NRCan's executive team has already completed a lot of the groundwork for your budget letter. Detailed budget proposals were developed over the last months and are currently being fine-tuned for your consideration.

Informal discussions could begin at your earliest convenience to ensure your budget letter properly reflects your priorities and direction.

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Previous Mandate Commitments and Results

Minister of Natural Resources Mandate Letter – July 2018



Dear Mr. Sohi:

I am honoured that you have agreed to serve Canadians as Minister of Natural Resources.

We are now in the third year of implementing our plan to grow our economy, strengthen the middle class, and help those people working hard to join it. We are providing more direct help to those people who need it by giving less to those who do not. We are making strong public investments to spur economic growth, job creation, and broad-based prosperity. We implemented a responsible, transparent fiscal plan for challenging economic times.

Canadians will hold us accountable for delivering these commitments, and I expect all ministers to do their part – individually and collectively – to improve economic opportunity and security for Canadians.

It is my expectation that we will deliver real results and professional government to Canadians. To ensure that we have a strong focus on results, I will expect Cabinet committees and individual ministers to: track and report on the progress of our commitments; assess the effectiveness of our work; and align our resources with priorities, in order to get the results we want and Canadians deserve.

If we are to tackle the real challenges we face as a country – from a struggling middle class to the threat of climate change – Canadians need to have faith in their government's honesty and willingness to listen. I expect that our work will be informed by performance measurement, evidence, and feedback from Canadians. We will direct our resources to those initiatives that are having the greatest, positive impact on the lives of Canadians, and

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that will allow us to meet our commitments to them. I expect you to report regularly on your progress toward fulfilling our commitments and to help develop effective measures that assess the impact of the organizations for which you are answerable.

I made a personal commitment to bring new leadership and a new tone to Ottawa. We made a commitment to Canadians to pursue our goals with a renewed sense of collaboration. Improved partnerships with provincial, territorial, and municipal governments are essential to deliver the real, positive change that we promised Canadians. No relationship is more important to me and to Canada than the one with Indigenous Peoples. It is time for a renewed, nation-to-nation relationship with Indigenous Peoples, based on recognition of rights, respect, co-operation, and partnership.

We have also committed to set a higher bar for openness and transparency in government. It is time to shine more light on government to ensure it remains focused on the people it serves. Government and its information should be open by default. If we want Canadians to trust their government, we need a government that trusts Canadians. It is important that we acknowledge mistakes when we make them. Canadians do not expect us to be perfect – they expect us to be honest, open, and sincere in our efforts to serve the public interest.

Our platform guides our government. I expect us to deliver on all of our commitments. It is our collective responsibility to ensure that we fulfill our promises, while living within our fiscal plan. Other issues will arise or will be brought to our attention by Canadians, stakeholders, and the public service. It is my expectation that you will engage constructively and thoughtfully and add priorities to your agenda when appropriate.

As Minister, you will be held accountable for our commitment to bring a different style of leadership to government. This will include: close collaboration with your colleagues; meaningful engagement with Opposition Members of Parliament, Parliamentary Committees and the public service; constructive dialogue with Canadians, civil society, and stakeholders, including business, organized labour, the broader public sector, and the not-for-profit and charitable sectors; and identifying ways to find solutions and avoid escalating conflicts unnecessarily. As well, members of the Parliamentary Press Gallery, indeed all journalists in Canada and abroad, are professionals who, by asking necessary questions, contribute in an important way to the democratic process. Your professionalism and engagement with them is essential.

Canadians expect us, in our work, to reflect the values we all embrace: inclusion, honesty, hard work, fiscal prudence, and generosity of spirit. We will be a government that governs for all Canadians, and I expect you, in your work, to bring Canadians together.

You are expected to do your part to fulfill our government's commitment to transparent, merit-based appointments, to help ensure gender parity and that Indigenous Canadians and minority groups are better reflected in positions of leadership.

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As Minister of Natural Resources, your overarching goal will be to ensure that our resource sector remains a source of good middle class jobs, prosperity, and opportunity within the context of a world that increasingly values sustainable practices and low-carbon processes. This requires continued investment and support for innovation in our natural resource sectors. It is a core responsibility of the federal government to help get our natural resources to market, but that is only possible if we achieve the required public trust by addressing environmental, Indigenous Peoples', and local concerns.

