



Minister of Natural Resources

Welcome Package



Natural Resources
Canada

Ressources naturelles
Canada

Canada 





Welcome to NATURAL RESOURCES CANADA

HOW WE WORK
WITH YOU AND YOUR TEAM

CANADA'S
RESOURCE ECONOMY

HOW OUR DEPARTMENT
WORKS

PRIORITY AREAS

HOW WE SUPPORT YOU

ACRONYM GUIDE

[HOME](#)

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 lead the department to deliver on its priorities. This section offers a quick introduction to the senior management team and the sectors they lead.

[THE DEPUTY MINISTER](#)[THE TEAM](#)

[HOME](#)[HOW WE WORK WITH
YOU AND YOUR TEAM](#)[HOW OUR DEPARTMENT
WORKS](#)[HOW WE
SUPPORT YOU](#)[CANADA'S RESOURCE
ECONOMY](#)[PRIORITY AREAS](#)[ACRONYM
GUIDE](#)[THE DEPUTY MINISTER](#)

Jean-François Tremblay,
(he/him/il), Deputy Minister

The Deputy Minister

Jean-François Tremblay joined NRCan as Deputy Minister in September 2020.

Prior to this appointment, Mr. Tremblay served as the Deputy Minister of Indigenous Services from 2017 to 2020, the Deputy Minister for Infrastructure and Communities from 2016 to 2017 and the Deputy Minister of Transport, Infrastructure and Communities (TIC) from 2015 to 2016.

Before joining the TIC portfolio, he was Deputy Secretary to the Cabinet Operations, Privy Council Office, since April 2013.

Mr. Tremblay previously spent time at Aboriginal Affairs and Northern Development Canada, and with the Privy Council Office. Mr. Tremblay joined the federal public service in 2000 as a policy analyst with the Privy Council Office. He holds a Ph.D. in Political Science from Université Laval.

[Land and Minerals](#)[Strategic Policy and
Innovation](#)[Low Carbon Energy](#)[Energy Technology](#)[Strategic Petroleum
and Investment Office](#)[Canadian Forest
Service](#)[Major Projects Management Office
and Indigenous Affairs and Reconciliation](#)[Office of the
Chief Scientist](#)[Communications
and Portfolio](#)[Corporate](#)[Legal Services](#)[Audit and Evaluation](#)[Office of Equity,
Diversity & Inclusion](#)

HOME

HOW WE WORK WITH
YOU AND YOUR TEAMHOW OUR DEPARTMENT
WORKSHOW WE
SUPPORT YOUCANADA'S RESOURCE
ECONOMY

PRIORITY AREAS

ACRONYM
GUIDE

THE DEPUTY MINISTER

Deputy Minister's Office

The Deputy Minister is the most senior official in the department and the principal source of support for you and your office. He is 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 the management of your entire portfolio; and
- fulfilment of authorities that have been assigned to the Deputy Minister or other departmental officials either by you or directly by virtue of legislation.

The Deputy Minister also has 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 Minister's Office provides important daily support and services in key areas such as arranging ministerial briefings, and coordinating and managing executive correspondence.

Land and Minerals

Strategic Policy and
Innovation

Low Carbon Energy

Energy Technology

Strategic Petroleum
and Investment OfficeCanadian Forest
ServiceMajor Projects Management Office
and Indigenous Affairs and ReconciliationOffice of the
Chief ScientistCommunications
and Portfolio

Corporate

Legal Services

Audit and Evaluation

Office of Equity,
Diversity & Inclusion

[HOME](#)[HOW WE WORK WITH
YOU AND YOUR TEAM](#)[HOW OUR DEPARTMENT
WORKS](#)[HOW WE
SUPPORT YOU](#)[CANADA'S RESOURCE
ECONOMY](#)[PRIORITY AREAS](#)[ACRONYM
GUIDE](#)[THE DEPUTY MINISTER](#)

Departmental Advisors

The Deputy Minister is 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 the Minister's cabinet books; and
- managing the distribution and processing of ministerial correspondence and other dockets requiring decisions and the Minister's signature.

[Land and Minerals](#)[Strategic Policy and
Innovation](#)[Low Carbon Energy](#)[Energy Technology](#)[Strategic Petroleum
and Investment Office](#)[Canadian Forest
Service](#)[Major Projects Management Office
and Indigenous Affairs and Reconciliation](#)[Office of the
Chief Scientist](#)[Communications
and Portfolio](#)[Corporate](#)[Legal Services](#)[Audit and Evaluation](#)[Office of Equity,
Diversity & Inclusion](#)

HOME

HOW WE WORK WITH
YOU AND YOUR TEAMHOW OUR DEPARTMENT
WORKSHOW WE
SUPPORT YOUCANADA'S RESOURCE
ECONOMY

PRIORITY AREAS

ACRONYM
GUIDE

THE DEPUTY MINISTER



Lisa Khouri,
(she/her/elle),
A/Chief of Staff to
the Deputy Minister

This position supports the Deputy Minister in fulfilling the Department's mandate. This includes providing advice and analysis on a wide range of corporate and operational issues. This also includes facilitating all information between the Department and the Minister's office, working closely with the Departmental Assistant.



Lynda Palombo,
(she/her/elle),
Departmental Assistant

The Departmental Assistant (DA) acts as the liaison between the Minister's office and the Department to ensure that 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 you, the Deputy Minister, your Chief of Staff, and other advisors in the Department.



Chan Quang,
(he/him/il),
A/Director of Operations

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

Land and Minerals

Strategic Policy and
Innovation

Low Carbon Energy

Energy Technology

Strategic Petroleum
and Investment OfficeCanadian Forest
ServiceMajor Projects Management Office
and Indigenous Affairs and ReconciliationOffice of the
Chief ScientistCommunications
and Portfolio

Corporate

Legal Services

Audit and Evaluation

Office of Equity,
Diversity & Inclusion

HOME	HOW WE WORK WITH YOU AND YOUR TEAM	HOW OUR DEPARTMENT WORKS	HOW WE SUPPORT YOU	CANADA'S RESOURCE ECONOMY	PRIORITY AREAS	ACRONYM GUIDE
THE DEPUTY MINISTER						

Additional DMO Support

The **DMO Policy Advisor team** includes two to three advisors. The team is responsible for coordinating with sectors, providing policy advice, and reviewing materials prior to DM-review.

DMO's **Administrative Team** is led by a team leader and three administrative officers/assistants, who support the management and tracking of dockets, prepare virtual briefcase, coordinate ATIP, DMO reception, and other administrative support, and provide general support to Assistant to DM/DM.

The Deputy Minister is supported by his **Executive Assistant**.

Land and Minerals	Strategic Policy and Innovation	Low Carbon Energy	Energy Technology	Strategic Petroleum and Investment Office	Canadian Forest Service	Major Projects Management Office and Indigenous Affairs and Reconciliation
	Office of the Chief Scientist	Communications and Portfolio	Corporate	Legal Services	Audit and Evaluation	Office of Equity, Diversity & Inclusion

HOME

HOW WE WORK WITH
YOU AND YOUR TEAMHOW OUR DEPARTMENT
WORKSHOW WE
SUPPORT YOUCANADA'S RESOURCE
ECONOMY

PRIORITY AREAS

ACRONYM
GUIDE

THE EXECUTIVE TEAM

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.

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 groundwater and marine 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.
- Enable Arctic science through the provision of field equipment and logistics services to support research in the North.
- Monitor and provide alerts for natural hazards, like earthquakes, space weather, tsunamis, landslides and coastal erosion to help critical infrastructure operators and communities prepare and respond.
- Clearly define our territory to ensure all Canadians know their homeland and ocean boundaries.



Jeff Labonté,
(he/him/il),
Assistant Deputy Minister,
Lands and Minerals Sector

Prior to being named Assistant Deputy Minister, Lands and Minerals Sector, Mr. Labonté served as Assistant Deputy Minister, Major Projects Management Office; 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.

CONTINUE

Land and Minerals

Strategic Policy and
Innovation

Low Carbon Energy

Energy Technology

Strategic Petroleum
and Investment OfficeCanadian Forest
ServiceMajor Projects Management Office
and Indigenous Affairs and ReconciliationOffice of the
Chief ScientistCommunications
and Portfolio

Corporate

Legal Services

Audit and Evaluation

Office of Equity,
Diversity & Inclusion

HOME

HOW WE WORK WITH
YOU AND YOUR TEAMHOW OUR DEPARTMENT
WORKSHOW WE
SUPPORT YOUCANADA'S RESOURCE
ECONOMY

PRIORITY AREAS

ACRONYM
GUIDE

THE EXECUTIVE TEAM

- 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 provide unbiased, authoritative data and statistics on the minerals and metals industry in Canada, and to support evidence-based decision-making.
- 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** is Canada's longest-standing scientific organization. It studies Canada's vast onshore and offshore lands to develop knowledge and data that help assess risks, protect Canadians from natural hazards, enable Canada to adapt to climate change, support Canadian sovereignty, and better discover and manage its mineral, energy, groundwater and marine resources. Mineral resources in this context include both traditionally important commodities and emerging critical minerals.

Under the umbrella of Green Mining Innovation, **CanmetMINING** develops the science, technologies and tools to support the sustainable development of Canada's mineral resources. Its research also informs regulation and policy decision-making, with the goal of positioning Canada as the greenest, safest and most innovative mining jurisdiction in the world. CanmetMINING is also leading NRCan's critical minerals R&D programming.

The **Surveyor General Branch** provides legal boundary expertise for the defining of Canada's legal boundaries including, Indigenous Lands, Treaty Settlement Lands, National Parks, Inter-provincial/territorial boundaries, it also houses the Canadian Section of the International Boundary Commission responsible to preserve and maintain a visible boundary between Canada and the United States, and provides accurate measurement of latitude, longitude, elevation and gravity in Canada to underpin mapping and 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** plays an important role in advancing national security and protecting Canadians and critical infrastructure. It enforces legislation and regulations that contribute to the prevention of negligent or criminal use of explosives and explosive precursor chemicals that can be used to produce homemade explosives. It conducts world-class S&T aimed at policy and regulatory development, commercial development and national security.

CONTINUE

Land and Minerals

Strategic Policy and
Innovation

Low Carbon Energy

Energy Technology

Strategic Petroleum
and Investment OfficeCanadian Forest
ServiceMajor Projects Management Office
and Indigenous Affairs and ReconciliationOffice of the
Chief ScientistCommunications
and Portfolio

Corporate

Legal Services

Audit and Evaluation

Office of Equity,
Diversity & Inclusion

HOME

HOW WE WORK WITH
YOU AND YOUR TEAMHOW OUR DEPARTMENT
WORKSHOW WE
SUPPORT YOUCANADA'S RESOURCE
ECONOMY

PRIORITY AREAS

ACRONYM
GUIDE

THE EXECUTIVE TEAM

The **Hazards, Adaptation and Operations Branch** provides expertise, data, information and support for Canadians and decision-makers in science and policy. This branch conducts monitoring, alerting and associated scientific research to better protect Canadians from hazards like earthquakes, space weather and radiation. The branch helps Canadians understand the impacts of a changing climate and supports efforts to make our communities, economy and society more resilient and provides logistical support to researchers in the Canadian Arctic. This branch also collects and publishes Canada's authoritative collection of mineral exploration, development and production data to satisfy the Minister's legislative requirements under Section 3 of the *Resources and Technical Surveys Act*.

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, including critical minerals.

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.

[See Mining Priorities](#)

Land and Minerals

Strategic Policy and
Innovation

Low Carbon Energy

Energy Technology

Strategic Petroleum
and Investment OfficeCanadian Forest
ServiceMajor Projects Management Office
and Indigenous Affairs and ReconciliationOffice of the
Chief ScientistCommunications
and Portfolio

Corporate

Legal Services

Audit and Evaluation

Office of Equity,
Diversity & Inclusion

HOME

HOW WE WORK WITH
YOU AND YOUR TEAMHOW OUR DEPARTMENT
WORKSHOW WE
SUPPORT YOUCANADA'S RESOURCE
ECONOMY

PRIORITY AREAS

ACRONYM
GUIDE

THE EXECUTIVE TEAM

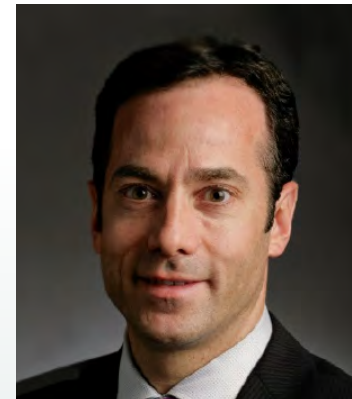
Strategic Policy and Innovation

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. SPI 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. SPI is also responsible for advancing a whole-of-government strategy to support clean technology innovation in natural resources sectors and innovative geospatial solutions.

Strategic Policy & Innovation is composed of five branches:

Strategic Policy provides analysis and advice relating to public policy initiatives in light of external, departmental, or government-wide policies. It facilitates the development of Cabinet documents, Memoranda to Cabinet and decks, and provides support for Deputy committees and meetings. The branch advances NRCan policy priorities through leadership in economic analysis, data and policy research, national/economic security and science policy integration, and in major departmental processes such as Budget and Mid-term Planning.

International and Intergovernmental Affairs provides whole-of-department strategic advice and analysis relating to international, trade and intergovernmental natural resource policies, programs, and legislative initiatives. The branch provides support for international and domestic



Frank Des Rosiers,
(he/him/il), 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.

CONTINUE

Land and Minerals

Strategic Policy and
Innovation

Low Carbon Energy

Energy Technology

Strategic Petroleum
and Investment OfficeCanadian Forest
ServiceMajor Projects Management Office
and Indigenous Affairs and ReconciliationOffice of the
Chief ScientistCommunications
and Portfolio

Corporate

Legal Services

Audit and Evaluation

Office of Equity,
Diversity & Inclusion

HOME

HOW WE WORK WITH
YOU AND YOUR TEAMHOW OUR DEPARTMENT
WORKSHOW WE
SUPPORT YOUCANADA'S RESOURCE
ECONOMY

PRIORITY AREAS

ACRONYM
GUIDE

THE EXECUTIVE TEAM

missions and organizes the Energy and Mines Ministerial Conference. It acts as NRCan's point of contact with other government departments on international and Federal-Provincial-Territorial relations. The branch also provides whole-of-department advice on trade policy and foreign investments and represents the Department in trade negotiations.

Planning, Delivery and Results is the focal point for integrated planning, performance measurement, results analytics and reporting functions within NRCan. It is responsible for monitoring 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. New to the branch is the **Gender Based Analysis Plus (GBA+ Plus) Centre of Expertise** which has been established to meet the increased analytical and reporting requirements on GBA. Also new to the branch is the **Corporate Governance Secretariat (CGS)** which supports the effective implementation of NRCan's corporate governance structure. The CGS supports and monitors committee activities, facilitates inter-committee collaboration, and serves as secretariat to the Deputy led Senior Management Committee

Innovation provides policy analysis and advice on innovation and cleantech. The branch also leads the development of an Innovation Agenda for the department and manages strong alignment and relationships on the file across the federal system, namely with

Innovation, Science and Economic Development (ISED). It co-leads, with ISED, the Clean Growth Hub, a government-wide focal point for cleantech and leads NRCan's Innovative Solutions Canada program. The branch also provides international policy advice and engagement on innovation and cleantech. The branch leads intellectual property (IP) policy and IP asset management across the department. Finally, it leads or co-leads several files, including the Clean Tech Data Strategy, the Battery Initiative and Digitalization of the cleantech sector.

Canada Centre for Mapping and Earth Observation (CCMEO) offers geospatial information, services and analytics to support NRCan's programs and policies. CCMEO's work in innovation and digital tools informs NRCan files such as climate change and adaptation, Indigenous reconciliation, cumulative effects, and emergency management. As a leader in open geospatial data and Artificial Intelligence, CCMEO is a creator and steward of some of the largest datasets in government. CCMEO projects contribute to Arctic and Northern development, such as maintaining and modernizing satellite-receiving stations for the benefit of the GC and industry. CCMEO aims to increase the quality and quantity of geospatial data, make data fit-for-use and relies on collaborative partnerships with provinces, territories and Indigenous peoples to achieve this.

[See Science and Innovation Priorities](#)

Land and Minerals

Strategic Policy and
Innovation

Low Carbon Energy

Energy Technology

Strategic Petroleum
and Investment OfficeCanadian Forest
ServiceMajor Projects Management Office
and Indigenous Affairs and ReconciliationOffice of the
Chief ScientistCommunications
and Portfolio

Corporate

Legal Services

Audit and Evaluation

Office of Equity,
Diversity & Inclusion

HOME

HOW WE WORK WITH
YOU AND YOUR TEAMHOW OUR DEPARTMENT
WORKSHOW WE
SUPPORT YOUCANADA'S RESOURCE
ECONOMY

PRIORITY AREAS

ACRONYM
GUIDE

THE EXECUTIVE TEAM

Low Carbon Energy

The **Low Carbon Energy Sector** (LCES) supports you in advancing Canada's national energy priorities in the global energy transition. Working closely with the Strategic Petroleum Policy and Investment Office and the Energy Technology Sector, LCES provides strategic advice on domestic and international energy matters. It delivers a range of energy efficiency, clean fuels, and electricity 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 (ERB) is responsible for issues and initiatives related to electricity resources in Canada, including renewable and nuclear energy, as well as uranium and the management of radioactive waste, and works with partners to secure critical energy infrastructure. It is responsible for programs that support renewable energy projects and promote grid modernization. The Branch is central to federal efforts to develop renewable energy projects in partnership with Indigenous Peoples. ERB plays a lead role working with provinces to develop regional electricity solutions (e.g., the Atlantic Loop) and advance key technologies, such as small modular nuclear reactors.

Energy Policy and International Affairs Branch (EPIB) advances domestic and international energy transition priorities, including the development of climate change mitigation and energy transition policies; supporting a just transition for workers and communities;



Mollie Johnson,
(she/her/elle),
Assistant Deputy Minister,
Low Carbon Energy

As Assistant Deputy Minister of Natural Resource Canada's Low Carbon Energy Sector, Mollie Johnson leads the Government of Canada's efforts to advance Canada's national energy priorities, including leadership in the global energy transition. In addition to providing strategic advice on domestic and international energy matters, her team 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.

Previously, Mollie was Assistant Deputy Minister, Communications and Portfolio Sector, following her time as Director General, Policy, Major Projects Management Office, both at Natural Resources Canada. She has also held executive positions at Environment and Climate Change Canada; the Competition Bureau; and was 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.

CONTINUE

Land and Minerals

Strategic Policy and
Innovation

Low Carbon Energy

Energy Technology

Strategic Petroleum
and Investment OfficeCanadian Forest
ServiceMajor Projects Management Office
and Indigenous Affairs and ReconciliationOffice of the
Chief ScientistCommunications
and Portfolio

Corporate

Legal Services

Audit and Evaluation

Office of Equity,
Diversity & Inclusion

HOME

HOW WE WORK WITH
YOU AND YOUR TEAMHOW OUR DEPARTMENT
WORKSHOW WE
SUPPORT YOUCANADA'S RESOURCE
ECONOMY

PRIORITY AREAS

ACRONYM
GUIDE

THE EXECUTIVE TEAM

fostering investment and market access opportunities for the low carbon energy sector; representing Canada's energy interests and international clean energy policy objectives with bilateral partners and across multilateral energy fora; developing economic analysis and data related to the energy sector; advancing engagement with international, provincial and territorial partners; and promoting gender equality in the energy sector through the Equal by 30 initiative.

Clean Fuels Branch (CFB) leads the whole of government approach to policies and programs that advance low-carbon fuels (e.g., hydrogen, renewable natural gas, advanced biofuels) domestically and internationally to reduce emissions and grow the economy while supporting workers and communities. This includes the Clean Fuels Fund to support production, the Emissions Reduction Fund to reduce methane and other greenhouse gas emissions in the oil and gas sector, leading implementation of the Hydrogen Strategy for Canada and other initiatives. CFB also delivers programs to increase Zero Emission Vehicle adoption, such as to fund deploying electric vehicle charging stations.

Office of Energy Efficiency (OEE) leads nationally on policies, legislation and regulations to promote smart energy use in homes, buildings and industry. OEE works to deliver energy cost savings, contribute to Canada's climate change targets, and drive energy efficiency innovation and competitive market transformation through programs such as ENERGY STAR, EnerGuide, and the recently announced Canada Greener Homes Grant, and by providing information and expertise to partners in provinces, territories, municipalities, business and industry.