In particular, I will expect you to work with your colleagues and through established legislative, regulatory, and Cabinet processes to deliver on your top priorities:

- Identify opportunities to support workers and businesses in the natural resource sectors that are seeking to export their goods to global markets. This includes working with the Minister of Finance on the twinning of the existing Trans Mountain Pipeline.
- Build on the work of Generation Energy which brought Canadians together to envision what a low-carbon energy future looks like. Work with provinces and territories to accelerate clean growth strategies and enhance the energy sector's competitiveness.
- Support the Minister of Transport on next steps to put more low-emission vehicles, including electric vehicles, on the roads in Canada.
- Work with the Minister of Innovation, Science and Economic Development to invest in clean technology producers, so that they can tackle Canada's most pressing environmental challenges and create more opportunities for Canadian workers. This should include new approaches for sustainable forest management given more frequent wildfires.
- Work with the Minister of Innovation, Science and Economic Development and other responsible ministers to support continued innovation, job creation, and the use of clean technologies in our natural resource sectors, including the forestry, fisheries, mining, energy, and agricultural sectors.
- Work with the Minister of Finance to explore opportunities to enhance existing tax measures to generate more clean technology investments, and engage with provinces and territories to make Canada the world's most competitive tax jurisdiction for investments in the research, development, and manufacturing of clean technology.
- Work with the Minister of Foreign Affairs to defend Canadian workers potentially affected by trade disputes, including in the forestry, energy and mining sectors.

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- Work with the Ministers of Environment and Climate Change, Fisheries, Oceans and the Canadian Coast Guard, Transport, and Intergovernmental and Northern Affairs and Internal Trade to advance better rules for the review of major projects. As proposed in Bill C-69, these better rules will protect our environment, rebuild public trust, and create new jobs and economic opportunities, while providing companies with more clarity about what is required of them, and with review timelines that are more predictable.
- Advance efforts to replace the National Energy Board (NEB) with the proposed Canadian Energy Regulator (CER), a modern energy regulator to help oversee a strong, safe and sustainable Canadian energy sector as we transition to a low-carbon economy. This includes ensuring the new CER is built on modern effective governance, more inclusive engagement, greater Indigenous participation, stronger safety and environmental protection, and more timely project decisions that enhance certainty for industry.
- Ensure continued collaboration with the United States and Mexico in areas of mutual benefit, including cooperation on energy security and the resiliency of cross-border infrastructure.

These priorities draw heavily from our election platform commitments.

I expect you to work closely with your Deputy Minister and his or her senior officials to ensure that the ongoing work of your department is undertaken in a professional manner and that decisions are made in the public interest. Your Deputy Minister will brief you on issues your department may be facing that may require decisions to be made quickly. It is my expectation that you will apply our values and principles to these decisions, so that issues facing your department are dealt with in a timely and responsible manner, and in a way that is consistent with the overall direction of our government.

Our ability, as a government, to successfully implement our platform depends on our ability to thoughtfully consider the professional, non-partisan advice of public servants. Each and every time a government employee comes to work, they do so in service to Canada, with a goal of improving our country and the lives of all Canadians. I expect you to establish a collaborative working relationship with your Deputy Minister, whose role, and the role of public servants under his or her direction, is to support you in the performance of your responsibilities.

We have committed to an open, honest government that is accountable to Canadians, lives up to the highest ethical standards, and applies the utmost care and prudence in the handling of public funds. I expect you to embody these values in your work and observe the highest ethical standards in everything you do. When dealing with our Cabinet colleagues, Parliament, stakeholders, or the public, it is important that your behaviour and decisions meet Canadians' well-founded expectations of our government. I want Canadians to look on their own government with pride and trust.

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As Minister, you must ensure that you are aware of and fully compliant with the Conflict of Interest Act and Treasury Board policies and guidelines. You will be provided with a copy of Open and Accountable Government to assist you as you undertake your responsibilities. I ask that you carefully read it and ensure that your staff does so as well. I draw your attention in particular to the Ethical Guidelines set out in Annex A of that document, which apply to you and your staff. As noted in the Guidelines, you must uphold the highest standards of honesty and impartiality, and both the performance of your official duties and the arrangement of your private affairs should bear the closest public scrutiny. This is an obligation that is not fully discharged by simply acting within the law. Please also review the areas of Open and Accountable Government that we have expanded or strengthened, including the guidance on non-partisan use of departmental communications resources and the new code of conduct for exempt staff.

I know I can count on you to fulfill the important responsibilities entrusted in you. In turn, please know that you can count on me to support you every day in your role as Minister.