[See Energy Priorities](#)

Land and Minerals

Strategic Policy and
Innovation

Low Carbon Energy

Energy Technology

Strategic Petroleum
and Investment OfficeCanadian Forest
ServiceMajor Projects Management Office
and Indigenous Affairs and ReconciliationOffice of the
Chief ScientistCommunications
and Portfolio

Corporate

Legal Services

Audit and Evaluation

Office of Equity,
Diversity & Inclusion

HOME

HOW WE WORK WITH
YOU AND YOUR TEAMHOW OUR DEPARTMENT
WORKSHOW WE
SUPPORT YOUCANADA'S RESOURCE
ECONOMY

PRIORITY AREAS

ACRONYM
GUIDE

THE EXECUTIVE TEAM

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 research, development and demonstration (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 encouraging 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 (RD&D) activities, with both funding and non-funding activities that target the most environmentally and economically impactful technologies. OERD's



Drew Leyburne,
(he/him/il),
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.

He has been with NRCan since 2005, and also held key positions in the Privy Council Office and was an Associate with McKinsey & Co.

CONTINUE

Land and Minerals

Strategic Policy and
Innovation

Low Carbon Energy

Energy Technology

Strategic Petroleum
and Investment OfficeCanadian Forest
ServiceMajor Projects Management Office
and Indigenous Affairs and ReconciliationOffice of the
Chief ScientistCommunications
and Portfolio

Corporate

Legal Services

Audit and Evaluation

Office of Equity,
Diversity & Inclusion

HOME

HOW WE WORK WITH
YOU AND YOUR TEAMHOW OUR DEPARTMENT
WORKSHOW WE
SUPPORT YOUCANADA'S RESOURCE
ECONOMY

PRIORITY AREAS

ACRONYM
GUIDE

THE EXECUTIVE TEAM

interdisciplinary team of science, technology and policy advisors and analysts works with partners to design and deliver innovative funding programs, for both the public and private sectors, to facilitate Canada's transition to a clean energy economy. OERD is the coordinator of federal energy RD&D activities across government departments and agencies, setting the direction for federal energy innovation and working closely with federal technical experts to inform policy outcomes. 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. This work is further enabled by close collaboration with ETS' **CanmetENERGY** and **CanmetMATERIALS Laboratory Facilities** across Canada.

[See Energy Priorities](#)

Land and Minerals

Strategic Policy and
Innovation

Low Carbon Energy

Energy Technology

Strategic Petroleum
and Investment OfficeCanadian Forest
ServiceMajor Projects Management Office
and Indigenous Affairs and ReconciliationOffice of the
Chief ScientistCommunications
and Portfolio

Corporate

Legal Services

Audit and Evaluation

Office of Equity,
Diversity & Inclusion

HOME

HOW WE WORK WITH
YOU AND YOUR TEAMHOW OUR DEPARTMENT
WORKSHOW WE
SUPPORT YOUCANADA'S RESOURCE
ECONOMY

PRIORITY AREAS

ACRONYM
GUIDE

THE EXECUTIVE TEAM

Strategic Petroleum Policy and Investment Office

The **Strategic Petroleum Policy and Investment Office** (SPPIO) is focused on the sustainable development of Canada's oil and gas resources, serving as a centre of expertise for the federal government's legislative, policy and regulatory responsibilities. SPPIO manages emerging energy issues, including the net zero emissions challenge, through a deep understanding of the oil and gas sector's strategic priorities, including geopolitical issues and investment flows. SPPIO works with key stakeholders to advance Canada's energy interests through collaboration with international, subnational, Indigenous, industry, and environmental partners.

SPPIO is also responsible for advancing science and innovation in the oil and gas sector through the Devon, Alberta-based CanmetENERGY Research Centre. The Office works to strengthen energy partnerships with industry, provinces, territories, and academic institutions to improve economic and environmental performance.

CanmetENERGY-Devon 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 through two key research areas:

- Upstream and Environment Team – advances and conducts research to determine and mitigate the impact of fossil fuel development on the environment including oil spill science, tailings management, critical minerals and remediation. This team also advances hydrocarbon recovery research by promoting sustainable processes while investigating new energy sources through innovation.



Glenn Hargrove,
(he/him/il), Assistant Deputy
Minister, Strategic Petroleum
Policy and Investment Office

Glenn Hargrove is the Assistant Deputy Minister of the Strategic Petroleum Policy and Investment Office.

Prior to his current role, Glenn held the position of Assistant Deputy Minister of the Major Projects Management Office. Glenn has also served in senior positions at the Privy Council Office and across NRCan, including in the Canadian Forest Service, the Strategic Policy and Results Sector, as well as FPIInnovations, a not-for-profit

forest sector R&D organization.

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

CONTINUE

Land and Minerals

Strategic Policy and
Innovation

Low Carbon Energy

Energy Technology

Strategic Petroleum
and Investment OfficeCanadian Forest
ServiceMajor Projects Management Office
and Indigenous Affairs and ReconciliationOffice of the
Chief ScientistCommunications
and Portfolio

Corporate

Legal Services

Audit and Evaluation

Office of Equity,
Diversity & Inclusion

HOME

HOW WE WORK WITH
YOU AND YOUR TEAMHOW OUR DEPARTMENT
WORKSHOW WE
SUPPORT YOUCANADA'S RESOURCE
ECONOMY

PRIORITY AREAS

ACRONYM
GUIDE

THE EXECUTIVE TEAM

- Downstream and Renewables Team - focuses on reducing energy consumption and greenhouse gas emissions, including carbon dioxide capture and utilization (CCU), associated with hydrocarbon resources processing and conversion, and improving product quality, competitiveness and access to new markets. This team also works heavily on the biofuel conversion space through R&D initiatives that focus on biofuel co-processing and feedstock analysis.

The **Petroleum Resources Branch** (PRB) 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 as needed; and leads on developing and maintaining business continuity plans and emergency management plans. PRB provides strategic advice on the oil and gas sector; 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](#).

[See Energy Priorities](#)

Land and Minerals

Strategic Policy and
Innovation

Low Carbon Energy

Energy Technology

Strategic Petroleum
and Investment OfficeCanadian Forest
ServiceMajor Projects Management Office
and Indigenous Affairs and ReconciliationOffice of the
Chief ScientistCommunications
and Portfolio

Corporate

Legal Services

Audit and Evaluation

Office of Equity,
Diversity & Inclusion

HOME

HOW WE WORK WITH
YOU AND YOUR TEAMHOW OUR DEPARTMENT
WORKSHOW WE
SUPPORT YOUCANADA'S RESOURCE
ECONOMY

PRIORITY AREAS

ACRONYM
GUIDE

THE EXECUTIVE TEAM

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



Beth MacNeil,
(she/her/elle), 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.

CONTINUE

Land and Minerals

Strategic Policy and
Innovation

Low Carbon Energy

Energy Technology

Strategic Petroleum
and Investment OfficeCanadian Forest
ServiceMajor Projects Management Office
and Indigenous Affairs and ReconciliationOffice of the
Chief ScientistCommunications
and Portfolio

Corporate

Legal Services

Audit and Evaluation

Office of Equity,
Diversity & Inclusion

HOME

HOW WE WORK WITH
YOU AND YOUR TEAMHOW OUR DEPARTMENT
WORKSHOW WE
SUPPORT YOUCANADA'S RESOURCE
ECONOMY

PRIORITY AREAS

ACRONYM
GUIDE

THE EXECUTIVE TEAM

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;
- 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.

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.

[See Forest Priorities](#)

Land and Minerals

Strategic Policy and
Innovation

Low Carbon Energy

Energy Technology

Strategic Petroleum
and Investment OfficeCanadian Forest
ServiceMajor Projects Management Office
and Indigenous Affairs and ReconciliationOffice of the
Chief ScientistCommunications
and Portfolio

Corporate

Legal Services

Audit and Evaluation

Office of Equity,
Diversity & Inclusion

HOME

HOW WE WORK WITH
YOU AND YOUR TEAMHOW OUR DEPARTMENT
WORKSHOW WE
SUPPORT YOUCANADA'S RESOURCE
ECONOMY

PRIORITY AREAS

ACRONYM
GUIDE

THE EXECUTIVE TEAM

Major Projects Management Office and Indigenous Affairs and Reconciliation Sector

The Major Projects Management Office and Indigenous Affairs and Reconciliation Sector (MPMO/IARS) provides strategic policy support to identify collaborative ways forward for major natural resource projects in support of reconciliation, the environment, and economic growth.

The Major Projects Management Office and Indigenous Affairs and Reconciliation Sector is responsible for:

- Identifying solutions to emerging issues major natural resource projects;
- Supporting Indigenous participation in energy infrastructure development, including the Trans Mountain Expansion Project;
- Building strong NRCan-Indigenous relationships where First Nations, Inuit and Métis are true partners in Canada's natural resource advantage;
- Providing advice and guidance to advance reconciliation within NRCan and across the government of Canada.

MPMO/IARS supports NRCan through the following functions:

Strategic Policy and Operations: This team develops strategic policy advice on major natural resources projects across Canada and provides strategic advice on best practices for Crown consultations. Working with Finance and CIRNA, this team is developing a national benefits-sharing framework for major resource projects on Indigenous territory. The team regularly engages with stakeholders and rights holders, both internal and



Angie Bruce,
(she/her/elle), A/Assistant
Deputy Minister, Major
Projects Management Office
and Indigenous Affairs and
Reconciliation Sector

Prior to permanently joining NRCan, Ms. Bruce served as a Consultation Lead for the Trans Mountain Pipeline re-initiative Phase III consultation with Indigenous groups. Angie also served in Manitoba as Deputy Minister of both Indigenous and Northern Relations and Municipal Relations.

Angie 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.

CONTINUE

Land and Minerals

Strategic Policy and
Innovation

Low Carbon Energy

Energy Technology

Strategic Petroleum
and Investment OfficeCanadian Forest
ServiceMajor Projects Management Office
and Indigenous Affairs and ReconciliationOffice of the
Chief ScientistCommunications
and Portfolio

Corporate

Legal Services

Audit and Evaluation

Office of Equity,
Diversity & Inclusion

HOME

HOW WE WORK WITH
YOU AND YOUR TEAMHOW OUR DEPARTMENT
WORKSHOW WE
SUPPORT YOUCANADA'S RESOURCE
ECONOMY

PRIORITY AREAS

ACRONYM
GUIDE

THE EXECUTIVE TEAM

external to government, including industry, provinces, territories and Indigenous groups on major project reviews, regulatory processes and other relevant areas.

Trans Mountain Expansion (TMX) Project: This team advances the Government's commitment to deliver the TMX Project by providing policy expertise and whole of government coordination. This team is supporting the implementation of the eight TMX accommodation measures designed to address potential impacts to Indigenous rights, and Canada's responses to the 16 Canada Energy Regulator recommendations for TMX. The team works closely with Trans Mountain Corporation and bi-laterally with provincial governments to monitor and advance construction and permitting activities. The team also includes the Phase IV Partnerships Office that undertakes direct engagement with Indigenous groups impacted by the TMX Project, supporting the Government's commitment to ongoing engagement with impacted Indigenous groups, as well as advancing reconciliation and developing relationships with Indigenous groups.

Indigenous Partnerships Office-West: This team builds and maintains relationships with Indigenous groups (primarily in British Columbia and Alberta) in support of their engagement and participation in natural resource development. The team delivers the Indigenous Natural Resource Partnerships (INRP) program, supports the co-developed Indigenous Advisory and Monitoring Committees (IAMCs) for the TMX project and Line 3 Replacement program and brings together Indigenous and federal representatives to provide collaborative, inclusive and meaningful Indigenous involvement in project activities over their full lifecycles.

Indigenous Affairs and Reconciliation: This team fosters relationships between NRCan and Indigenous groups where First Nations, Inuit and Métis are true partners in Canada's natural resource advantage. This team leads the development of strategic Indigenous policy in the department by representing NRCan on cross-cutting Indigenous priorities across government and by developing tools and guidance that support NRCan's sector activities. This team advocates for reconciliation within the department by promoting the braiding and weaving of Indigenous knowledge with western science, advancing economic reconciliation and building the Department's cultural competency through education and cultural experiences. This team facilitates relationship building by promoting cross-sector collaboration on shared Indigenous priorities and by helping connect NRCan with Indigenous communities, governments and organizations.

Land and Minerals

Strategic Policy and
Innovation

Low Carbon Energy

Energy Technology

Strategic Petroleum
and Investment OfficeCanadian Forest
ServiceMajor Projects Management Office
and Indigenous Affairs and ReconciliationOffice of the
Chief ScientistCommunications
and Portfolio

Corporate

Legal Services

Audit and Evaluation

Office of Equity,
Diversity & Inclusion

HOME

HOW WE WORK WITH
YOU AND YOUR TEAMHOW OUR DEPARTMENT
WORKSHOW WE
SUPPORT YOUCANADA'S RESOURCE
ECONOMY

PRIORITY AREAS

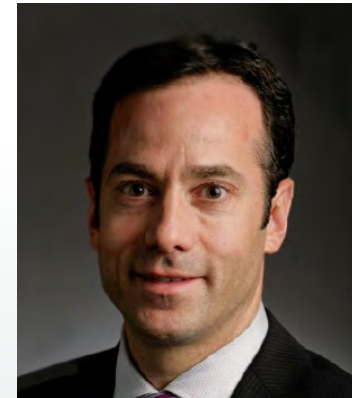
ACRONYM
GUIDE

THE EXECUTIVE TEAM

Office of the Chief Scientist

The **Office of the Chief Scientist** (OCS) provides leadership, oversight and strategic advice on cross-cutting science policy, capacity, communication and management issues to support a coherent, effective and modern NRCan S&T enterprise. The sector fulfills its horizontal function through work in three key areas:

1. **Horizontal S&T Leadership:** OCS champions issues of importance to NRCan's science community. The Departmental science structure is decentralized and the Office of the Chief Scientist plays a horizontal role in coordinating and advancing cross-cutting science policy initiatives that support NRCan and align with Government of Canada priorities. OCS strengthens collaboration across NRCan and with other federal science-based organizations. OCS also works to ensure NRCan continues to provide scientific and technical evidence to support impact assessment processes and their cumulative effects, and providing strategic environmental assessments of the Department's policy initiatives.
2. **Holistic S&T Leadership:** OCS works to foster inclusive and open practices in science, to build knowledge considering multiple knowledge systems and perspectives, including Indigenous and western knowledge systems, bridge natural and social sciences, and provide opportunities for diversity and gender equality including through the Science and Technology (S&T) Internship Program - Green jobs and NRCan's Research Scientist (SE-RES) Career Progression Process. OCS also strives to uphold a culture of integrity and maintain the rigour, relevance and reputation of the department and its expertise through the NRCan's Scientific Integrity Policy.



Frank Des Rosiers,
(he/him/il)

The position of Chief Scientist is currently vacant – Frank Des Rosiers will assume responsibility for OCS in the interim until an indeterminate appointment can be made.

CONTINUE

Land and Minerals

Strategic Policy and
Innovation

Low Carbon Energy

Energy Technology

Strategic Petroleum
and Investment OfficeCanadian Forest
ServiceMajor Projects Management Office
and Indigenous Affairs and ReconciliationOffice of the
Chief ScientistCommunications
and Portfolio

Corporate

Legal Services

Audit and Evaluation

Office of Equity,
Diversity & Inclusion

HOME

HOW WE WORK WITH
YOU AND YOUR TEAMHOW OUR DEPARTMENT
WORKSHOW WE
SUPPORT YOUCANADA'S RESOURCE
ECONOMY

PRIORITY AREAS

ACRONYM
GUIDE

THE EXECUTIVE TEAM

3. **Digital Acceleration:** OCS is striving to accelerate the development and adoption of digital solutions at NRCan and optimize the value of NRCan's data assets for Canadians. OCS is working to position NRCan as a trusted convenor of digital transformation and data-brokerage by advancing in-house digital projects and establishing partnerships and collaborations with internal and external partners. In June 2021, NRCan's Digital Accelerator was endorsed by the Deputy Minister Community of Science and Technology

OCS delivers on these priorities through the Strategic Policy, Governance and Digital Accelerator Division and the Impact Assessment and Science Capacity Division.

Strategic Policy, Governance and Digital Accelerator Division

- Supports senior management strategic discussions on the science ecosystem, such as through the DMCST, provides strategic advice on cross-cutting science policy and science management issues and facilitates the use of science to inform decision-making;
- Advances development and implementation of cross-cutting science frameworks, plans, policies, and guidelines, particularly with respect to scientific integrity, open science, and RES Progression, for which the Chief Scientist and Chief Science Advisor is the departmental lead;
- Supports the Chief Scientist and Chief Science Advisor in ensuring the rigour, relevance and reputation of NRCan science and expertise, including by gathering S&T expenditures data in compliance with the Statistics Canada Act; and,

- Leads departmental efforts to explore and advance the integration of artificial intelligence (AI) and advanced digital technologies (including Quantum computing) across sectors and support digital innovation within Canada's natural resource sectors.

Impact Assessment and Science Capacity Division

- Coordinates and presents NRCan's contribution of science advice to impact assessment processes, from development projects to strategic and regional assessments;
- Provides co-leadership, with Environment and Climate Change Canada, for the Government of Canada's Open Science and Data Platform, an online tool enabling Canadians to understand the cumulative effects of human activities and have greater access to the science supporting impact assessment decisions;
- Develops departmental capacity for the creation of knowledge considering various knowledge systems, including Indigenous knowledge and their disciplines; and,
- Supports the evolution of the natural resources sector's 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 STEM-related work experience in the natural resources sectors.

[See Science and Innovation Priorities](#)

Land and Minerals

Strategic Policy and
Innovation

Low Carbon Energy

Energy Technology

Strategic Petroleum
and Investment OfficeCanadian Forest
ServiceMajor Projects Management Office
and Indigenous Affairs and ReconciliationOffice of the
Chief ScientistCommunications
and Portfolio

Corporate

Legal Services

Audit and Evaluation

Office of Equity,
Diversity & Inclusion

HOME

HOW WE WORK WITH
YOU AND YOUR TEAMHOW OUR DEPARTMENT
WORKSHOW WE
SUPPORT YOUCANADA'S RESOURCE
ECONOMY

PRIORITY AREAS

ACRONYM
GUIDE

THE EXECUTIVE TEAM

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 the department's 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 the Natural Resources portfolio, such as appointments to federal agencies, meeting 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 and it works closely with the Minister's Office to provide advice on ministerial appointments to these bodies. The branch recently added the Centre of Regulatory Expertise and is standing up a small regulatory policy team responsible for reporting, planning, and coordinating regulatory efforts across the department. The team also handles Access to Information requests and manages ministerial and executive correspondence.



Jeannine Ritchot,
(she/her/elle), Assistant
Deputy Minister,
Communications and
Portfolio Sector

Prior to joining NRCan, Jeannine was Executive Director, Regulatory Policy and Cooperation Directorate, at the Treasury Board Secretariat and Chair of the Regulatory Policy Committee of the Organization for Economic Cooperation and Development. She has also held executive positions at Health Canada, the Public Health Agency of Canada and the Privy Council Office.

Jeannine holds a Bachelor of Arts degree in History from the University of Ottawa and a Master's degree in Conflict Studies from St. Paul University / University of Ottawa.

CONTINUE

Land and Minerals

Strategic Policy and
Innovation

Low Carbon Energy

Energy Technology

Strategic Petroleum
and Investment OfficeCanadian Forest
ServiceMajor Projects Management Office
and Indigenous Affairs and ReconciliationOffice of the
Chief ScientistCommunications
and Portfolio

Corporate

Legal Services

Audit and Evaluation

Office of Equity,
Diversity & Inclusion

HOME

HOW WE WORK WITH
YOU AND YOUR TEAMHOW OUR DEPARTMENT
WORKSHOW WE
SUPPORT YOUCANADA'S RESOURCE
ECONOMY

PRIORITY AREAS

ACRONYM
GUIDE

THE EXECUTIVE TEAM

Public Affairs Branch 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 the Minister 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.

Digital and Engagement Branch whether it's videos, tweets or live streamed events, this branch can meet all of the department's digital communications needs. The branch maintains NRCan's website, supports science communications at NRCan offices and laboratories across Canada and provides advice to sectors across the department on engagement activities. The team also keeps employees informed through the department's intranet and Deputy Minister messages.

Covid-19 Response and Strategy CPS & Corporate Management and Services Sector (CMSS), in partnership with other NRCan Sectors, lead the department's COVID-19 response, ensuring employees are well informed and able to work remotely through the pandemic, all the while supporting their health and wellbeing. Within CPS, the team members have been an integral part of the COVID-19 Response Team by: keeping employees informed through timely messages and intranet updates; developing a series of mental health pulse surveys to assess the impacts of remote work on the health of employees; and organizing a number of engagement activities, such as sector-by-sector management town halls with the Deputy Ministers.

Land and Minerals

Strategic Policy and
Innovation

Low Carbon Energy

Energy Technology

Strategic Petroleum
and Investment OfficeCanadian Forest
ServiceMajor Projects Management Office
and Indigenous Affairs and ReconciliationOffice of the
Chief ScientistCommunications
and Portfolio

Corporate

Legal Services

Audit and Evaluation

Office of Equity,
Diversity & Inclusion

HOME

HOW WE WORK WITH
YOU AND YOUR TEAMHOW OUR DEPARTMENT
WORKSHOW WE
SUPPORT YOUCANADA'S RESOURCE
ECONOMY

PRIORITY AREAS

ACRONYM
GUIDE

THE EXECUTIVE TEAM

Corporate Management and Services

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 & Security Officer, provides departmental services related to information and data management services, applications development and IT support services, enterprise information technology architecture and cybersecurity.



Shirley Carruthers,
(she/her/elle), Assistant Deputy
Minister and Chief Financial Officer,
Corporate Management and
Services Sector

Prior to her current position, Shirley served as Director General and Deputy Chief Financial Officer within the Financial Resource Planning and Management Branch as well as other executive positions at Global Affairs Canada. She has significant experience leading the development and execution of innovative corporate strategies in complex environments. Moreover, she excels at bringing people together from across multiple organizations to address diverse issues and find collaborative solutions.

Shirley holds a Bachelor of Business Administration from the University of New Brunswick, and is a Chartered Professional Accountant.

CONTINUE

Land and Minerals

Strategic Policy and
Innovation

Low Carbon Energy

Energy Technology

Strategic Petroleum
and Investment OfficeCanadian Forest
ServiceMajor Projects Management Office
and Indigenous Affairs and ReconciliationOffice of the
Chief ScientistCommunications
and Portfolio

Corporate

Legal Services

Audit and Evaluation

Office of Equity,
Diversity & Inclusion

HOME

HOW WE WORK WITH
YOU AND YOUR TEAMHOW OUR DEPARTMENT
WORKSHOW WE
SUPPORT YOUCANADA'S RESOURCE
ECONOMY

PRIORITY AREAS

ACRONYM
GUIDE

THE EXECUTIVE TEAM

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

Real Property and Workplace Services provides employees with 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 departmental support to the Minister's Office.

In addition to the core functions outlined above, CMSS is also responsible for the following priority initiatives:

- **Laboratories Canada / TerraCanada** - CMSS, working in collaboration with LMS and OCS, is contributing to a whole-of-government initiative to renew federal science infrastructure that is led by Public Service and Procurement Canada's Laboratories Canada. Budget 2018 provided \$2.8B to construct new science facilities for five science clusters. NRCan is co-leading one of the five clusters, TerraCanada, that will bring together over 1,600 scientists from NRCan (co-lead), National Research Council (co-lead), Health Canada, Environment and Climate Change Canada, and the Canadian Nuclear Safety Commission to collaborate and deliver on

a shared science vision through co-location. This important initiative will support the replacement of the aging and antiquated laboratories at Booth Street Complex.

- **Covid-19 Response and Strategy** - CMSS & CPS, in partnership with other NRCan Sectors, lead the department's COVID-19 response, ensuring employees are well informed and able to work remotely through the pandemic, all the while supporting their health and wellbeing. Within CMSS, the CMSS Task Team oversees the implementation and evolution of the Re-entry Strategy for all of the 49 buildings (including 580 Booth Street) of the department located across the country, working in collaboration with sectors, regions and the various Senior Building Officers. CMSS also works closely with CPS to ensure clear and consistent communication to employees, to organize engagement activities to keep employees connected, and to implement employee surveys to assess the impact of remote work on the health of employees.

Land and Minerals

Strategic Policy and
Innovation

Low Carbon Energy

Energy Technology

Strategic Petroleum
and Investment OfficeCanadian Forest
ServiceMajor Projects Management Office
and Indigenous Affairs and ReconciliationOffice of the
Chief ScientistCommunications
and Portfolio

Corporate

Legal Services

Audit and Evaluation

Office of Equity,
Diversity & Inclusion

HOME

HOW WE WORK WITH
YOU AND YOUR TEAMHOW OUR DEPARTMENT
WORKSHOW WE
SUPPORT YOUCANADA'S RESOURCE
ECONOMY

PRIORITY AREAS

ACRONYM
GUIDE

THE EXECUTIVE TEAM

Legal Services

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

The LSU consists of 14 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, Aboriginal, and Constitutional Law.

When providing legal advice to NRCan, the LSU consults as necessary with other legal services units and centres of expertise in the Department of Justice in such areas as commercial law, procurement law, constitutional and administrative law, Aboriginal Law and information and privacy law.

The LSU also has the following specific key responsibilities:

- Serving as a centre of legal expertise in statutory and regulatory regimes governing federally-regulated natural resources working collaboratively as appropriate with other legal services units (e.g. Environment and Climate Change Canada, Impact Assessment Agency);



Heather Beaton,
(she/her/elle), 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.

CONTINUE

Land and Minerals

Strategic Policy and
Innovation

Low Carbon Energy

Energy Technology

Strategic Petroleum
and Investment OfficeCanadian Forest
ServiceMajor Projects Management Office
and Indigenous Affairs and ReconciliationOffice of the
Chief ScientistCommunications
and Portfolio

Corporate

Legal Services

Audit and Evaluation

Office of Equity,
Diversity & Inclusion

HOME

HOW WE WORK WITH
YOU AND YOUR TEAMHOW OUR DEPARTMENT
WORKSHOW WE
SUPPORT YOUCANADA'S RESOURCE
ECONOMY

PRIORITY AREAS

ACRONYM
GUIDE

THE EXECUTIVE TEAM

- Ensuring the effective coordination of Justice services to NRCan, which includes supporting the Deputy head of the Department in his responsibility for the following portfolios:
 - One Crown Corporation: Atomic Energy of Canada Limited;
 - Two independent regulators: the Canadian Energy Regulator and the Canadian Nuclear Safety Commission;
 - 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.
- 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.
- Coordinating litigation and serving as a liaison with the Department of Justice's litigation teams across the country.
- Supporting NRCan in the drafting of legislative and regulatory instruments.

Legal support on labour and employment law, official languages and procurement issues is provided to NRCan directly through the Justice Centres of Expertise.

Land and Minerals

Strategic Policy and
Innovation

Low Carbon Energy

Energy Technology

Strategic Petroleum
and Investment OfficeCanadian Forest
ServiceMajor Projects Management Office
and Indigenous Affairs and ReconciliationOffice of the
Chief ScientistCommunications
and Portfolio

Corporate

Legal Services

Audit and Evaluation

Office of Equity,
Diversity & Inclusion

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 and works closely with 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: Alan Pelman, appointed Chair in May 2021; Angeline Gillis; Victoria Bradbury; and Neil Maxwell. PMEEC consists of senior management and two external members – Marthe Hurteau and Pablo Sobrino.

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

- Prepares a multi-year, integrated audit and evaluation plan and identifies the audit and evaluation projects to be carried out within the department.
- 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 and could



Michel Gould,
(he/him/il), Chief Audit and
Evaluation Executive, Audit
and Evaluation Branch

Prior to being named Chief Audit and Evaluation Executive, Mr. Gould served as Senior Director, Audit Operations in NRCan's Audit and Evaluation Branch. He has worked for various departments, including Infrastructure Canada and Public Health Agency of Canada.

Michel is a Chartered Professional Accountant (CPA) and a Certified Internal Auditor (CIA). He holds a Bachelor's degree in Business Administration and a Master's degree in Business Administration. He recently completed the Public Sector Leadership and Governance program at the University of Ottawa.

[CONTINUE](#)

Land and Minerals

Strategic Policy and
Innovation

Low Carbon Energy

Energy Technology

Strategic Petroleum
and Investment OfficeCanadian Forest
ServiceMajor Projects Management Office
and Indigenous Affairs and ReconciliationOffice of the
Chief ScientistCommunications
and Portfolio

Corporate

Legal Services

Audit and Evaluation

Office of Equity,
Diversity & Inclusion

HOME

HOW WE WORK WITH
YOU AND YOUR TEAMHOW OUR DEPARTMENT
WORKSHOW WE
SUPPORT YOUCANADA'S RESOURCE
ECONOMY

PRIORITY AREAS

ACRONYM
GUIDE

THE EXECUTIVE TEAM

advise sectors in the design of programs and identifies areas for improvement to increase program performance.

- Supports the DAC and PMEEC in carrying out their respective mandates.
- Supports the timely publication of audit and evaluation reports to ensure adequate transparency.
- 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, and keeps the youDMA and the minister informed of all external audit activities.

Land and Minerals

Strategic Policy and
Innovation

Low Carbon Energy

Energy Technology

Strategic Petroleum
and Investment OfficeCanadian Forest
ServiceMajor Projects Management Office
and Indigenous Affairs and ReconciliationOffice of the
Chief ScientistCommunications
and Portfolio

Corporate

Legal Services

Audit and Evaluation

Office of Equity,
Diversity & Inclusion

HOME

HOW WE WORK WITH
YOU AND YOUR TEAMHOW OUR DEPARTMENT
WORKSHOW WE
SUPPORT YOUCANADA'S RESOURCE
ECONOMY

PRIORITY AREAS

ACRONYM
GUIDE

THE EXECUTIVE TEAM

Office of Equity, Diversity & Inclusion

In 2021, NRCan established the Office of Equity, Diversity and Inclusion (OEDI), which reports directly to the Deputy Minister. The OEDI coordinates equity, diversity and inclusion efforts across the department, supporting sectors and networks in implementing and reporting on their initiatives and their progress.

NRCan's work on Equity, Diversity and Inclusion is centred on five pillars:

Addressing the data challenge

Improving the evidence base for D&I will address a data gap that is limiting effective analysis and action across the other pillars of the framework. The data work focuses on identifying and gathering existing D&I data relevant to NRCan, building relationships with external organizations to fill data gaps, making data accessible and usable across the department, and driving horizontal and sector-specific analysis.

Looking inward at the NRCan workforce

Looking inward, we are launching new initiatives that will give us a better understanding of our workforce and empower us to make changes to improve representation and career development opportunities. These initiatives include enhancing self-identification via the NRCan Census, implementing a Talent Acquisition Strategy to improve representation of Black, other racialized and Indigenous people and persons with disabilities, and new talent management and sponsorship pilots to support career development of underrepresented groups.



Trudy Samuel,
(she/her/elle), Senior Director,
Office of Equity,
Diversity & Inclusion

Trudy Samuel is the Senior Director of the Office for Equity, Diversity and Inclusion at Natural Resources Canada. With over 20 years experience across multiple federal departments, she brings a range of policy, program and research experience to her work. Her passion for the machinery of government has prepared her for a career as a corporate strategist and coalition builder for systemic change.

Trudy has a Bachelor of Arts Degree in Psychology and a Masters of Business Administration, both focused on organizational development and change, positioning her well to lead the department's efforts to create a more representative, inclusive and equitable work environment at NRCan. Her work has spanned from leading international files to negotiating land claims and self-government agreements to coordinating the development of flagship parliamentary reports and delivering on national level IT transformation projects. Her lived experience as a Black Canadian woman, career civil servant, lifelong volunteer and person with an invisible disability have taught her compassion, humility, grit and perseverance.

CONTINUE

Land and Minerals

Strategic Policy and
Innovation

Low Carbon Energy

Energy Technology

Strategic Petroleum
and Investment OfficeCanadian Forest
ServiceMajor Projects Management Office
and Indigenous Affairs and ReconciliationOffice of the
Chief ScientistCommunications
and Portfolio

Corporate

Legal Services

Audit and Evaluation

Office of Equity,
Diversity & Inclusion

HOME

HOW WE WORK WITH
YOU AND YOUR TEAMHOW OUR DEPARTMENT
WORKSHOW WE
SUPPORT YOUCANADA'S RESOURCE
ECONOMY

PRIORITY AREAS

ACRONYM
GUIDE

THE EXECUTIVE TEAM

Looking outward at the natural resource sector workforce

We are exploring ways to influence natural resource industries to take action on equity, diversity and inclusion, by building these principles into staffing, governance structures and supply chains. To support these efforts, we are strengthening our supporting evidence base and data and we are asking industries to plan for workforce renewal through employee supports, skills development, learning opportunities, internships and gender equity targets.

Advancing reconciliation with Indigenous peoples

Integrating Indigenous perspectives and forging consensus on social, environmental and economic implications of natural resource development are all key parts of NRCan's work. But advancing reconciliation is also a central pillar of our equity, diversity and inclusion strategy. We are building a framework and roadmap that define our pathways to reconciliation. We will work closely with science-based sectors to advance Indigenous science and internship initiatives. We will strengthen Indigenous components of environmental, social and corporate governance within natural resource industries, address barriers to Indigenous recruitment and contribute to new Indigenous opportunities within the Policy Analyst Recruitment and Development Program. We will also work with CMSS to address administrative and financial barriers to working with Indigenous partners.

Applying a complete policy lens

The work on the complete policy lens brings together the various strands of the other D&I pillars to help in developing and reporting on all dimensions (economic, environmental, governance and coordination, Indigenous reconciliation, and community and health) of our programs, research and policies. In concert with other efforts across the department (GBA+, application of Environmental, Social, Governance (ESG), and other inclusive initiatives), the framework will enable a shift in the way NRCan employees think about, design, and evaluate work. The ultimate goal is to improve the quality of life for Canadians, especially under-represented Canadians living in communities reliant on natural resources, working in natural resource industries or impacted by the natural resources sector.

CONTINUE

Land and Minerals

Strategic Policy and
Innovation

Low Carbon Energy

Energy Technology

Strategic Petroleum
and Investment OfficeCanadian Forest
ServiceMajor Projects Management Office
and Indigenous Affairs and ReconciliationOffice of the
Chief ScientistCommunications
and Portfolio

Corporate

Legal Services

Audit and Evaluation

Office of Equity,
Diversity & Inclusion



HOME

How our department works

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

HOW THE DEPARTMENT
FUNCTIONS

KEY
RESPONSIBILITIES

THE NATURAL RESOURCES
PORTFOLIO

WORKING WITH THE
PROVINCES AND TERRITORIES

HOME

HOW WE WORK WITH
YOU AND YOUR TEAMHOW THE DEPARTMENT
WORKSHOW WE
SUPPORT YOUCANADA'S RESOURCE
ECONOMY

PRIORITY AREAS

ACRONYM
GUIDE

HOW THE DEPARTMENT FUNCTIONS

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.

How the Department
Functions

Mandate

Where NRCan
is LocatedNRCan Financial
OverviewDepartmental Results Framework
and Program InventoryConstitutional
AuthorityRole of NRCan's
Minister

What NRCan Does

HOME

HOW WE WORK WITH
YOU AND YOUR TEAMHOW THE DEPARTMENT
WORKSHOW WE
SUPPORT YOUCANADA'S RESOURCE
ECONOMY

PRIORITY AREAS

ACRONYM
GUIDE

HOW THE DEPARTMENT FUNCTIONS

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.

How the Department
Functions

Mandate

Where NRCan
is LocatedNRCan Financial
OverviewDepartmental Results Framework
and Program InventoryConstitutional
AuthorityRole of NRCan's
Minister

What NRCan Does

HOME

HOW WE WORK WITH
YOU AND YOUR TEAMHOW THE DEPARTMENT
WORKSHOW WE
SUPPORT YOUCANADA'S RESOURCE
ECONOMY

PRIORITY AREAS

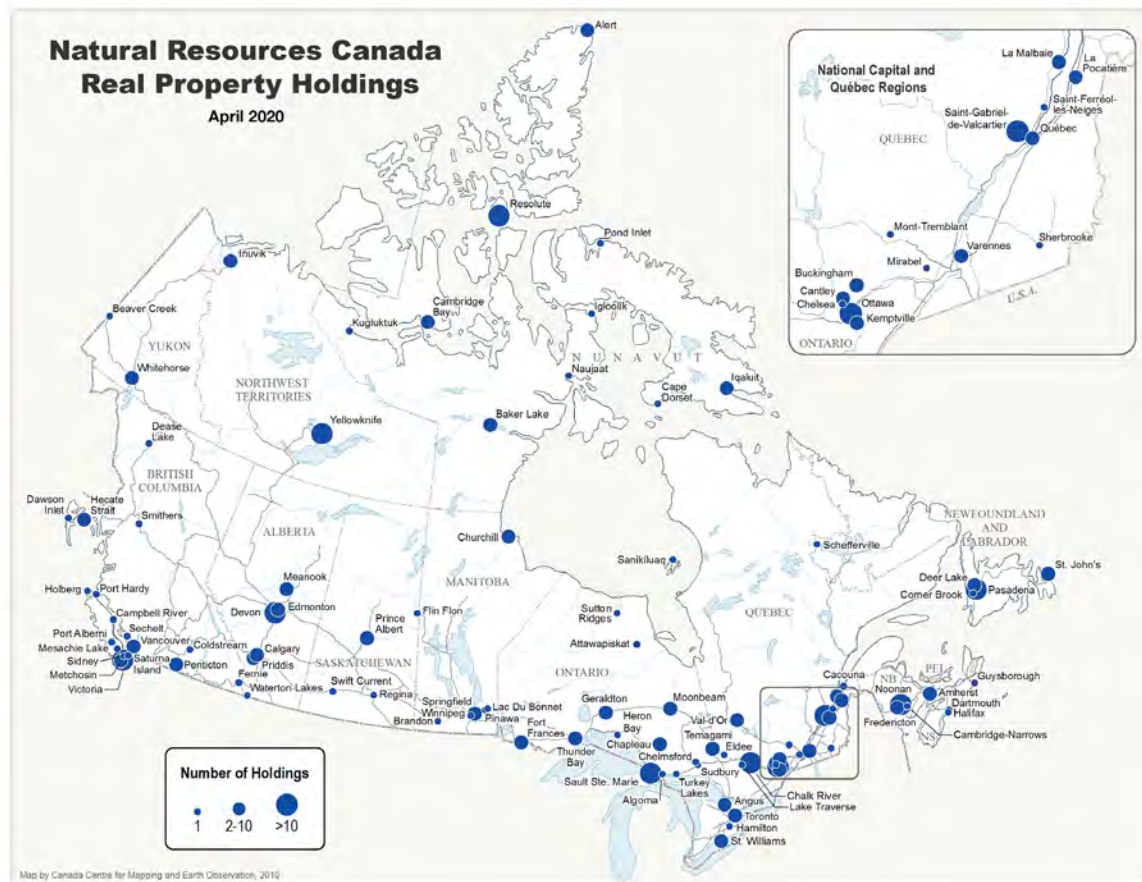
ACRONYM
GUIDE

WHERE NRCAN IS LOCATED

Regional Offices

NRCan has operations across the country

- One third of the NRCan workforce is employed in the regions.
- NRCan has a workforce of approximately 4,400 staff, which includes indeterminate, term, seasonal, casual, and students, and excludes staff on leave without pay and the Minister's staff.
- The largest percentage of the NRCan workforce are employed in the scientific and technical areas.