I am deeply grateful to have this opportunity to serve with you as we build an even greater country. Together, we will work tirelessly to honour the trust Canadians have given us.

Yours sincerely,



Rt. Hon. Justin Trudeau, P.C., M.P.
Prime Minister of Canada

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Key Government Priorities and Results – Environment and Climate Change

1. **Legislation to Modernize the National Energy Board.** In June 2019 Parliament passed legislation to create a modern energy regulator that has the independence and the accountability essential to overseeing a strong, safe and sustainable Canadian energy sector in the 21st century.
2. **Put more low-emission vehicles, including electric vehicles, on the roads.** New charging and refuelling infrastructure continues to support more low-emission vehicles on the roads in Canada, while the federal government is also adopting low-carbon mobility solutions to modernize its fleet. The government is aiming for zero-emission vehicles (ZEV) to constitute 10 per cent of new light-duty vehicles sold in Canada by 2025, 30 per cent by 2030, and 100 per cent by 2040.
3. **Build on the work of Generation Energy and work with the PTs to accelerate clean growth strategies.** Through Generation Energy, the government heard that Canadians wanted a vision for a prosperous and inclusive low-carbon energy future built on affordable, clean, secure, and resilient energy production, distribution, and consumption systems. Building on the Generation Energy Council report, the government continued to engage provinces and territories to accelerate clean growth strategies and enhance the energy sector's competitiveness and announced "Canada's Energy Future" at the Clean Energy Ministerial/Mission Innovation conference, May 2019.
4. **Make strategic investments in the clean technology sector.** The government has made strategic investments in the clean technology sector helping to spur growth, create more employment opportunities and increase the number of high-growth companies in Canada. This includes supporting clean technology companies through the \$155 million Clean Growth Program, the \$75 million Impact Canada Clean Tech Challenges, and the \$25 million Agricultural Clean Technology Program.
5. **Implement and further develop the Ocean Protection Plan (OPP).** The government has undertaken a wide range of activities to implement and further develop the Oceans Protections Plan (OPP) that will include a world-leading marine safety system for Canada's three coasts that protects marine environments. The government has announced over \$800 million for marine safety, including \$130 million in science funding for partnerships, improved knowledge, and development of new technologies to help mitigate and prevent marine incidents such as oil spills. Partnerships with Indigenous groups is a pillar of the Oceans Protection Plan, and to date, 430 engagement sessions/workshops have been held with Indigenous groups across Canada.

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6. **Review Canada's environmental assessment process.** Following an extensive review of Canada's environmental assessment processes, the government passed legislation in June 2019 to build a new impact assessment and regulatory system for Canada. This new system (which includes the Impact Assessment Act) is fair, based on science, respects the rights and knowledge of Indigenous Peoples, provides certainty to businesses, and will protect the environment and human health for generations to come.
7. **Develop a North American clean energy and environment agreement.** The clean energy and environment agreement between Canada, U.S., and Mexico led to continued collaboration on energy security, clean energy innovation and the environment, including clean air and water. The North American Leaders' Summit in June 2016 released an Action Plan for a North American Climate, Clean Energy, and Environment Partnership. The February 13, 2017 Joint Statement further confirmed the importance of close collaboration. On September 13, 2018, the Minister of Environment and Climate Change and her Mexican and United States Climate Alliance counterparts announced a North American Climate Leadership Dialogue joint statement committing to continued environment and climate change cooperation.
8. **Enhance Canada's tax measures to generate and attract more clean technology investments.** Since 2016, the government has implemented a number of tax relief measures to increase investment in the clean energy sector. Budget 2016 changed Canadian tax rules to make certain electric vehicle charging stations and electrical energy storage equipment eligible for accelerated capital cost allowance treatment. Budget 2017 expanded this tax treatment to geothermal projects and expenses. Budget 2018 extended the accelerated capital cost allowance for five years to property acquired before 2025. In the 2018 Fall Economic Statement, the government made clean energy equipment eligible for immediate expensing.
9. **Develop a Canadian energy strategy with PTs.** Federal, provincial and territorial energy ministers took joint actions under the provincial/territorial-led Canadian Energy Strategy. These initiatives complemented the Pan-Canadian Framework on Clean Growth and Climate Change, helping Canada meet its emissions reduction target and grow the economy. In June 2018, the Generation Energy Council Report was released, outlining a vision, pathways and advice on a prosperous and low-carbon future. The government will build on the work of Generation Energy, to engage provinces and territories in accelerating clean growth strategies, and enhancing the energy sector's competitiveness.

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Key Government Priorities and Results – Exports and Investments

1. **Defend Canadian workers potentially affected by trade disputes.** In working proactively to mitigate potential disputes and by supporting sectors impacted by trade actions of other countries, the government ensured that Canadian industries remained globally competitive and could prosper in a healthy, integrated economy and within fair, consistent rule-based trade practices.
2. **Continue collaboration with US and Mexico in areas of mutual benefit, including energy security and cross-border security.** Greater integration of the Canadian, Mexican and American energy markets, reduced risk of energy supply interruptions and strengthened relations between the three North American partners. To enhance the security and resilience of shared energy sectors, the US and Canada are collaborating to strengthen cybersecurity cooperation and underscore the importance, for both countries, of protecting this critical energy infrastructure.

Key Government Priorities and Results – Jobs and Innovation

1. **Identify opportunities to support workers and businesses in the natural resource sectors to export their goods to global markets, including twinning the Trans Mountain Pipeline.** The government identified opportunities to support workers and businesses to increase access to global markets to support investment in Canada's natural resource sectors and higher exports creating more good-paying, middle class jobs for Canadians. This was done in part through negotiations, bilateral dialogues and partnerships with international counterparts, as well as working with provincial governments and industry to foster innovation and expand markets.

On June 18, 2019, the Government of Canada approved the Trans Mountain Expansion (TMX) and determined that it is in the public interest. In reaching this decision, the government considered a wide range of information, including a comprehensive review of the TMX project's potential impacts on the marine environment and endangered species, Indigenous knowledge, and the latest science.

2. **Develop a Canadian Rural Economic Development Strategy.** Launched in June 2019, the Strategy responded to the diverse challenges that rural communities identified, while enabling sustainable economic growth and creating more employment opportunities, including in the natural resource sectors, where innovation and clean technology act as key enablers of economic development in the regions. The strategy leverages ongoing federal investments and provides a vision for the future, identifying practical steps to take in the short term and serving as a foundation to guide further work.

View [Mandate Letter Tracker: Delivering Results for Canadians](#)

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ACLS – Association of Canada Lands Surveyors