CONTINUE

How the Department
Functions

Mandate

Where NRCan
is LocatedNRCan Financial
OverviewDepartmental Results Framework
and Program InventoryConstitutional
AuthorityRole of NRCan's
Minister

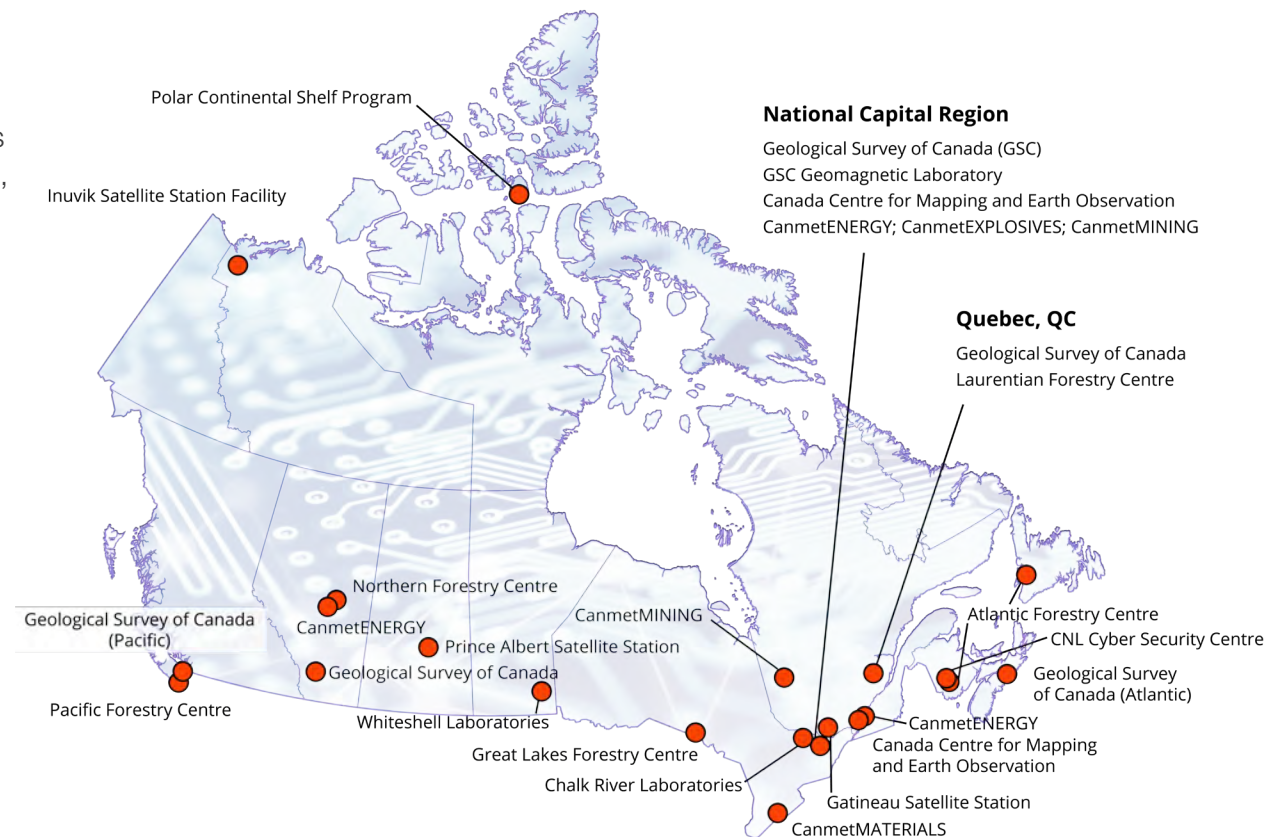
What NRCan Does

Labs and Research Facilities

NRCan is a science-based department, with approximately 48% of employees working as scientists or technicians and with more than 61% of the Department's budget devoted to science and technology activities. NRCan collaborates with other government departments (OGDs), Indigenous communities & organizations, academic institutions, and industry to conduct science and research with the goal of ensuring that the country's abundant natural resources are developed sustainably, competitively and inclusively.

The planning and conduct of scientific programs and activities at NRCan is managed by its five science sectors. Within the science sectors, the Department manages laboratories and research centres across Canada where research and development (R&D) and related science activities (RSA) take place.

Science and Research Facilities in NRCan's Portfolio



CONTINUE

How the Department
Functions

Mandate

Where NRCan
is Located

NRCan Financial
Overview

Departmental Results Framework
and Program Inventory

Constitutional
Authority

Role of NRCan's
Minister

What NRCan Does

HOME

HOW WE WORK WITH
YOU AND YOUR TEAMHOW THE DEPARTMENT
WORKSHOW WE
SUPPORT YOUCANADA'S RESOURCE
ECONOMY

PRIORITY AREAS

ACRONYM
GUIDE

WHERE NRCAN IS LOCATED

Lands and Minerals Research Facilities

The lands and minerals research facilities focus around mining, explosives, monitoring hazards, geomagnetism, satellite imagery, cartography, and support for scientific expeditions in the arctic.

- **CanmetMINING** (Ottawa [3 facilities], ON, Sudbury, ON, Val d'Or, QC - LMS) is a world class leader in the development and deployment of green mining innovation technologies under the following three business lines: extraction, processing and environment. CanmetMINING conducts R&D on a wide range of processes and technologies involved in extracting ore from the ground and transforming it into a concentrate, mineral product or metal. These activities contribute to improving the competitiveness of the Canadian mining industry through research, innovation and commercialization efforts. Much of CanmetMINING's research is done in partnership with industry, provincial governments, other federal departments, universities and international agencies. CanmetMINING offers opportunities in many current fields of interest, including R&D, specialized services, personnel interchanges, field trials and certified reference materials technology transfer.
- **Canadian Explosives Research Laboratory** (Ottawa [Bells Corners], Ontario - LMS) focuses on analytical chemistry analysis for explosives, testing and certification for manufacturers and distributors of explosives and working with industries to contribute to improve worker safety and reduce public threat from explosives.
- **Canadian Hazards Information Service** (Ottawa, ON, Sidney, BC and Yellowknife, NT - LMS) conducts monitoring and provides hazard information and products on an ongoing basis and in response to emergency situations involving earthquakes tsunamis, volcanic eruptions, landslides, geomagnetic storms and radiological or nuclear incidents.
- **Geomagnetic Laboratory-Geomagnetism Canada** (Ottawa, ON - LMS) is the headquarters for the Geomagnetic Monitoring Service and the Geomagnetic Hazards Project of the Government of Canada.
- **Satellite station facilities** (Prince Albert, SK, Gatineau, QC and Inuvik) provide satellite imagery coverage across all of Canada.
- **Canada-Nunavut Geoscience Office** (Iqaluit, NU - LMS) holds expertise in Precambrian, Paleozoic and Quaternary geology, GIS and cartography and online data dissemination. The mandate of the office is to provide Nunavut with accessible geoscience information and expertise to support responsible resource exploration and development, responsible infrastructure development, and geoscience education, training and awareness.
- **Polar Continental Shelf Program** (Ottawa, ON and Resolute, NU - LMS) provides logistical, equipment, timing and coordination for scientific Arctic expeditions.

CONTINUE

How the Department
Functions

Mandate

Where NRCan
is LocatedNRCan Financial
OverviewDepartmental Results Framework
and Program InventoryConstitutional
AuthorityRole of NRCan's
Minister

What NRCan Does

HOME	HOW WE WORK WITH YOU AND YOUR TEAM	HOW THE DEPARTMENT WORKS	HOW WE SUPPORT YOU	CANADA'S RESOURCE ECONOMY	PRIORITY AREAS	ACRONYM GUIDE
WHERE NRCAN IS LOCATED						

Energy Research Facilities

- NRCan has four Canmet federal research facilities that conduct energy RD&D on energy efficiency (buildings, industry, and communities), clean electricity and renewable energy and three nuclear laboratories through the CNL.
- **CanmetENERGY-Varennnes** (QC - ETS) focuses on energy efficiency in buildings, industrial processes, and integration of renewable and distributed energy sources.
 - **CanmetENERGY-Ottawa** (ON - ETS) works in renewable energy, including bioenergy, clean fossil energy, as well as energy efficiency in buildings and communities.
 - **CanmetMATERIALS-Hamilton** (ON - ETS) 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).
 - **CanmetENERGY-Devon** (AB - ETS, SPPIO) provides fundamental knowledge, R&D and innovative solutions that extract valuable hydrocarbon resources and reduce the environmental impacts of resource development.
 - **Canadian Nuclear Laboratories Cyber Security Centre** (Fredricton, NB - CNL) has developed a secure, simulated cyber-physical environment that offers a unique environment for safely and realistically simulating cyberattacks on nuclear industrial control systems, for testing security control measures including supply chain qualification of programmable electronic systems in nuclear power plants and for training plant personnel in cyber security.
 - **Chalk River Laboratories** (Chalk River, ON - CNL) Operating under a GoCo model; focuses on research and development to support and advance innovative nuclear technologies and existing CANDU reactor technology.
 - **Whiteshell Laboratories** (Whiteshell, MB - CNL) has been used for experimental nuclear systems (including the WR-1 and SLOWPOKE reactors) and Underground Research Laboratory to study nuclear waste disposal. This lab is planned to be decommissioned in 2024.

CONTINUE

How the Department Functions	Mandate	Where NRCan is Located	NRCan Financial Overview
Departmental Results Framework and Program Inventory	Constitutional Authority	Role of NRCan's Minister	What NRCan Does

HOME

HOW WE WORK WITH
YOU AND YOUR TEAMHOW THE DEPARTMENT
WORKSHOW WE
SUPPORT YOUCANADA'S RESOURCE
ECONOMY

PRIORITY AREAS

ACRONYM
GUIDE

WHERE NRCAN IS LOCATED

Forest Research Facilities

NRCan has five regional research centres, one virtual research centre and three living laboratories focused around forest research.

- **Pacific Forestry Centre** (Victoria, BC - CFS) works with forest sector stakeholders regionally, nationally and internationally to undertake the science behind challenging forest issues.
- **Northern Forestry Centre** (Edmonton, AB - CFS) leads and contributes to integrated, interdisciplinary research on nationally significant sustainable forest management issues.
- **Great Lakes Forestry Centre** (Sault Ste. Marie, ON - CFS) is home to a one-of-a-kind research facility that employs clean-room technology and enables scientists to study alien invasive insects.
- **Laurentian Forestry Centre** (Quebec, QC - CFS) works on research and knowledge dissemination activities on the forest ecosystem, its components and their interactions.
- **Atlantic Forestry Centre** (co-located in Fredericton, NB and Corner Brook, NL - CFS) is the home to a renowned insect chemical ecology lab for insects affecting Canada's forests.
- **Canadian Wood Fibre Centre** (Virtual - CFS) develops innovative solutions that support sustainable wood fibre supplies and market-ready uses.
- **The Research forests** (Acadia, NB and Petawawa, ON - CFS) and **research station** (Valcartier, QC -CFS) are living laboratories that have a long legacy of providing scientific data that inform researchers, scientists and industry about long-term trends to help address forestry issues now and in the future.

A complete list of NRCan's science facilities can be found [here](#).

How the Department
Functions

Mandate

Where NRCan
is LocatedNRCan Financial
OverviewDepartmental Results Framework
and Program InventoryConstitutional
AuthorityRole of NRCan's
Minister

What NRCan Does

HOME

HOW WE WORK WITH
YOU AND YOUR TEAMHOW THE DEPARTMENT
WORKSHOW WE
SUPPORT YOUCANADA'S RESOURCE
ECONOMY

PRIORITY AREAS

ACRONYM
GUIDE

HOW THE DEPARTMENT FUNCTIONS

NRCan Financial Overview

- NRCan began the 2020-21 fiscal year during the peak and unprecedented time of COVID-19 which impacted the business of supply for the Government as well as the department's day-to-day operations.
- Overall, the department ended 2020-21 in a good financial position considering the implications of the COVID-19 pandemic. The operating budget lapse of \$33.6M (6% of Main Estimates) was higher than the historical lapse but this was expected. NRCan took advantage of this additional flexibility to freeze a portion to manage the estimated Vacation Cash Out liability.
- Forecasting against the capital budget was relatively accurate throughout the year while Grants and Contributions continued to be more difficult to predict, especially within a pandemic; however, the department has made efforts to cash manage and is seeking reprofiles where appropriate.
- The effects of COVID-19 continue to affect the way the department does business. Financial implications of these challenges are being monitored.

CONTINUE

How the Department
Functions

Mandate

Where NRCan
is LocatedNRCan Financial
OverviewDepartmental Results Framework
and Program InventoryConstitutional
AuthorityRole of NRCan's
Minister

What NRCan Does

HOME

HOW WE WORK WITH
YOU AND YOUR TEAMHOW THE DEPARTMENT
WORKSHOW WE
SUPPORT YOUCANADA'S RESOURCE
ECONOMY

PRIORITY AREAS

ACRONYM
GUIDE

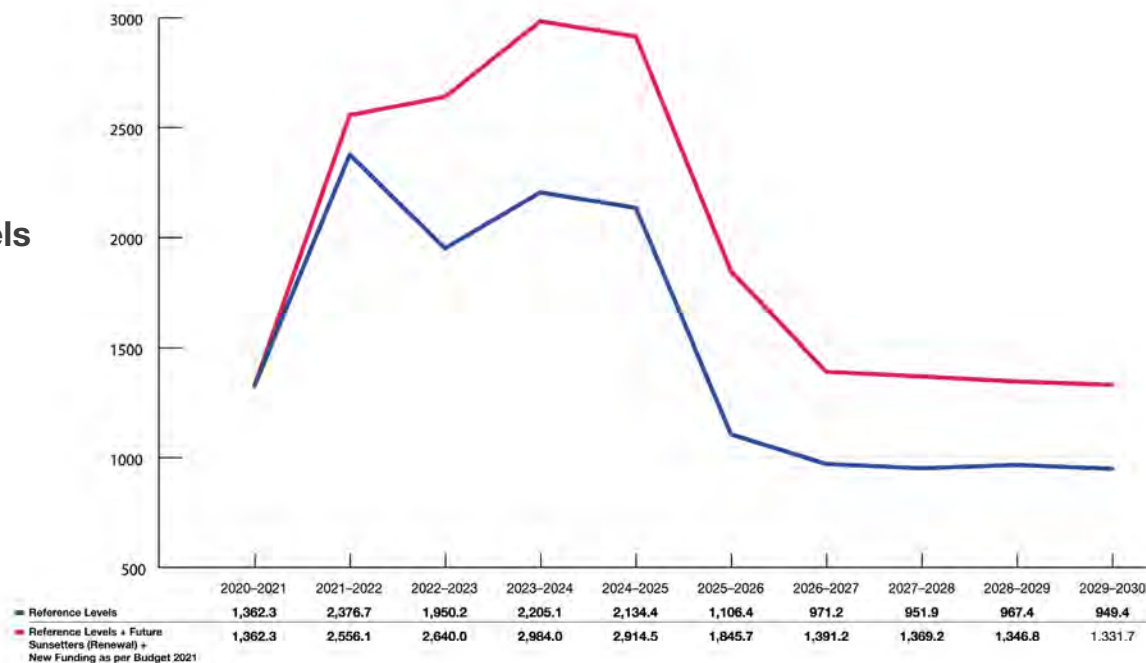
HOW THE DEPARTMENT FUNCTIONS

NRCan Financial Overview

- In general, of a total departmental budget of about \$2.6B, nearly 8% is statutory royalty payments to provinces related to offshore petroleum while approximately 61% of funding for departmental programs and activities is directed to third parties through grants and contributions.
- In the following graph representing Voted authorities, NRCan's reference levels for 2021-22 and future years will increase significantly following approval of Fall Economic Statement and Budget 2021 programming, which will be accessed using Supplementary Estimates in 2021-22.
- The overall funding decline reflects the ramping down of programs. For those programs requiring renewal, continued policy cover and funding is typically sought via the Federal Budget process as per prerogative of government.

Reference Levels

(in millions of dollars)

How the Department
Functions

Mandate

Where NRCan
is LocatedNRCan Financial
OverviewDepartmental Results Framework
and Program InventoryConstitutional
AuthorityRole of NRCan's
Minister

What NRCan Does

HOME

HOW WE WORK WITH
YOU AND YOUR TEAMHOW THE DEPARTMENT
WORKSHOW WE
SUPPORT YOUCANADA'S RESOURCE
ECONOMY

PRIORITY AREAS

ACRONYM
GUIDE

HOW THE DEPARTMENT FUNCTIONS

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, which support reporting in Estimates Documents namely, the Main Estimates, the Departmental Plan and the Departmental Results Report

Departmental Results Tabled in Parliament

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

Like for the DP, 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.

The 2020-21 DRR is highlighting the significant efforts of the Department to respond to the COVID-19 pandemic by launching new initiatives and retooling many of its existing programs and operations to help ensure the safety of Canadians and support the natural resources sector. The report also presents NRCan's major achievements to support advancement on the strategic priorities identified in its 2020-21 Departmental Plan, as required by Treasury Board Secretariat's reporting guidelines.

How the Department
Functions

Mandate

Where NRCan
is LocatedNRCan Financial
OverviewDepartmental Results Framework
and Program InventoryConstitutional
AuthorityRole of NRCan's
Minister

What NRCan Does

HOME

HOW WE WORK WITH
YOU AND YOUR TEAMHOW THE DEPARTMENT
WORKSHOW WE
SUPPORT YOUCANADA'S RESOURCE
ECONOMY

PRIORITY AREAS

ACRONYM
GUIDE

HOW THE DEPARTMENT FUNCTIONS

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 policy making, 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. Nowhere 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.

How the Department
Functions

Mandate

Where NRCan
is LocatedNRCan Financial
OverviewDepartmental Results Framework
and Program InventoryConstitutional
AuthorityRole of NRCan's
Minister

What NRCan Does

HOME

HOW WE WORK WITH
YOU AND YOUR TEAMHOW THE DEPARTMENT
WORKSHOW WE
SUPPORT YOUCANADA'S RESOURCE
ECONOMY

PRIORITY AREAS

ACRONYM
GUIDE

HOW THE DEPARTMENT FUNCTIONS

Role of NRCan's Minister

As the Federal Minister of Natural Resources, your 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 is 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.

How the Department
Functions

Mandate

Where NRCan
is LocatedNRCan Financial
OverviewDepartmental Results Framework
and Program InventoryConstitutional
AuthorityRole of NRCan's
Minister

What NRCan Does

HOME

HOW WE WORK WITH
YOU AND YOUR TEAMHOW THE DEPARTMENT
WORKSHOW WE
SUPPORT YOUCANADA'S RESOURCE
ECONOMY

PRIORITY AREAS

ACRONYM
GUIDE

HOW THE DEPARTMENT FUNCTIONS

What NRCan Does

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 approximately 4,400 employees located in offices and laboratories in every region of the country. In fact, one-third 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.

How the Department
Functions

Mandate

Where NRCan
is LocatedNRCan Financial
OverviewDepartmental Results Framework
and Program InventoryConstitutional
AuthorityRole of NRCan's
Minister

What NRCan Does

Key Responsibilities – Legislative

The Department's responsibilities broadly cover federal legislation, regulation, policies and programs related to the sustainable development, use and trade of Canada's natural resources.

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

- **Department of Natural Resources Act** empowers the Minister to manage and direct the department.
- **Forestry Act** sets out the Minister's duties and functions regarding research relating to the protection, management and use of forestry resources.
- **The Canadian Energy Regulator Act*** sets out the Minister's 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 the Minister, who may ask the CER for advice on energy matters.
- **Resources and Technical Surveys Act** authorizes the Minister 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 or to require information related to energy, to amend regulations in order to maintain harmonization already set out in the regulation 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.

[CONTINUE](#)

HOME

HOW WE WORK WITH
YOU AND YOUR TEAMHOW THE DEPARTMENT
WORKSHOW WE
SUPPORT YOUCANADA'S RESOURCE
ECONOMY

PRIORITY AREAS

ACRONYM
GUIDE

KEY RESPONSIBILITIES — LEGISLATIVE

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*, 1867 to clarify provincial control over 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.

CONTINUE

Legislative

Regulatory

HOME

HOW WE WORK WITH
YOU AND YOUR TEAMHOW THE DEPARTMENT
WORKSHOW WE
SUPPORT YOUCANADA'S RESOURCE
ECONOMY

PRIORITY AREAS

ACRONYM
GUIDE

KEY RESPONSIBILITIES — LEGISLATIVE

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.

CONTINUE

Legislative

Regulatory

HOME

HOW WE WORK WITH
YOU AND YOUR TEAMHOW THE DEPARTMENT
WORKSHOW WE
SUPPORT YOUCANADA'S RESOURCE
ECONOMY

PRIORITY AREAS

ACRONYM
GUIDE

KEY RESPONSIBILITIES — LEGISLATIVE

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, including energy developed from water, 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 statistics, 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; authorizes the formulation of plans to conserve, develop and use the resources; to enter into agreements and make grants and contributions to carry out the plans with other governments and industry organizations; and coordinate logistics support, providing related assistance for the purposes of advancing scientific knowledge of the Arctic region; and contribute to the exercise of Canada's sovereignty in that region and its adjacent waters.

CONTINUE

Legislative

Regulatory

Sector-Specific and Agency-Specific 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

Effective August 28, 2019, the National Energy Board Act was repealed and replaced by the *Canadian Energy Regulator Act*. This Act establishes the Canadian Energy Regulator (CER) and 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 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.

Note that effective August 28, 2019, the *National Energy Board Act (NEB Act)* was repealed and replaced by the *Canadian Energy Regulator Act*. Under the transitional provisions of the *CER Act*, project applications submitted under the former *NEB Act* will continue to be subject to the *NEB Act* for certain decisions.

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. Dealers 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. The Act authorizes the Minister to recommend regulations requiring prescribed persons to file a report setting out prescribed statistics and information on energy.

HOME

HOW WE WORK WITH
YOU AND YOUR TEAMHOW THE DEPARTMENT
WORKSHOW WE
SUPPORT YOUCANADA'S RESOURCE
ECONOMY

PRIORITY AREAS

ACRONYM
GUIDE

KEY RESPONSIBILITIES — LEGISLATIVE

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 inactive).

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.

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 GiC has appointed the Deputy Minister of NRCan 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. The Act states that the Association is not an agent of the Crown.

CONTINUE

Legislative

Regulatory

HOME

HOW WE WORK WITH
YOU AND YOUR TEAMHOW THE DEPARTMENT
WORKSHOW WE
SUPPORT YOUCANADA'S RESOURCE
ECONOMY

PRIORITY AREAS

ACRONYM
GUIDE

KEY RESPONSIBILITIES — LEGISLATIVE

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 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 including the making of regulations by the GiC. 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.

CONTINUE

Legislative

Regulatory

HOME

HOW WE WORK WITH
YOU AND YOUR TEAMHOW THE DEPARTMENT
WORKSHOW WE
SUPPORT YOUCANADA'S RESOURCE
ECONOMY

PRIORITY AREAS

ACRONYM
GUIDE

KEY RESPONSIBILITIES — LEGISLATIVE

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.

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 entered into force on January 1, 2017 and replaces the Nuclear Liability Act which dated back to the early 1970s. 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. The Act also permitted Canada to join the International Atomic Energy Agency's Convention on Supplementary Compensation for Nuclear Damage. The Convention provides for the establishment of a pool of funds that would be available in the event of an accident, should it be required, to compensate for the damage in countries that are members of the Convention.

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.

CONTINUE

Legislative

Regulatory

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 the Minister of Northern Affairs who is supported by Crown-Indigenous Relations and Northern Affairs Canada (CIRNAC). 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.

[CONTINUE](#)

It establishes the **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. It also regulates occupational health and safety of employees involved in oil and gas exploration or drilling in the offshore area.

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. It also regulates occupational health and safety of employees involved in oil and gas exploration or drilling in the offshore area.

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, after securing the agreement of the responsible provincial Minister, may recommend regulations to the GiC on all matters under the Act.

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.

HOME

HOW WE WORK WITH
YOU AND YOUR TEAMHOW THE DEPARTMENT
WORKSHOW WE
SUPPORT YOUCANADA'S RESOURCE
ECONOMY

PRIORITY AREAS

ACRONYM
GUIDE

KEY RESPONSIBILITIES — LEGISLATIVE

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.

CONTINUE

Legislative

Regulatory

HOME

HOW WE WORK WITH
YOU AND YOUR TEAMHOW THE DEPARTMENT
WORKSHOW WE
SUPPORT YOUCANADA'S RESOURCE
ECONOMY

PRIORITY AREAS

ACRONYM
GUIDE

KEY RESPONSIBILITIES — LEGISLATIVE

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.

Legislative

Regulatory

HOME

HOW WE WORK WITH
YOU AND YOUR TEAMHOW THE DEPARTMENT
WORKSHOW WE
SUPPORT YOUCANADA'S RESOURCE
ECONOMY

PRIORITY AREAS

ACRONYM
GUIDE

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 (including AECL). 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 FEES 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.

Legislative

Regulatory

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.

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 Deputy Minister will lead regular meetings with the heads of portfolio agencies, and provide support for the Minister's communication with them. The relationship between the Minister and the portfolio agencies is further discussed in [Annex H](#) of [Open and Accountable Government 2015](#).

[CONTINUE](#)

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.

CONTINUE

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, they sign 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 must for 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 the 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.

[CONTINUE](#)

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 their 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.

[CONTINUE](#)

HOME

HOW WE WORK WITH
YOU AND YOUR TEAMHOW THE DEPARTMENT
WORKSHOW WE
SUPPORT YOUCANADA'S RESOURCE
ECONOMY

PRIORITY AREAS

ACRONYM
GUIDE

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 their 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.

Legislative

Regulatory

HOME

HOW WE WORK WITH
YOU AND YOUR TEAMHOW THE DEPARTMENT
WORKSHOW WE
SUPPORT YOUCANADA'S RESOURCE
ECONOMY

PRIORITY AREAS

ACRONYM
GUIDE

THE NATURAL RESOURCES PORTFOLIO

The Natural Resources Portfolio

In addition to overseeing the department, you are 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 you. Ministerial decisions must, therefore, balance oversight with the agencies' statutory independence. Each portfolio agency has a unique mandate, organizational form, reporting regime and corporate culture, and is 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.

As the senior Portfolio Deputy Head, the Deputy Minister chairs a Portfolio Agency Heads meeting with his agency colleagues. In the past, this has occurred roughly twice a year and on an ad hoc basis, as required. The Communications and Portfolio Sector provides secretariat support for these meetings. The Sector is currently reviewing and updating the Portfolio Management Framework and will provide you with advice on how to build on our partnerships with the agencies.

CONTINUE

AECL

CER

C-NLOPB

CNSOPB

CNSC

ESAB

NPA

HOME

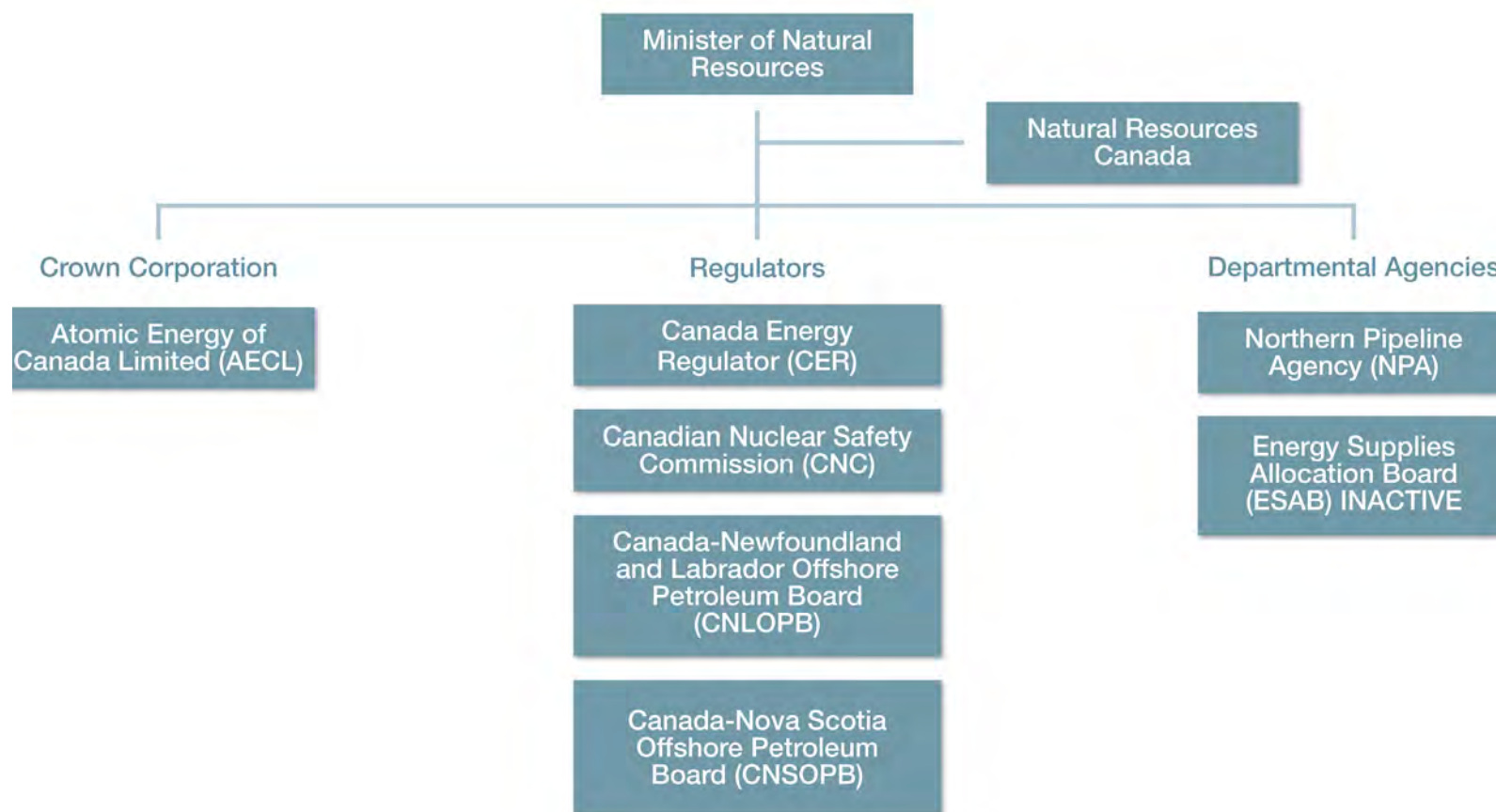
HOW WE WORK WITH
YOU AND YOUR TEAMHOW THE DEPARTMENT
WORKSHOW WE
SUPPORT YOUCANADA'S RESOURCE
ECONOMY

PRIORITY AREAS

ACRONYM
GUIDE

THE NATURAL RESOURCES PORTFOLIO

The Natural Resources Portfolio



CONTINUE

AECL

CER

C-NLOPB

CNSOPB

CNSC

ESAB

NPA

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.



James Burpee,
Chairperson,
Atomic Energy of Canada Ltd.

Mr. Burpee was appointed as Chairperson of AECL's Board of Directors in July 2019. He previously served as a director of AECL's Board of Directors and Chair of the Board's Human Resources and Governance Committee from June 2017 to July 2019.

Mr. Burpee brings almost four decades of experience as a senior strategist and executive in the electricity industry, having worked in a variety of senior management roles for Ontario Hydro and Ontario Power Generation. Mr. Burpee has also served as Chief Executive Officer

at Bridge Renewable Energy Technologies Inc., a company which marketed Biomass Gasification Electricity Systems primarily in the developing world. Most recently, Mr. Burpee served as President and Chief Executive Officer of the Canadian Electricity Association.

Mr. Burpee also sat on the board of the Energy Council of Canada and the Canadian Electricity Association, including one year as Chairperson.

Mr. Burpee is currently a Senior Counsel in the Energy and Environment Practice at Sussex Strategy Group.

Mr. Burpee holds a Bachelor of Applied Science in Mechanical Engineering from the University of Toronto and is a member of Professional Engineers Ontario and the Institute for Corporate Directors, and holds the ICD.D designation.

CONTINUE

HOME

HOW WE WORK WITH
YOU AND YOUR TEAMHOW THE DEPARTMENT
WORKSHOW WE
SUPPORT YOUCANADA'S RESOURCE
ECONOMY

PRIORITY AREAS

ACRONYM
GUIDE

THE NATURAL RESOURCES PORTFOLIO

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.



Fred Dermarkar,
President and CEO,
Atomic Energy of Canada Ltd.

Mr. Fred Dermarkar is AECL's President and CEO. He was appointed in February 2021 for a term of three years. Mr. Dermarkar is leading AECL in its oversight role, seeing that the priorities of Government are delivered safely and efficiently under the Government-owned, Contractor-operated model.

Prior to this, he was President and CEO of the CANDU Owners Group. Mr. Dermarkar has been working in the Canadian nuclear industry for close to 40 years. He has occupied a variety of key technical and senior leadership positions at Ontario Power Generation in support of the design, commissioning, operation and refurbishment of its CANDU reactors.

Mr. Dermarkar has received the Canadian Nuclear Association's Ian McRae award and the Nuclear Excellence Award from the World Association of Nuclear Operators (WANO).

Mr. Dermarkar holds a bachelor's degree in mechanical engineering from the University of Toronto and is a registered professional engineer in the Province of Ontario.

AECL

CER

C-NLOPB

CNSOPB

CNSC

ESAB

NPA

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 had been in place since 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. Cassie 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 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.

CONTINUE

HOME

HOW WE WORK WITH
YOU AND YOUR TEAMHOW THE DEPARTMENT
WORKSHOW WE
SUPPORT YOUCANADA'S RESOURCE
ECONOMY

PRIORITY AREAS

ACRONYM
GUIDE

THE NATURAL RESOURCES PORTFOLIO

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. 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.



Gitane DeSilva,
Chief Executive Officer,
Canada Energy Regulator

Ms. Gitane De Silva is the Chief Executive Officer of the Canada Energy Regulator. Ms. De Silva previously served as Alberta's Senior Representative to the United States and as Deputy Minister for Alberta International and Intergovernmental Relations.

Before joining the Alberta Public Service, Gitane spent 12 years in Canada's Foreign Service as a specialist in Canada-U.S. relations, serving in a variety of roles, including as Consul General of Canada in Chicago

and as Counsellor (Environment & Fisheries) at the Canadian Embassy in Washington, D.C.

Gitane also served as Deputy Head of Agency at Status of Women Canada. Most recently, she was a Special Advisor at TransAlta Corporation. She holds a B.A. in International Relations from the University of British Columbia and is a 2013 recipient of The International Alliance for Women (IAW) World of Difference Award.

CONTINUE

AECL

CER

C-NLOPB

CNSOPB

CNSC

ESAB

NPA

[HOME](#)[HOW WE WORK WITH
YOU AND YOUR TEAM](#)[HOW THE DEPARTMENT
WORKS](#)[HOW WE
SUPPORT YOU](#)[CANADA'S RESOURCE
ECONOMY](#)[PRIORITY AREAS](#)[ACRONYM
GUIDE](#)[THE NATURAL RESOURCES PORTFOLIO](#)

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.

[AECL](#)[CER](#)[C-NLOPB](#)[CNSOPB](#)[CNSC](#)[ESAB](#)[NPA](#)

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, the Minister.

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.



Roger Grimes,
Chair, Canada-Newfoundland
and Labrador Offshore
Petroleum Board

Roger Grimes was initially appointed as a member of the Canada-Newfoundland and Labrador Offshore Petroleum Board in 2018, and was subsequently appointed as the Chair of the Board on July 8, 2019.

Mr. Grimes was a high school math and science teacher from 1972-1989 (B.Sc., B.Ed., M.Ed.). He was President of the Newfoundland and Labrador Teachers' Association and a Board Member of the Canadian Teachers' Federation from 1985-87.

In 1989, Roger was elected to the provincial legislature and became Parliamentary Assistant to Premier Clyde Wells. From 1991-2000, he served as a Cabinet Minister in five different portfolios, including Health, Education and Natural Resources.

From 2001-2003, Roger was Premier of Newfoundland and Labrador and then served as Leader of the Official Opposition from November 2003 until his retirement in June 2005.

Since retiring, Roger continues regular public political commentary, is an avid reader, golfer and recreational hockey player.

CONTINUE

HOME

HOW WE WORK WITH
YOU AND YOUR TEAMHOW THE DEPARTMENT
WORKSHOW WE
SUPPORT YOUCANADA'S RESOURCE
ECONOMY

PRIORITY AREAS

ACRONYM
GUIDE

THE NATURAL RESOURCES PORTFOLIO

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 federal approval of the Board's decision on the appointment of the Chief Executive Officer.



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

Mr. Scott Tessier has served as Chief Executive Officer of the C-NLOPB since 2013. He previously also served as the Board Chair until February 2019 when the roles of CEO and Chair were split.

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.

AECL

CER

C-NLOPB

CNSOPB

CNSC

ESAB

NPA

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.



Barbara Pike,
Acting Chairperson, Canada-Nova
Scotia Offshore Petroleum Board

Ms. Barbara Pike was initially appointed as a federal member of the CNSOPB Board in 2017 for a term of six years. As a former public policy, government relations, regulatory and communications executive from Nova Scotia, Barbara Pike has over 30 years' experience in regulatory, policy and public affairs, and working on Boards in both the public and private sectors. Ms. Pike has held senior positions with the Maritime Energy Association and the Atlantic Institute for Market Studies. She was formerly the Chair of the Board of Directors for

Sport Nova Scotia. She is currently the Vice Chair of the Board of Directors, Community Foundation of Nova Scotia, and Executive Member of the International Women's Forum, Atlantic Chapter, and Corporate Secretary and Director for the Board of Directors, Scotian Windfields Inc. She has a degree from the School of Commerce and Business Administration, Memorial University of Newfoundland.

CONTINUE

HOME

HOW WE WORK WITH
YOU AND YOUR TEAMHOW THE DEPARTMENT
WORKSHOW WE
SUPPORT YOUCANADA'S RESOURCE
ECONOMY

PRIORITY AREAS

ACRONYM
GUIDE

THE NATURAL RESOURCES PORTFOLIO

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, the Minister of Natural Resources, and they 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 federal approval of the Board's decision on the appointment of the Chief Executive Officer.

*Mr. Keith MacLeod was Chairperson of the CNSOPB until August 16, 2021. On August 17, 2021, the Board designated an Acting Chairperson, Ms. Barbara Pike who will assume the Chairperson's duties until January 30, 2022 (or until a new Chairperson is appointed by both federal and provincial governments).



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

Ms. Christine Bonnell-Eisnor was appointed by the CNSOPB as Acting Chief Executive Officer on November 1, 2019. Prior to her appointment as Acting CEO, 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.

AECL

CER

C-NLOPB

CNSOPB

CNSC

ESAB

NPA

HOME

HOW WE WORK WITH
YOU AND YOUR TEAMHOW THE DEPARTMENT
WORKSHOW WE
SUPPORT YOUCANADA'S RESOURCE
ECONOMY

PRIORITY AREAS

ACRONYM
GUIDE

THE NATURAL RESOURCES PORTFOLIO

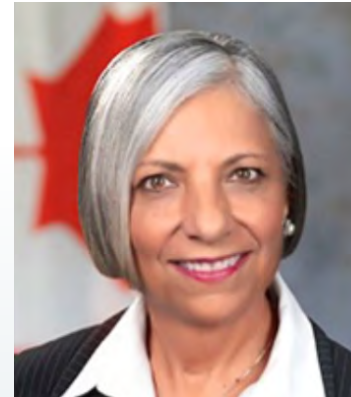
Canadian Nuclear Safety Commission

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.

CONTINUE

AECL

CER

C-NLOPB

CNSOPB

CNSC

ESAB

NPA

HOME

HOW WE WORK WITH
YOU AND YOUR TEAMHOW THE DEPARTMENT
WORKSHOW WE
SUPPORT YOUCANADA'S RESOURCE
ECONOMY

PRIORITY AREAS

ACRONYM
GUIDE

THE NATURAL RESOURCES PORTFOLIO

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 the Minister. The Commission reports to Parliament through the Minister of Natural Resources. The Act gives the Governor in Council (GiC) the authority to issue directives of general application on broad policy and make, or approve, regulations. The Minister is responsible for recommending those actions to the GiC, and for recommending the appointment of members of the Commission to the GiC.

AECL

CER

C-NLOPB

CNSOPB

CNSC

ESAB

NPA

HOME

HOW WE WORK WITH
YOU AND YOUR TEAMHOW THE DEPARTMENT
WORKSHOW WE
SUPPORT YOUCANADA'S RESOURCE
ECONOMY

PRIORITY AREAS

ACRONYM
GUIDE

THE NATURAL RESOURCES PORTFOLIO

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, as the Minister of Natural Resources. Some decisions (such as the issuance/revocation of exemption orders) must legally be made by the Board independently. On those matters, you should exercise caution when communicating with the Board.

AECL

CER

C-NLOPB

CNSOPB

CNSC

ESAB

NPA

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. AHGP project activities have been reduced in recent years. Accordingly, the NPA has minimized its operations as much as possible while fulfilling Canada's ongoing obligations as set out in the *Northern Pipeline Act*.