AD – Antidumping Duties

ADM – Assistant Deputy Minister

ADMO – Office of the Assistant Deputy Minister

AEB – Audit and Evaluation Branch

AECL – Atomic Energy of Canada Limited

AI – Artificial Intelligence

APEC – Asia-Pacific Economic Cooperation

ATIA – Access to Information Act

ATIP – Access to Information and Privacy

CAPP – Canadian Association of Petroleum Producers

CCAP – Climate Change Adaptation Program

CCEI – Canadian Centre for Energy Information

CCFM – Canadian Council of Forest Ministers

CCME – Canadian Council of Ministers of Environment

CEA – Canadian Electricity Association

CEAA – Canadian Environmental Assessment Act

CER – Canada Energy Regulator

CERA – Canadian Energy Regulator Act

CERRC – Clean Energy for Rural and Remote Communities

CFIA – Canadian Food Inspection Agency

CFS – Canadian Forest Service

CGP – Clean Growth Program

CIFAR – Canadian Institute for Advanced Research

CIFFC – Canadian Interagency Forest Fire Centre

CIRNAC – Crown-Indigenous Relations and Northern Affairs Canada

CMMP – Canadian Minerals and Metals Plan

CMSS – Corporate Management and Services Sector

CNA – Canadian Nuclear Association

CNL – Canadian Nuclear Laboratories

C-NLOPB – Canada-Newfoundland and Labrador Offshore Petroleum Board

CNSC – Canadian Nuclear Safety Commission

CNSOPB – Canada-Nova Scotia Offshore Petroleum Board

CPS – Communications and Portfolio Sector

CRE – Centre of Regulatory Expertise

CUSMA – Canada-United States-Mexico Agreement

CWFIS – Canadian Wildland Fire Information System

DAC – Department Audit Committee

DM – Deputy Minister

DMC – Departmental Management Committee

DMCC – Departmental Management Co-ordinating Committee

DMA – Associate Deputy Minister

DMO – Deputy Ministers Office

DoJ – Department of Justice

ECCC – Environment and Climate Change Canada

EIPA – Export and Import Permits Act

EMMC – Energy and Mines Ministers' Conference

ESAB – Energy Supplies Allocation Board

ESDC – Employment and Social Development Canada

ESG – Environmental, Social and Governance

ETS – Energy Technology Sector

FCA – Federal Court of Appeal

FERP – Federal Emergency Response Plan

FGP – Federal Geospatial Platform

FPAC – Forest Products Association of Canada

FPIC – Free, Prior and Informed Consent

FPT – Federal, Provincial and Territorial

GAC – Global Affairs Canada

GBA+ – Gender Based Analysis Plus

GEM – Geo-mapping for Energy and Minerals

GHGs – Greenhouse Gases

GiC – Governor in Council

GoC – Government of Canada

GSC – Geological Survey of Canada

IA – Impact Assessment

IAA – Impact Assessment Act

IAAC – Impact Assessment Agency of Canada

IAEA – International Atomic Energy Agency

IAMC – Indigenous Advisory and Monitoring Committee

IARS – Indigenous Affairs and Reconciliation Sector

IBAs – Integrated Bilateral Agreements

ICI – Impact Canada Initiative

IEA – International Energy Agency

IEP – Inuit Employment Plan

INFC – Infrastructure Canada

INRP – Indigenous Natural Resource Partnerships program

IODI – Indigenous Off-Diesel Initiative

IPCC – International Panel on Climate Change

IPO-W – Indigenous Partnership Office-West

ISC – Indigenous Services Canada

ISED – Innovation, Science and Economic Development Canada

ISO – International Organization for Standardization
LCEF – Low Carbon Economy Fund

LCES – Low Carbon Energy Sector

LMS – Lands and Minerals Sector

LNG – Liquefied Natural Gas

LSU – Legal Services Unit

MAC – Mining Association of Canada

MC – Memorandum to Cabinet

MINO – Minister's Office

MOA – Memorandum of Agreement

MPA – Marine Protected Area

MPMO – Major Projects and Management Office

MSS – Mining Supply and Services Sector

NAFTA – North America Free Trade Agreement

NCR – National Capital Region

NILFA – Nunavut Inuit Labour Force Analysis

NLCA – Nuclear Liability and Compensation Act

NPA – Northern Pipeline Agency

NRCan – Natural Resources Canada

NSCA – Nuclear Safety and Control Act

NWMO – Nuclear Waste Management Organization

OCS – Office of the Chief Scientist

OECD – Organisation for Economic Co-operation and Development

OEE – Office of Energy Efficiency

OERD – Office of Energy Research and Development

OPG – Ontario Power Generation

OSDP – Open Science and Data Platform

PA – Privacy Act

PCO – Privy Council Office

PCSP – Polar Continental Shelf Program

PDAC – Prospectors and Developers Association of Canada

PMEEC – Performance, Measurement, and the Evaluation and Experimentation Committee

POR – Public Opinion Research

PSE – post-secondary education

PTs – Provinces and Territories

QP – Question Period

R&D – Research and Development

RD&D – Research, Development and Demonstration

REDD+ – Reduce Emissions from Deforestation and Forest Degradation

RoF – Ring of Fire

RPI – Resource Partnership Initiative

SARA – Species At Risk Act

SFT – Speech from the Throne

SMC – Southern Mountain Caribou

SME – Small and medium-sized enterprises

SMR – Small Modular Reactor

SOEs – State Owned Enterprises

SPI – Strategic Policy and Innovation Sector

SPPIO – Strategic Petroleum Policy and Investment Office

STEM – Science, Technology, Engineering and Math

STIP – Science and Technology Internship Program

TBS – Treasury Board Secretariat

TGI – Targeted Geoscience Initiative

TMC – Trans Mountain Corporation

TMX – Trans Mountain Expansion

UNDRIP – United Nations Declaration on the Rights of Indigenous Peoples

UNFCCC – United Nations Framework Convention on Climate Change

URWD – Uranium and Radioactive Waste Division

WTO – World Trade Organization

YESS – Youth Employment and Skills Strategy

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The Deputy Ministers

- Christyne Tremblay, Deputy Minister
- Shawn Tupper, Associate Deputy Minister
- Deputy Ministers' Office
- Strategic Advisor to the Deputy Minister
- Departmental Advisors

The Team

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- Strategic Policy and Innovation
- Low Carbon Energy
- Energy Technology
- Strategic Petroleum Policy and Investment Office
- Canadian Forest Service
- Indigenous Affairs and Reconciliation
- Office of the Chief Scientist
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- Northern Pipeline Agency

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