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;



Jean-François Tremblay,
Commissioner,
Northern Pipeline Agency

The Deputy Minister of NRCan serves as Commissioner of the NPA (*ex-officio*).

[CONTINUE](#)

HOME

HOW WE WORK WITH
YOU AND YOUR TEAM

HOW THE DEPARTMENT
WORKS

HOW WE
SUPPORT YOU

CANADA'S RESOURCE
ECONOMY

PRIORITY AREAS

ACRONYM
GUIDE

THE NATURAL RESOURCES PORTFOLIO

- 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.

AECL

CER

C-NLOPB

CNSOPB

CNSC

ESAB

NPA

HOME

HOW WE WORK WITH
YOU AND YOUR TEAMHOW THE DEPARTMENT
WORKSHOW WE
SUPPORT YOUCANADA'S RESOURCE
ECONOMY

PRIORITY AREAS

ACRONYM
GUIDE

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



HOME

How We Support You

CONCIERGE SUPPORT
SERVICES

YOUR OFFICE

YOUR EXECUTIVE VEHICLE

YOUR PARKING

YOUR OFFICE MANAGEMENT

ENSURING SECURITY

HOME

HOW WE WORK
WITH YOUHOW OUR DEPARTMENT
WORKSHOW WE
SUPPORT YOUCANADA'S RESOURCE
ECONOMY

PRIORITY AREAS

ACRONYM
GUIDE

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.

Concierge Support
Services

Your Office

Your Executive Vehicle

Your Parking

Your Office Management

Ensuring Security

[HOME](#)[HOW WE WORK
WITH YOU](#)[HOW OUR DEPARTMENT
WORKS](#)[HOW WE
SUPPORT YOU](#)[CANADA'S RESOURCE
ECONOMY](#)[PRIORITY AREAS](#)[ACRONYM
GUIDE](#)[YOUR OFFICE](#)

Your Office

When you are not working virtually, 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 features a full kitchen. There is also a comfortable rest area, as well as two collaborative spaces, one in each open and closed area.

[Concierge Support
Services](#)[Your Office](#)[Your Executive Vehicle](#)[Your Parking](#)[Your Office Management](#)[Ensuring Security](#)

HOME

HOW WE WORK
WITH YOUHOW OUR DEPARTMENT
WORKSHOW WE
SUPPORT YOUCANADA'S RESOURCE
ECONOMY

PRIORITY AREAS

ACRONYM
GUIDE

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.

Concierge Support
Services

Your Office

Your Executive Vehicle

Your Parking

Your Office Management

Ensuring Security

HOME

HOW WE WORK
WITH YOUHOW OUR DEPARTMENT
WORKSHOW WE
SUPPORT YOUCANADA'S RESOURCE
ECONOMY

PRIORITY AREAS

ACRONYM
GUIDE

YOUR PARKING

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.

Concierge Support
Services

Your Office

Your Executive Vehicle

Your Parking

Your Office Management

Ensuring Security

HOME

HOW WE WORK
WITH YOUHOW OUR DEPARTMENT
WORKSHOW WE
SUPPORT YOUCANADA'S RESOURCE
ECONOMY

PRIORITY AREAS

ACRONYM
GUIDE

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.

Concierge Support
Services

Your Office

Your Executive Vehicle

Your Parking

Your Office Management

Ensuring Security

HOME

HOW WE WORK
WITH YOUHOW OUR DEPARTMENT
WORKSHOW WE
SUPPORT YOUCANADA'S RESOURCE
ECONOMY

PRIORITY AREAS

ACRONYM
GUIDE

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 meet 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](#)
- [Policy on the Security of Cabinet Confidences](#)
- [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.

Concierge Support
Services

Your Office

Your Executive Vehicle

Your Parking

Your Office Management

Ensuring Security



HOME

Canada's Resource Economy

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

CANADA'S RESOURCE
ECONOMY

NATURAL RESOURCES –
TODAY'S FACTS

Canada's Resource Economy

Canada's resource sectors are vital to our economy—employing almost 2 million Canadians, accounting for nearly 11% of all jobs in 2020, 15.1 percent of our GDP and almost half of the total value of our merchandise exports. All of which means that Canada's resource industries are more than a proud part of our nation's past, they are a key piece to our country's promising future.

Canada's ability to seize the opportunities of our post-COVID recovery will depend in large measure on the strength and imagination of our country's natural resource industries. They are the ones that kept our lights on over the last 19 months. They supported essential services and produced critical supplies. And now we need their ingenuity more than ever, as we come out the other side of this global pandemic: to drive sustainable growth, create jobs and ensure a prosperous future – for all Canadians. In every region of the country.

Fortunately, Canada's natural resource industries are well-positioned to meet this moment. They boast a global advantage that goes well beyond the abundance of our resources to include their experience and expertise in developing our natural wealth – sustainably and inclusively. That know-how will go a long way toward transforming our economy, advancing Indigenous reconciliation, and ensuring we achieve net-zero emissions by 2050.

There are countless examples in every facet of resource development:

- In the forest sector, companies are innovating with sustainably managed, carbon-storing wood and wood fibre to make everything

from cosmetics to car parts. Tallwood buildings are replacing structures once made of concrete and steel. And biofuels are increasingly supplanting traditional sources of energy.

- Similar things are happening in the mining sector, which is fast becoming the great enabling industry of the 21st Century. Canada is already a leading producer of many of the raw materials (including 31 critical minerals) essential to building clean technologies – whether it's the wind farm that needs eight times the minerals of a comparable, conventional gas-fired power plant. Or an electric car that has three to four times more copper under the hood than a typical, internal-combustion vehicle. Even traditional sectors, such as the petroleum industry, will require extensive minerals to improve their efficiency and lower their emissions.
- Almost one in two Canadians (49%) say recent extreme weather events this summer have made them feel more strongly about the urgency to fight climate change. And, although only five per cent of Canadians say they currently own or lease an electric vehicle, 51% say they are at least considering it.
- Canada's energy sector is on the front lines of those global efforts to steadily reduce emissions from each barrel of oil produced, as well as building the world's lowest emissions-intensity LNG facility and expanding what is already one of the cleanest electricity mixes anywhere.

[CONTINUE](#)

[HOME](#)[HOW WE WORK WITH
YOU AND YOUR TEAM](#)[HOW OUR DEPARTMENT
WORKS](#)[HOW WE
SUPPORT YOU](#)[CANADA'S RESOURCE
ECONOMY](#)[PRIORITY AREAS](#)[ACRONYM
GUIDE](#)

CANADA'S RESOURCE ECONOMY

In addition, Canada's resource industries have enthusiastically joined world-wide efforts to promote gender equality and greater diversity in the workforce, building on their leadership as the country's largest private employers of Indigenous Peoples. Across Canada, resource companies are advancing reconciliation by creating Indigenous equity stakes in projects, delivering procurement opportunities for Indigenous businesses, and producing impact-benefit agreements that support the ambitions of Indigenous communities while closing socio-economic gaps and advancing self-determination.

Natural Resources Canada (NRCan) is playing a central role in all of this through modern programming as well as foundational science and research – both in the department's laboratories and research centres and on the ground in every corner of the country. In fact, almost 45 percent of NRCan's staff is composed of scientists, technicians and technologists performing world-class work.

In the days and weeks ahead, we look forward to introducing you to the leadership role our department is taking in everything from energy generation, production and distribution to forests and forestry; minerals and mining; earth sciences and data; energy efficiency; and clean technology.

As the following data makes clear, Canada's resource sectors are vital to our economy – accounting for 2 million jobs, 15 percent of our GDP and about 15.5% of Canada's GDP (\$320B in 2020). All of which means that Canada's resource industries are more than a proud part of our nation's past, they are a key piece to our country's promising future.

HOME

HOW WE WORK WITH
YOU AND YOUR TEAMHOW OUR DEPARTMENT
WORKSHOW WE
SUPPORT YOUCANADA'S RESOURCE
ECONOMY

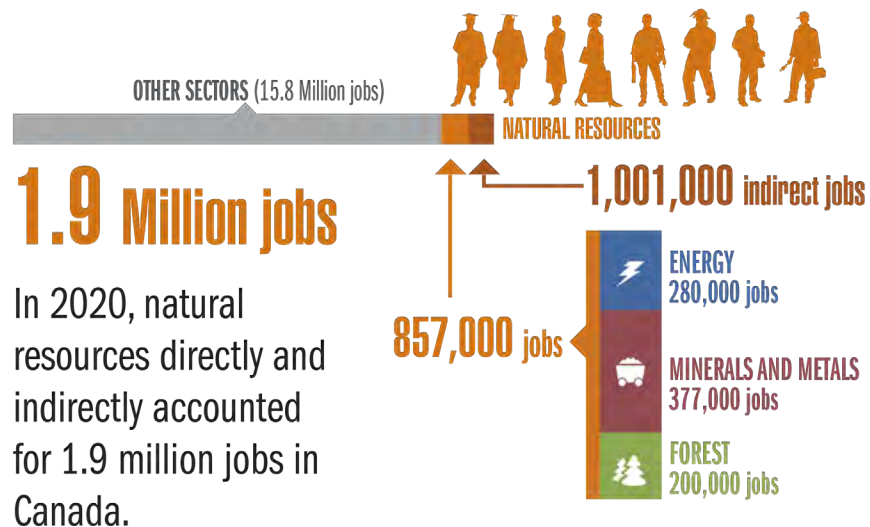
PRIORITY AREAS

ACRONYM
GUIDE

NATURAL RESOURCES – TODAY'S FACTS

Natural Resources – Today's Facts

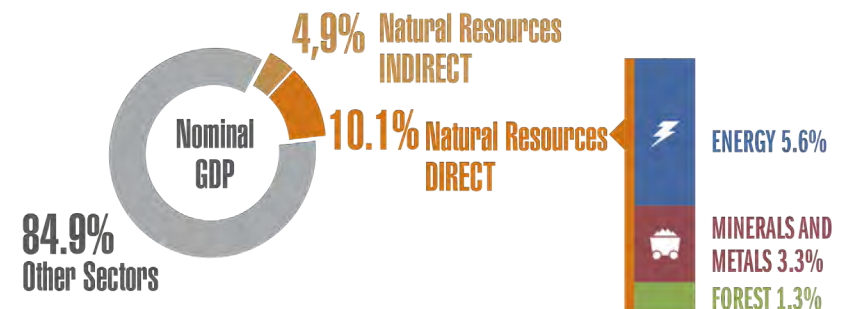
Employment



Gross Domestic Product

15.1% of GDP

In 2020, natural resources directly and indirectly accounted for 15.1% of nominal GDP.



CONTINUE

HOME

HOW WE WORK WITH
YOU AND YOUR TEAMHOW OUR DEPARTMENT
WORKSHOW WE
SUPPORT YOUCANADA'S RESOURCE
ECONOMY

PRIORITY AREAS

ACRONYM
GUIDE

NATURAL RESOURCES – TODAY'S FACTS

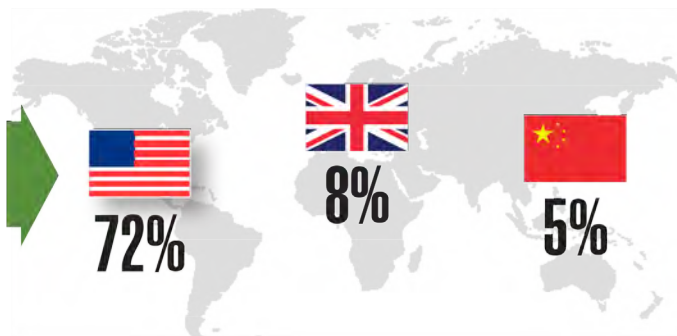
Natural Resources – Today's Facts

Exports

\$224 Billion

Canada's natural resource exports were valued at \$224 B in 2020, comprising 47% of the value of Canada's total merchandise exports.

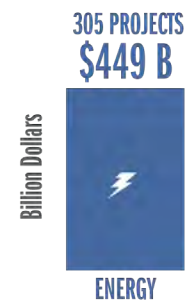
Main Export
Destinations



Major Projects Inventory

\$540 Billion

There are 443 major resource projects under construction or planned over the next 10 years in Canada, worth \$589 B in investment.



CONTINUE

Natural Resources – Today's Facts

Clean Technology

In 2019, clean technologies, clean energy, and environmental goods and services accounted for \$70.5B (3.0%) of Canada's nominal GDP and provided 341,000 jobs. GDP from Clean technologies, clean energy, and environmental goods grew by 56.7% from 2009 to 2019, while GDP from Clean technology grew by 57.3% over the same time.



4th in the world in
the Global Cleantech
Innovation Rankings

1st for Funding
Available

2nd for Early
Entrepreneurship





HOME

Priority Areas

MAJOR PROJECTS

ENERGY

MINING

FORESTRY

INDIGENOUS

SCIENCE AND INNOVATION

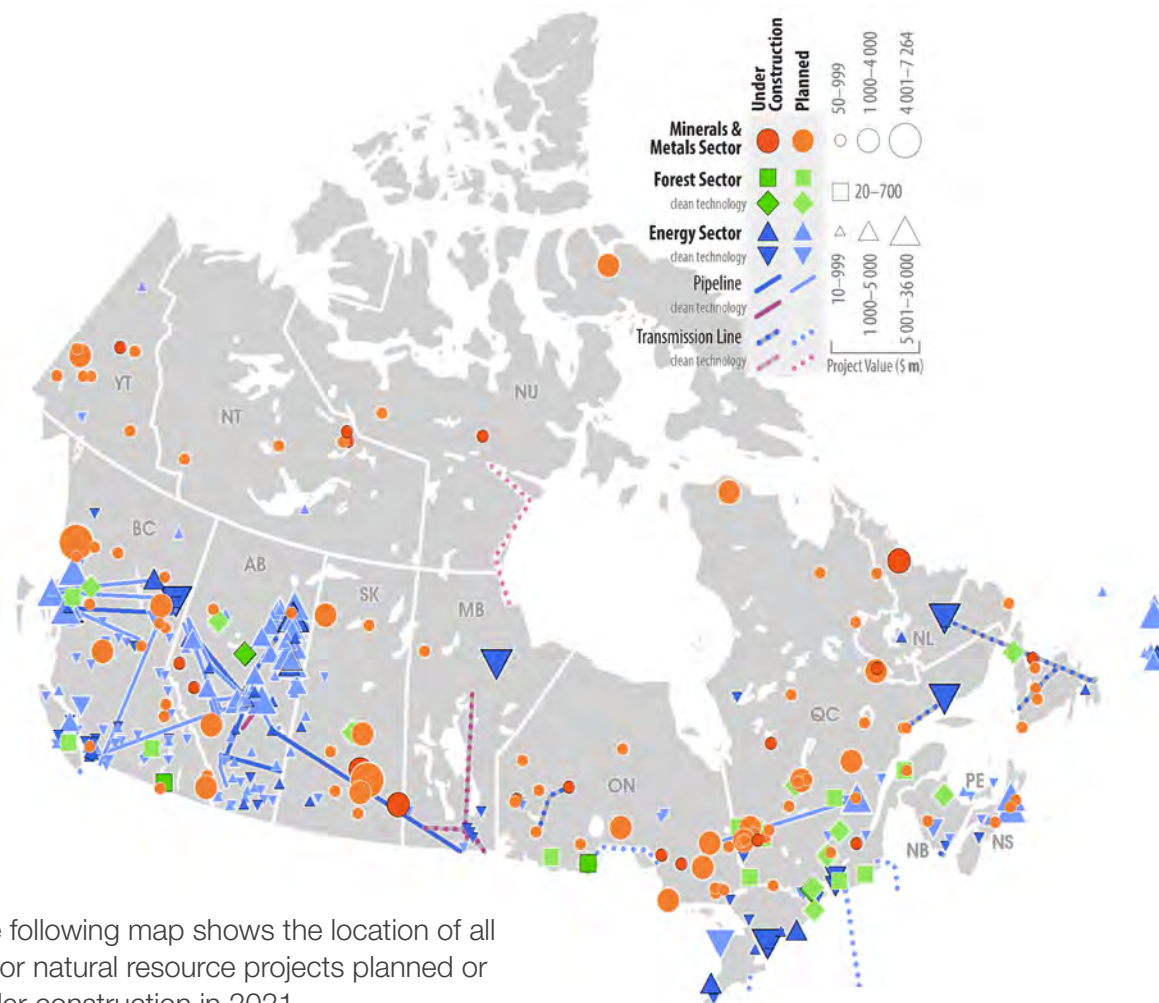
Major Projects

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 2020, the energy, minerals and metals, and forest sectors directly and indirectly accounted for 15.5 percent of Canada's nominal gross domestic product and employed over 1.9 million Canadians. In 2021, there is a total of 443 major resource projects worth almost \$540 billion that are under construction or planned over the next 10 years in Canada.

Key major projects include, for example, the Trans Mountain Expansion Project, the Atlantic Loop (regional transmission line to strengthen access to clean power), LNG projects (e.g. LNG Canada, Goldboro), and major hydroelectric projects (e.g. Site C, Lower Churchill).

The following map shows the location of all major natural resource projects planned or under construction in 2021.

[See the interactive up-to-date map here.](#)



CONTINUE

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.
- NRCan's Major Projects Management Office (MPMO) provides focused project support outside of the regulatory review process. The Trans Mountain Expansion Project (TMX) and Nova Gas Transmission Ltd. (NGTL) expansion projects are examples of how NRCan's MPMO helps secure positive financial investment decisions and helps major resource projects proceed to construction and operation.

SECTOR CHARACTERISTICS AND KEY TRENDS

- There is interest in advancing resource projects in Canada to create new jobs and support post COVID-19 economic recovery, access transformational opportunities and realize significant regional or national objectives.
- Despite strong tax regimes and world-class resource assets, investor confidence has been negatively impacted by recent events such as the decisions on Laurentia Deep-Water Wharf and Grassy Mountain Coal, the revoking of the KXL permit by President Biden, and the ongoing challenges with Enbridge Line 5 in the U.S.
- UNDRIP implementation provides an opportunity to increase Indigenous participation in the natural resource sectors and to define Indigenous standards in Environmental, Social and Governance (ESG) reporting. Industry and Indigenous groups have called for clarity on the Government's approach to operationalize of 'Free, Prior and Informed Consent' (FPIC). If operationalized properly, FPIC and

other principles of UNDRIP have the potential to increase certainty over resource development in Canada.

- New approaches can simultaneously advance reconciliation/rights recognition and improve certainty for proponents and investors (e.g., Indigenous equity participation, partnerships).
- The cancellation of two advanced liquefied natural gas (LNG) projects in British Columbia in 2017, worth a combined \$60 billion, led to coordinated federal-provincial efforts to secure future investments. Dedicated measures to close the competitiveness gap include 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 natural resource development in their traditional territories, to benefit economically from resource development, and to participate in the management of risks and impacts arising from those developments. This trend is reinforced by recent jurisprudence (e.g., Tsileil-Waututh v. Canada) setting a higher standard for the Government in meeting the duty to consult and engaging in two-way dialogue with Indigenous groups.

[CONTINUE](#)

HOME

HOW WE WORK WITH
YOU AND YOUR TEAMHOW OUR DEPARTMENT
WORKSHOW WE
SUPPORT YOUCANADA'S RESOURCE
ECONOMY

PRIORITY AREAS

ACRONYM
GUIDE

MAJOR PROJETS

OUR ROLE

- MPMO-IARS provides strategic policy support to identify solutions to emergent crosscutting issues affecting resource projects. This includes assessing the long-term implications of regulatory decisions.
- MPMO-IARS helps deliver strategic natural resource projects by strengthening relationships and partnerships with Indigenous communities supporting reconciliation, their economic participation and partnerships, and a desirable environment for investors.
- MPMO-IARS collaboratively supports innovative engagement with all players in Canada's major natural resource projects across all sectors, creating strategic linkages between Indigenous groups, governments, and industry to facilitate sustainable long-term development of Canada's natural resources while transforming the future of Canada's major natural resource sectors.

Major Projects

Energy

Mining

Forestry

Indigenous

Science and
Innovation

HOME

HOW WE WORK WITH
YOU AND YOUR TEAMHOW OUR DEPARTMENT
WORKSHOW WE
SUPPORT YOUCANADA'S RESOURCE
ECONOMY

PRIORITY AREAS

ACRONYM
GUIDE

ENERGY

Energy

Canada's vast and diverse energy assets provide one of the most secure and affordable energy systems in the world. In 2019, the energy sector employed (directly and indirectly) more than 832,500 people across Canada, contributed 10 percent of nominal Gross Domestic Product, and accounted for 23 percent of all exports. Canada produces vastly more energy than is needed to meet domestic needs. Energy generates more than \$16.3B in government revenues and is responsible for 27 percent of capital expenditures Canada is the sixth largest energy producer, the fourth largest net exporter, and the eighth largest consumer. Energy production and use also result in 82 percent of Canada's GHG emissions.

Canada's energy system is made up of a complex and interdependent ecosystem of oil, gas and electricity infrastructure, companies, and workers.

Energy Production is Important to the Federation

ENERGY'S NOMINAL GDP CONTRIBUTION BY PROVINCE/TERRITORY (2019)



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	2nd IN NUCLEAR POWER, TIER 1 NATION
2nd IN URANIUM	2nd IN RENEWABLE ENERGY PRODUCTION
4th IN OIL AND GAS PRODUCTION	4th IN LIQUID BIOFUELS
4th IN CLEANTECH INNOVATION	4th IN WIND POWER CAPACITY

CONTINUE

Major Projects

Energy

Mining

Forestry

Indigenous

Science and
Innovation

HOME

HOW WE WORK WITH
YOU AND YOUR TEAMHOW OUR DEPARTMENT
WORKSHOW WE
SUPPORT YOUCANADA'S RESOURCE
ECONOMY

PRIORITY AREAS

ACRONYM
GUIDE

ENERGY

ISSUE

- Canada has the large majority of the technologies it needs to meet its 2030 emissions reductions target, but will require emerging clean energy technologies for up to two-thirds of emissions reductions between 2045 and 2050 in order to achieve its net zero emissions objective.
- Analysis by the International Energy Agency indicates that global demand for oil would need to fall by approximately 75% by 2050 if the world is to stay under 1.5°C of global warming.
- As a result of COVID-19, clean technology firms are experiencing severe liquidity shortages, with reports of capital flight, cancelled investment deals, and supply chain disruptions,
- More decline in industrial RD&D and technology adoption could further weaken Canada's innovation capacity, hindering the development of crucial clean energy technologies and our ability to achieve our climate goals.
- In order to improve Canada's energy productivity (i.e. doing more with the same or less energy) and catch up to OECD competitors, NRCan is helping Canadians tap into the energy efficiency market, especially in the buildings and industry sectors.
- NRCan is also helping to spur the production and distribution of clean fuels in Canada to supply domestic and global markets, and is investing in RD&D in key clean technologies critical for future emissions reductions in Canada and abroad.

CONTINUE

Major Projects

Energy

Mining

Forestry

Indigenous

Science and
Innovation

SECTOR CHARACTERISTICS AND KEY TRENDS

Electricity

- The cost of Canada's electricity compares favourably to other countries having the third-lowest residential power rates and the ninth-lowest industrial rates among OECD countries.
- Canada's electricity capacity is increasing – wind power capacity has increased by more than 240 percent over the past decade, solar increased by 175 percent between 2013 to 2019, and by using the available biomass from the forest and agricultural sectors, Canada is expected to continue increasing the number of bioenergy power plants, however, Canada will need to more than double its annual electricity production by 2050 to power a clean energy economy.
- Smart grids can help alleviate pressure on electricity prices by better utilizing existing generation, enabling greater levels of low-cost wind and solar, and enabling ratepayers to become 'prosumers' to participate in the power market through distributed energy resources (e.g. rooftop solar, demand response).

Clean Fuels

- Clean fuels are one of the most effective solutions for hard-to-decarbonize industries such as cement, steel, heavy-duty transport, and the oil and gas sector, which combined represent nearly two-thirds of our current emissions.
- Fuels such as hydrogen, ethanol, biodiesel, renewable natural gas, sustainable aviation fuel, and synthetic fuels, could make up to 60% or more of Canada's national energy demand by 2050.

- Canada is already a top 10 global producer of hydrogen. Our world-renowned hydrogen and fuel cells companies currently employ 2,200 workers and generate over \$200M in revenues.
- With low cost, diverse feedstocks, deep expertise, strong innovation systems and significant projects at the ready from coast to coast, Canada is well positioned to meet the growing global and domestic demand for clean fuels; the hydrogen market alone is expected to reach \$11.7T by 2050.
- A clean fuels future supports innovation, competitiveness, energy security, and job creation while providing new revenue streams from forest and agricultural byproducts, as well as municipal solid waste.

Natural Gas

- Canada is ranked sixth in exports of natural gas and fourth globally in production, which can be sustained for up to 200 years at the current production rate.
- In 2019, 46% of Canadian gas production was exported to the U.S., representing 99% of Canada's gas exports. However, in addition to being Canada's main export market, the U.S. has recently become a competitor to Canadian natural gas producers.
- Global industry leaders are looking to expand Canada's LNG production capacity to export to overseas markets and access global prices.

[CONTINUE](#)

HOME

HOW WE WORK WITH
YOU AND YOUR TEAMHOW OUR DEPARTMENT
WORKSHOW WE
SUPPORT YOUCANADA'S RESOURCE
ECONOMY

PRIORITY AREAS

ACRONYM
GUIDE

ENERGY

Oil

- Canada has the third largest oil reserves in the world (167.7 billion barrels – 97% in Alberta's oil sands, the remainder in conventional, offshore and tight-oil formations) and is ranked 4th globally in crude oil production and exports.
- Since the market trough in April 2020, oil prices have recovered, which puts producers in a better position to fund projects. However, Canadian producers have chosen to restrain their spending, by funding projects through internal cash flows rather than borrowing money, and this is likely to continue in the coming years.
- To maintain the oil and gas sector's critical contribution to Canada's economy while achieving Paris emissions reduction targets and 2050 net zero commitments, Canada's five largest oil sands producers (MEG Energy, Suncor, Cenovus, Imperial, and CNRL) recently announced (July 2021) the Oil Sands Pathways to Net Zero initiative.

Nuclear

- Ontario's CANDU reactor refurbishments represents Canada's largest infrastructure project in Canada (\$26B over 10 years) to extend the life of Ontario's nuclear fleet past mid-century.
- Canada possesses a complete nuclear supply chain including the world's largest high-grade uranium deposits in Saskatchewan and the largest nuclear generating station in the world (Ontario's Bruce Power Station).
- Canada is the second-largest producer of uranium, of which over 80 percent is exported.

- Small modular reactors are a promising new technology that could be a source of non-emitting energy (heat and power) to help Canada meet its climate commitments while also creating jobs and driving economic growth.

Global Relations

- International energy trade is a vital part of Canada's economy. In 2019, energy represented 23% of Canada's total goods exports, equaling \$134.3B. Energy products were exported to 141 countries.
- Climate change and sustainability are now shaping global market dynamics and government agendas. Canada's energy sector is well positioned to attract investors and seize evolving global demand given features such as our abundant and diverse energy assets, world leading environmental, social and governance (ESG) commitments and performance; strong IP protections; highly skilled workforce, free trade agreements with over two thirds of the global economy; reliable and cost-effective energy and transportation infrastructure; fair, transparent, and predictable regulatory system; and low, stable and predictable economic fundamentals.
- Canada is a significant contributor to North American energy security. There are over 30 active electricity transmission lines and 75 pipelines across the Canada-U.S. border that support the \$181 billion in bilateral trade of energy between the two countries. The lion's share of Canada's energy exports go to the U.S. For Mexico, Canadian public and private firms have been a key source of capital, technology, and expertise. 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. **CONTINUE**

Major Projects

Energy

Mining

Forestry

Indigenous

Science and
Innovation

HOME

HOW WE WORK WITH
YOU AND YOUR TEAMHOW OUR DEPARTMENT
WORKSHOW WE
SUPPORT YOUCANADA'S RESOURCE
ECONOMY

PRIORITY AREAS

ACRONYM
GUIDE

ENERGY

OUR ROLE

- NRCan is the GoC's top funder for industry-lead RD&D and leading performer of energy research, development and demonstration (R&D) through the CanmetENERGY and CanmetMATERIALS laboratories.
- The federal government is responsible for Canada's offshore oil resources and has agreements to manage resources in waters close to Nova Scotia as well as Newfoundland and Labrador
- The federal government is working with provinces and territories to advance North America energy integration and cooperation.
- NRCan strives to facilitate increased trade and investment for its energy products, services, and technologies. Activities include market and competitiveness analysis, the development and implementation of trade and investment agreements, and broader promotional activities in cooperation with other federal departments and agencies (i.e. Global Affairs Canada).
- NRCan supports Canada's participation in dialogues with key partners, pursuing the development and implementation of strategic action plans focused on strengthening cooperation and advancing commercial opportunities.
- NRCan also leads Canada's works through several multilateral fora, including the G7, G20, International Energy Agency, International Renewable Energy Agency, Nuclear Energy Agency, Generation IV International Forum, Clean Energy Ministerial / Mission Innovation, and the UN to shape global energy policy direction

Major Projects

Energy

Mining

Forestry

Indigenous

Science and
Innovation

HOME

HOW WE WORK WITH
YOU AND YOUR TEAMHOW OUR DEPARTMENT
WORKSHOW WE
SUPPORT YOUCANADA'S RESOURCE
ECONOMY

PRIORITY AREAS

ACRONYM
GUIDE

MINING

Mining

Canada is a leading mining nation, being home to half of the world's publicly listed mining and mineral exploration companies, with many sizeable operations in Canada and abroad. Our minerals sector, which includes exploration, mining and related support activities, primary processing, and downstream product manufacturing, creates jobs and contributes to economic activity in every region in Canada.

Canadian mining companies operate in over 96 countries worldwide, and Canada demonstrates international leadership in sustainable, responsible mining.

Canada is also globally recognized for its excellence in geo and mining sciences and innovation.

Canada's minerals and metals endowment is one of the richest in the world and an important economic driver across the country

Canada is ranked high in global indicators for competitiveness

Mining Market

49% of global mining financings *tsx/tsx-v*

Exploration

15% of global budgets spent in Canada (non-ferrous)

Investment

most attractive for minerals investment *Mining Journal*

Best Lowest Tax

One of the mining nations with the lowest effective tax rate

2nd Investor Protection

among 144 nations (*World Bank*)

Education

Highest share of tertiary qualification among OECD countries

KEY FACTS

60+

Minerals and metals
Produced

~200

Active mines

\$107B

Minerals and metals sector
direct and indirect GDP in 2020

\$82B

Private sector investment
planned over the next decade

\$12B

Investment in 2020

692,000

Minerals and metals sector
direct and indirect employment
in 2020

\$102B

Mineral and metal products
exported in 2020

\$44B

Worth of minerals and metals
shipped from mines in 2020



CONTINUE

Major Projects

Energy

Mining

Forestry

Indigenous

Science and
Innovation

ISSUE

The outlook of Canada's minerals and metals sector has shifted in response to growing protectionism, the re-shoring of value chains, the COVID-19 pandemic, and increasingly ambitious global climate plans. These changes have highlighted the importance of stable and diverse global supply chains in reducing economic disruptions and geopolitical risks.

Corporations and investors are also increasingly evaluating the environmental performance and ethical practices of industry when making project and investment decisions, including through the use of Environmental, Social, and Governance (ESG) metrics.

Given these global trends, there are emerging opportunities for NRCan to position Canada's minerals and metals sector as an innovative, sustainable and reliable leader in global value chains – from mineral discoveries and extraction to the design and operations using clean and renewable energy technologies to compete in the new global economy. Canada's natural resources include a variety of traditional and critical minerals with the potential to support stable supply chains, international security and long-term prosperity.

SECTOR CHARACTERISTICS AND KEY TRENDS

- **Canada is one of the largest global minerals and metals producers, and the mining sector makes up a sizeable portion of Canada's economy.**
 - In 2020, the minerals and metals sector directly and indirectly contributed \$107 billion to Canada's gross domestic product (GDP), and accounted for 21 percent of Canada's total exports,

directly employing 377,000 workers (and approximately 315,000 indirect) including over 16,500 Indigenous people, making it the second-largest private employer of Indigenous peoples in Canada.

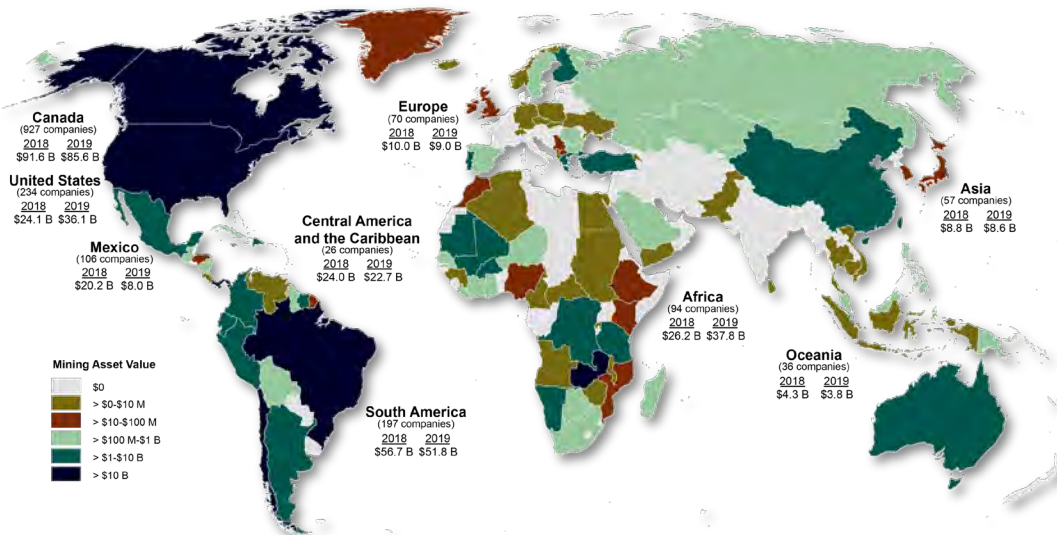
- Canada's top five mineral products by value for 2020 were gold, iron ore, coal, copper and potash. Their combined value was \$39.5 billion, accounting for two-thirds of the total value of mineral production.
- The Toronto Stock Exchange (TSX) and TSX Venture Exchange (TSXV) are the world's primary listing venues for mining and mineral exploration companies, with more than 1,100 issuers in 2020, accounting for 43% of global listings.
- **Canada's global reach in mining is extensive. As of 2019, Canadian mining companies were present in 96 foreign countries, and assets abroad were valued at over \$260B.**
 - This represents a gateway for the export of Canadian mining knowledge, expertise and products, and for thousands of suppliers of goods and services to the industry.
 - The Government of Canada has a role in advocating for responsible business conduct abroad, and seeks to ensure Canadian mining companies meet high ethical standards and internationally-recognized norms of responsible conduct.

[CONTINUE](#)

- Although global production of the commodities required for the clean energy transition is accelerating, Canada's position as a leading producer has declined:
 - Canada fell from 3rd for nickel and cobalt in 2015 to 6th in 2020; global increases have outpaced Canada's steady production.
 - As demand for these commodities and other metals ramp up, Canada has an opportunity to attract investment.
 - Increased production in Canada has been hampered by skilled labour shortages, a lack of infrastructure in remote areas, and regulatory challenges.

• **Leadership and performance on ESG metrics continues to be a key priority for the sector.**

- Canada's strong ESG credentials underpin its ability to attract foreign direct investment (FDI) as investors increasingly consider ESG in their decisions.
- In the context of growing demand for critical minerals, allies are looking to Canada as a secure partner and responsible and sustainable source of critical minerals, including the U.S., Japan, Korea, and the E.U.
- Canada is uniquely positioned to leverage these advantages by increasing domestic production and processing, greater global responsible sourcing commitments, enhanced ESG standards, and supply chain traceability initiatives.
- Over 600 First Nations, Inuit and Métis communities are located within a 100 km radius of a major minerals project in Canada, and over 200 Indigenous businesses currently supply the extractive industry.
- Many Indigenous communities create economic development corporations as part of Impact Benefit Agreements (IBA) with industry and establish businesses within mining service and supply chains.
 - Partnerships between mining companies and Indigenous communities have become the standard practice for mining companies operating in Canada.



CONTINUE

• **Canada's minerals and metals sector stands to benefit from increasing demand for clean and renewable energy technologies, as well as increased collaboration with international partners.**

- 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 over the next 10-15 years.
- The U.S. is the most important international market for Canada's critical minerals refined materials, a relationship that has been advanced through the Canada-U.S. Joint Action Plan on Critical Minerals Collaboration. Canada is already an important supplier of 13 of the 35 minerals that the U.S. has identified as critical, and has the ability to supply many others.
- In March 2021, NRCan announced a [Canadian Critical Mineral List](#), which includes 31 minerals and metals considered critical for the sustainable economic success of Canada and our allies.
- Already a key global producer of copper, nickel and cobalt, Canada also has a number of advanced mineral projects for rare earth elements, lithium and graphite – essential inputs in batteries, EVs, and clean energy technologies.
- Canada has a strong mining innovation ecosystem, including the recently announced federally funded Mining Innovation Commercialization Accelerator (MICA) network in Sudbury, ON.

- Innovation in mining and amongst suppliers is largely focused on improving efficiency, reducing waste and emissions, and implementing water processing and treatment solutions.

• **Canada's mining industry withstood the impact of the pandemic as well as or better than many industries, and is moving forward with economic recovery.**

- Most governments in Canada deemed mining an essential service or did not order mining-related activities to be closed, which mitigated disruptions. The sector also adapted, with some companies producing medical supplies and investing in research to fight the pandemic.
- By spring 2021, investor confidence and optimism over global economic recovery helped drive up prices for minerals and metals (with price volatility reflecting concerns over inflation), creating a positive outlook for Canada's minerals and metals industry.
- Financing for exploration and mine development are up, and employment in the Canadian mining sector is rebounding, with year-over-year increases expected as demand recovers and more mines return to pre-pandemic levels of production.
- Mining industry GDP was also up in the first quarter of 2021 and was higher than pre-pandemic levels in 2018.
- Competition for new capital and price volatility continue to be long-standing challenges in the sector.

CONTINUE

[HOME](#)[HOW WE WORK WITH
YOU AND YOUR TEAM](#)[HOW OUR DEPARTMENT
WORKS](#)[HOW WE
SUPPORT YOU](#)[CANADA'S RESOURCE
ECONOMY](#)[PRIORITY AREAS](#)[ACRONYM
GUIDE](#)[MINING](#)

OUR ROLE

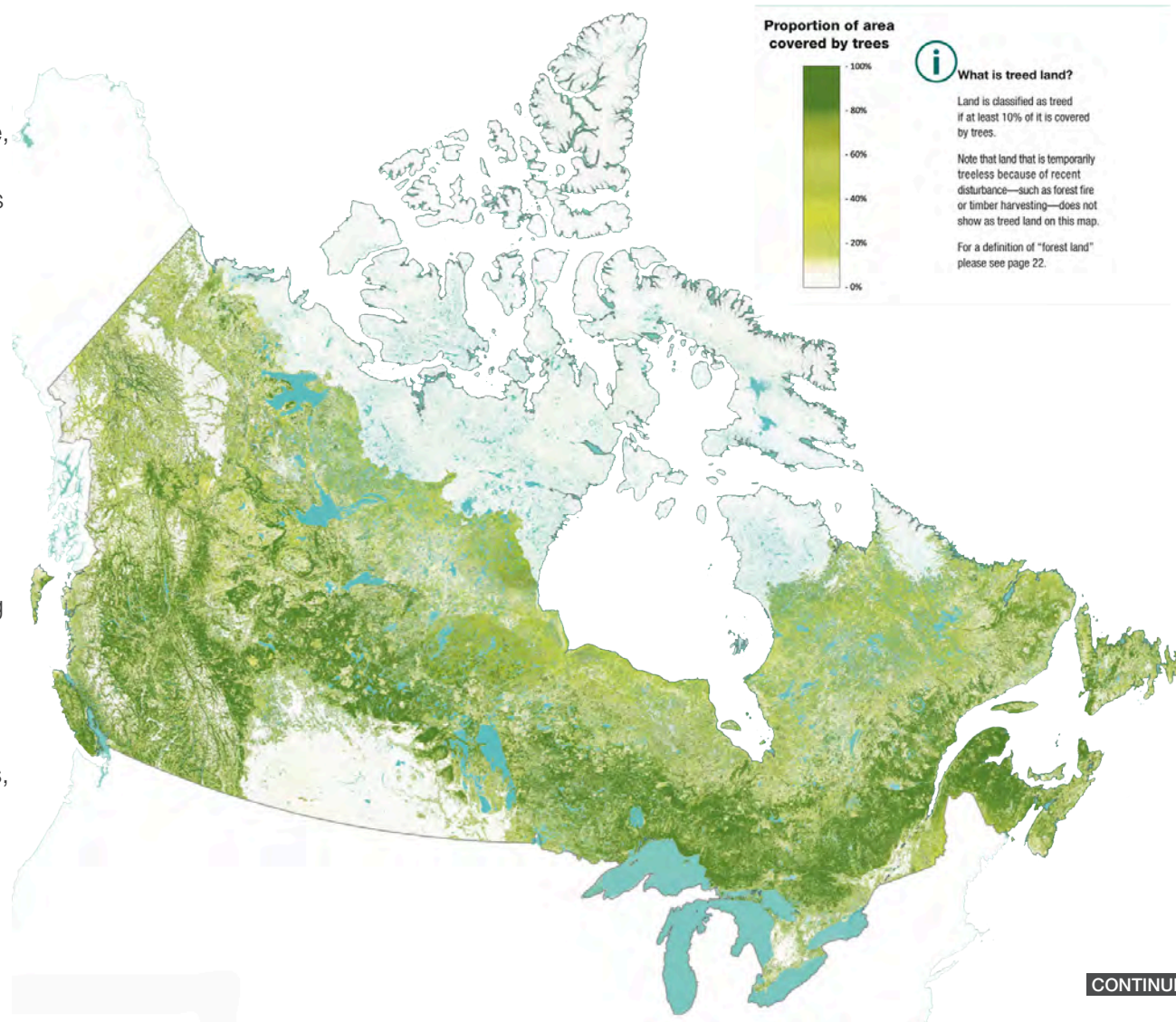
NRCan is a centre of policy expertise and world-class science on matters affecting the mining industry, including research and innovation for green mining, geoscience that supports exploration, and work to advance international and domestic collaboration that promotes and pushes forward a sustainable, innovative, mining sector.

Natural Resources Canada also provides international leadership by working with key partners to advance transparency and responsible sourcing in the mining sector.

[Major Projects](#)[Energy](#)[Mining](#)[Forestry](#)[Indigenous](#)[Science and
Innovation](#)

Forestry

With nine percent of the world's forests and almost nine percent of the forest product trade, Canada is a global forest sector leader. The sector accounts for seven percent of Canada's exports, contributes more than \$25 billion to nominal GDP, and provides direct jobs for about 185,000 people across the country. It is a key economic driver for 300 communities, and employs more than 11,600 Indigenous people across the country. Canada's forest products are leading the way in the emerging bio-economy, from biodegradable bioplastic alternatives to low-carbon footprint buildings. The forest subsectors are highly integrated; the forestry and logging subsector provides wood fibre to the wood product manufacturing subsector, which in turn supplies residual fibre to the pulp and paper subsector. The circular bioeconomy includes technologies and products that leverage renewable carbon sources to substitute for fossil-based materials, chemicals, fuels and generate value-added goods from waste.



CONTINUE

HOME

HOW WE WORK WITH
YOU AND YOUR TEAMHOW OUR DEPARTMENT
WORKSHOW WE
SUPPORT YOUCANADA'S RESOURCE
ECONOMY

PRIORITY AREAS

ACRONYM
GUIDE

FORESTRY

ISSUES

Long-term threats to competitiveness:

- **Declining fibre supply constraining forest product manufacturing, driving up the cost of fibre.** Multiple natural disturbances are threatening Canada's timber supply.
 - Pests, wildfires, and conservation initiatives have already reduced available fibre significantly, and further reductions are anticipated. For example, since 2000 the availability of softwood timber in QC and BC has declined by 25% and 9%, respectively.
- **The structural decline in demand for graphic paper (i.e., newsprint) has upended a mainstay industry.** Since 2000, demand for newsprint in North America has declined by about 10% per year.
- **All forms of trade protectionism in global markets harm Canada's export-oriented forest sector.** Over 2/3 of forest products are exported. Softwood lumber duties hamper competitiveness across the sector and strains financial liquidity. To date, it is estimated that Canadian exporters have paid over C\$5.4B in duties.
- **The forest sector is highly trade dependent:** Trade disputes, primarily the softwood lumber dispute with the U.S., and the long-term decline of the paper industry are threatening markets that are cyclical at best.

CONTINUE

Major Projects

Energy

Mining

Forestry

Indigenous

Science and
Innovation

SECTOR CHARACTERISTICS AND KEY TRENDS

COVID-19 pandemic and the uneven economic recovery

The COVID-19 pandemic caused an immediate and severe demand shock for some major forest products that strained liquidity, particularly for pulp and paper firms. The pandemic, which caused advertising to collapse and demand for newsprint to fall, intensified the decline of the graphic paper segment, with demand permanently reduced by as much as 40% within a few months. Supply chains, transportation links, and logistics have been widely disrupted, exacerbating previously existing issues preventing producers from getting goods to market.

The uneven recovery within the forest sector has exacerbated regional imbalances in the forest sector. In general, the western regions dominate wood product manufacturing, while the central and eastern regions have a greater focus on pulp and paper. Due to strong demand for re-modelling and housing starts in North America, the wood product-manufacturing subsector has benefitted from soaring prices for softwood lumber that continued into 2021. Pulp and paper manufacturing operations continue to struggle, particularly traditional paper segments that face an irreversible decline in demand.

Almost 18,000 forest sector workers were impacted by pandemic-related closures and curtailments, and have recovered unevenly: 91% of workers in wood products manufacturing have restarted, compared with 52% in pulp and paper. There will likely be growing demand for worker transition programs in the short-term, which will be complicated by challenges like the absence of key social infrastructures, e.g., healthcare, education,

etc. In addition, the cost of new health and safety requirements has been borne by producers.

- An estimated 130+ facilities closed or curtailed operations due to the COVID-19 pandemic, affecting almost 18,000 employees
- The pandemic compounded existing challenges in the sector (e.g. fibre supply availability, softwood lumber dispute with the U.S.).
- The recovery is uneven across forest subsectors
 - Wood products manufacturing subsector:
 - - 114 of 121 facilities have restarted (94%);
 - ~13,800 of 15,000 affected employees work at mills that have restarted (93%).
 - Pulp and paper subsector:
 - 8 of 17 facilities have restarted (47%);
 - ~2,600 of 5,000 affected employees work at mills that have restarted (52%).

[CONTINUE](#)

HOME

HOW WE WORK WITH
YOU AND YOUR TEAMHOW OUR DEPARTMENT
WORKSHOW WE
SUPPORT YOUCANADA'S RESOURCE
ECONOMY

PRIORITY AREAS

ACRONYM
GUIDE

FORESTRY

OUR ROLE

- NRCan's forest sector competitiveness and nature-based solutions programs will continue to drive industry diversification and support the green, inclusive recovery.
- The Canadian Forest Service (CFS) conducts scientific research on Canada's forests, which informs forest management planning and policy decisions. The CFS has national research programs in the following areas:
 - Wildfire risk management;
 - Forests pests, such as Mountain Pine Beetle and Spruce Budworm;
 - Cumulative effects of multiple resource development activities;
 - Climate change adaptation and mitigation;
 - Sustainable forest management; and
 - Fibre solutions.
- With input from academia, industry, governmental and non-governmental collaborators, the CFS has developed 10-year national research agendas to provide forward-looking knowledge and ensure that policy decisions taken today will provide long-term benefits to Canadians in a fast changing biophysical environment. This research supports the efforts of Provinces and Territories towards innovative and integrated landscape management. Ongoing collaboration with Provinces and Territories and industry partners will continue to expand market opportunities, support innovation, and increase meaningful Indigenous participation in the forest sector. This will ensure the forest sector continues to remain a solid economic backbone of vibrant rural and Indigenous communities, while contributing to climate mitigation and adaptation efforts.

Major Projects

Energy

Mining

Forestry

Indigenous

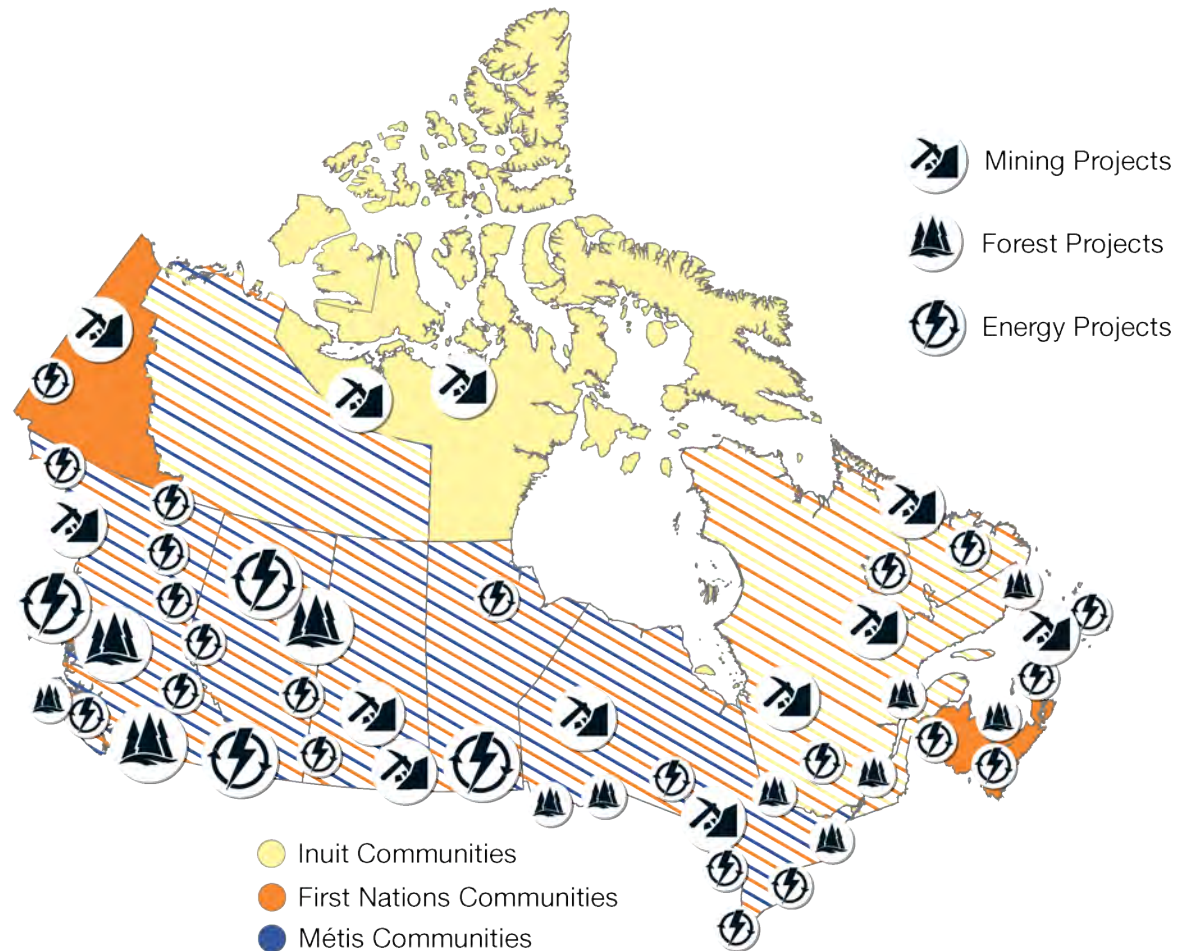
Science and
Innovation

Indigenous

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

ISSUE

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



CONTINUE

SECTOR CHARACTERISTICS AND KEY TRENDS

- Natural resource development and projects occur in the traditional territory of Indigenous people and provide key economic opportunities for Indigenous workers, communities, and businesses. Most resource projects are located within 100km of an Indigenous community, and the natural resource sector is the largest private employer of Indigenous peoples in Canada. Indigenous businesses are also more than 40 times as likely to be involved in the resource extraction sector as the average Canadian business, with oil and gas related occupations represent the top six highest paying occupations for Indigenous women.
- The Indigenous economy and the natural resource economy in Canada are closely tied:



CONTINUE

- Following the *Canadian Constitution Act* of 1982, subsequent court rulings have recognized and affirmed Indigenous rights. Key decisions have established that Aboriginal rights and title continue to exist and that the Crown has a duty to consult and where appropriate, accommodate Indigenous groups when it considers conduct that might adversely impact potential or established Aboriginal or treaty rights. Trans Mountain Expansion Project (TMX) has changed the way we do consultation, by ensuring meaningful two-way dialogue to respond to concerns raised by Indigenous groups. More recently, changes to the policy climate, together with ambitious commitments from the Government of Canada, have further addressed 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
 - the passage of Bill C-15 to implement the United Nations Declaration on the Rights of Indigenous peoples.
- Continued 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.
- The COVID-19 pandemic has disproportionately affected Indigenous businesses and communities because of their close economic ties to the natural resource sectors. Economic losses in the natural resource sectors are causing ripple effects in Indigenous communities due to permanent job losses, reduced operations/ closures, and financial pressures created directly or indirectly by the pandemic. The Government has made commitments to inclusive economic recovery, which implicates a number of NRCan's programs across all sectors.

CONTINUE

HOME

HOW WE WORK WITH
YOU AND YOUR TEAMHOW OUR DEPARTMENT
WORKSHOW WE
SUPPORT YOUCANADA'S RESOURCE
ECONOMY

PRIORITY AREAS

ACRONYM
GUIDE

INDIGENOUS

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.
- NRCan designs its program, policy and research initiatives in a way that specifically includes measures to value and address Indigenous interests and participation in natural resource sectors, with the goal of implementing distinctions-based funding approaches within existing and future programming.
- The department leads and advises federally on issues related to Indigenous participation in forestry, mining, oil and gas and clean energy sectors.
- NRCan has developed a Pathways to Reconciliation with Indigenous People Framework and Road Map to position NRCan for significant progress on advancing Indigenous reconciliation. Each sector is in the process of developing a work plan to implement the specific recommendations identified in the report. Under the departmental commitment to Diversity and Inclusion, NRCan is mobilizing sectors and collaborating with other government departments to advance key files in Canada's reconciliation agenda including:
 - strengthening understanding of the implications of the UN Declaration on economic competitiveness, FDI, and resource development in Canada;
 - addressing Missing and Murdered Indigenous Women and Girls (MMIWG) Calls for Justice in the extractive industries and address concerns raised at consultation tables regarding incidence of Gender Based Violence in natural resource sector context (e.g. work camps);
 - strengthening NRCan cultural literacy through activities in alignment with the Many Voices, One Mind report via education programs, recruitment, promotion and retention strategies;
 - developing an NRCan Indigenous Science Plan to address Indigenous knowledge, ethics and research engagement borrowing approaches from departments involved in the iSTEM cluster; and
 - creating an Indigenous Advisory Committee to enhance the meaningful participation of Indigenous peoples and organizations in respect of NRCan's mandate.
- Providing advice on modern treaty implications for departmental activities including coordinating the Assessment of Modern Treaty Implications (AMTIs) for all NRCan Cabinet submissions, coordinating departmental input for ongoing Modern Treaty negotiations and preparing briefing materials in support of NRCan's participation in the Deputy Ministers Oversight Committee on Modern Treaty Implementation (DMOC).

Major Projects

Energy

Mining

Forestry

Indigenous

Science and
Innovation

HOME

HOW WE WORK WITH
YOU AND YOUR TEAMHOW OUR DEPARTMENT
WORKSHOW WE
SUPPORT YOUCANADA'S RESOURCE
ECONOMY

PRIORITY AREAS

ACRONYM
GUIDE

SCIENCE AND INNOVATION

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, standards and codes that increase the competitiveness of Canadian firms and modernize Canada's regulatory environment.

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.

CONTINUE

Major Projects

Energy

Mining

Forestry

Indigenous

Science and
Innovation

HOME

HOW WE WORK WITH
YOU AND YOUR TEAMHOW OUR DEPARTMENT
WORKSHOW WE
SUPPORT YOUCANADA'S RESOURCE
ECONOMY

PRIORITY AREAS

ACRONYM
GUIDE

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 and foundational data for 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, data scientists, geographers and sociologists. NRCan provides the authoritative science that underpins such key products and services, such as geological and hazard mapping, forest inventories and digital elevation mapping.

Scientists and technical personnel alone (not including those who work in the social sciences) comprise almost half (48%) of the department's workforce. With major research centres across the country and over 60% (\$573M in 2018-19) of the department's budget supporting science and technology (S&T), NRCan provides the authoritative science that underpins such key products and services, such as geological and hazard mapping, forest inventories and digital elevation mapping. NRCan is committed to ensuring evidence-based decision-making and results for Canadians.

Our focus is on:

1. Conducting research, providing scientific information and data, supporting standards and regulatory processes, maintaining boundaries, and implementing targeted programs;
 2. Developing plans and processes to ensure that the NRCan S&T ecosystem is well positioned for taking advantage of opportunities and responding to a shifting landscape;
 3. Developing and promoting S&T capabilities through advanced digital technologies; and
 4. Maintaining a culture of scientific integrity to ensure the rigour, relevance and reputation of NRCan and its expertise.
- **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.

CONTINUE

Major Projects

Energy

Mining

Forestry

Indigenous

Science and
Innovation

HOME

HOW WE WORK WITH
YOU AND YOUR TEAMHOW OUR DEPARTMENT
WORKSHOW WE
SUPPORT YOUCANADA'S RESOURCE
ECONOMY

PRIORITY AREAS

ACRONYM
GUIDE

SCIENCE AND INNOVATION

OUR ROLE

- NRCan has a mandate to provide scientific expertise and data to support the sustainable development and use of Canada's natural resources.
- NRCan provides support to natural resources sectors nationally and internationally by generating first-class scientific knowledge to advance technological innovation.
- Under our Core Responsibility for Natural Resource Science and Risk Mitigation, NRCan's science and technology improves the management of natural and human-induced hazards and emergencies through several key initiatives.
- Through grants, contributions and other incentives, NRCan encourages external research, development and demonstration, as well as technology adoption, in order to advance science and innovation in the natural resources sectors.
- NRCan is also the centralized funding agency of energy R&D across federal laboratories, delivering longstanding energy R&D programming that accelerates early stage innovation in energy technology to market and adoption.

Major Projects

Energy

Mining

Forestry

Indigenous

Science and
Innovation

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 Coordinating 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

GoCo – Government owned Contractor operated

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 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

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

S&T – Science and Technology

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

Main Page**HOW WE WORK WITH YOU AND YOUR TEAM****The Deputy Minister**

- Jean François Tremblay, Deputy Minister
- Deputy Minister's Office
- Departmental Advisors
- Additional DMO Support

The Team

- Lands and Minerals
- Strategic Policy and Innovation
- Low Carbon Energy
- Energy Technology
- Strategic Petroleum Policy and Investment Office
- Canadian Forest Service
- Major Projects Management Office and Indigenous Affairs and Reconciliation Sector
- Office of the Chief Scientist
- Communications and Portfolio Sector
- Corporate Management and Services
- Legal Services
- Audit and Evaluation
- Office of Equity, Diversity & Inclusion

HOW OUR DEPARTMENT WORKS**How the department functions**

- Mandate
- Where NRCan is Located
 - Regional offices
 - Labs and research facilities
- NRCan Financial Overview
- Departmental Results Framework and Program Inventory
- Constitutional Authority
- Role of NRCan's Minister
- What NRCan Does

Key Responsibilities

- Legislative
- Regulatory

The Natural Resources Portfolio

- Atomic Energy of Canada Ltd.
- Canada Energy Regulator
- Canada-Newfoundland and Labrador Offshore Petroleum Board
- Canada-Nova Scotia Offshore Petroleum Board
- Canadian Nuclear Safety Commission
- The Energy Supplies Allocation Board (inactive)
- Northern Pipeline Agency

Working with Provinces and Territories

HOW WE SUPPORT YOU

- Concierge support services
- Your Office
- Your Executive Vehicle
- Your Parking
- Your Office Management
- Ensuring Security

CANADA'S RESOURCE ECONOMY

- Canada's Resource Economy
- Natural Resources – Today's Facts

PRIORITY AREAS

- Major Projects
- Energy
- Mining
- Forests
- Indigenous
- Science and Innovation

ACRONYM GUIDE