

# CORPORATE PROFILE 2021

## FINAL REPORT



CANADIAN GAS ASSOCIATION  
ASSOCIATION CANADIENNE DU GAZ

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# CORPORATE PROFILE 2021

The Standing Committee on Operations & Safety (SCOS) Corporate Profile summarizes, for internal comparison and continuous improvement purposes only, various metrics of Canadian Gas Association distribution and transmission member organizations for use by senior executives.

This report provides a snapshot of overall industry activities and other select information. Data is collected from all CGA local distribution and transmission organizations across the country. Included in the list of organizations providing data are some combination distribution/transmission companies as well as combination gas/electric companies. CGA membership accounts for almost 100% of all Canadian natural gas distribution organizations and a significant portion of Canadian transmission organizations.

Where appropriate, some of the data has been aggregated into industry totals and some broken down by organization.

This report provides data first as a National Summary, and then broken down into the following categories: Company Dimensions, Plant Information, Financial Information, Fleet Information, Operational Information, Damage Prevention and Health and Safety.

The charts following are presented in ascending order. The statistical comparisons are primarily shown to compare relative sizes of organizations with respect to customers, employees and facilities.

Wherever practical, distribution and transmission statistics are separated for comparison and clarity.

The classification “Transmission” used in the Corporate Profile may not necessarily reflect the regulatory or technical definition of transmission pipelines (please see Definitions, page 37). For the purposes of this profile, the classification of assets and employees is left to each organization’s discretion, and may be based on corporate structure or operational alignment.

## COVID-19

Well into the pandemic, the natural gas industry and delivery organizations continue to be recognized as providers of an essential service working closely with authorities & other stakeholders to protect the health and safety of customers and employees.

## System Reliability for CGA Distribution Member Organizations

System reliability is a key measure for all energy delivery organizations as an indicator of supply continuity to its customers as well as potentially a key marketing tool. While not all CGA member organizations capture the data needed to have fully national numbers, there is value in using what data is available, pro-rated to suit, to be able to develop at least a rough indicator of natural gas delivery industry reliability.

Although CGA System reliability metrics are based on the electricity sector reliability metrics, CGA metrics represent a broader range of unplanned events, including large-scale and “non-blue sky” events which other reliability metrics typically exclude.

The measure of reliability for the natural gas delivery industry is a percentage based on the number of days natural gas distribution customers were without gas service due to unplanned outages (gas service not available to a customer due to LDC issues; unplanned outages including 1<sup>st</sup>, 2<sup>nd</sup> & 3<sup>rd</sup> party damages and all other unplanned distribution system and system component related issues) in a given year versus the number of days natural gas service was available to all distribution customers in the same year, i.e.:

$$= \frac{(\text{Total \# of customers left without gas in one year due to unplanned outages}) \times (\text{Avg length of outage in days})}{(\text{Number of days in a year}) \times (\text{Total number of CGA distribution customers in the same year})}$$

= Canadian natural gas customers were without gas service **0.0003%** of the time in 2021

or

gas supply was available **99.9997%** of the time.

# **NATIONAL SUMMARY**

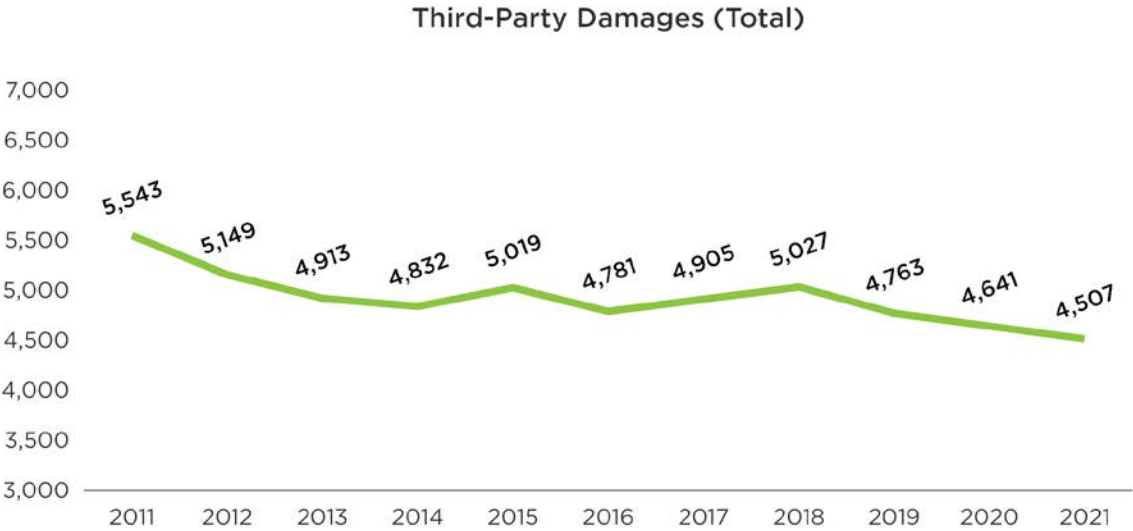
## **DISTRIBUTION AND TRANSMISSION**

## NATIONAL SUMMARY

2020 / 2021		
Key Indicators	CGA Member National Totals	
	2020	2021
Active Customers - Distribution	7,391,446	7,485,012
Net Increase in Active Customers (Year to Year) - Distribution	55,763	93,566
Employees - Distribution	10,247	10,492
Employees - Transmission	3,166	3,100
Throughput - Distribution (10 <sup>6</sup> m <sup>3</sup> )	50,200	51,151
Throughput - Transmission (10 <sup>6</sup> m <sup>3</sup> )	284,643	309,779
Main, Kilometers - Distribution	302,491	304,533
Service Lines, Kilometers - Distribution	193,547	195,599
Pipeline, Kilometers - Transmission	76,966	77,332
Third Party Damages - Distribution & Transmission	4,641	4,507
Locate Requests - Distribution & Transmission	1,969,966	2,084,242
O&M Costs - Distribution	\$1,964,691,719	\$1,980,829,375
O&M Costs - Transmission	\$1,059,751,000	\$1,034,713,000
System Improvement Capital Spend - Distribution	\$546,613,000	\$615,019,000
System Improvement Capital Spend - Transmission	\$793,808,000	\$871,439,000
Fleet Capital Spend - Distribution & Transmission	\$51,204,317	\$52,248,062
Reliability	99.9994%	99.9997%

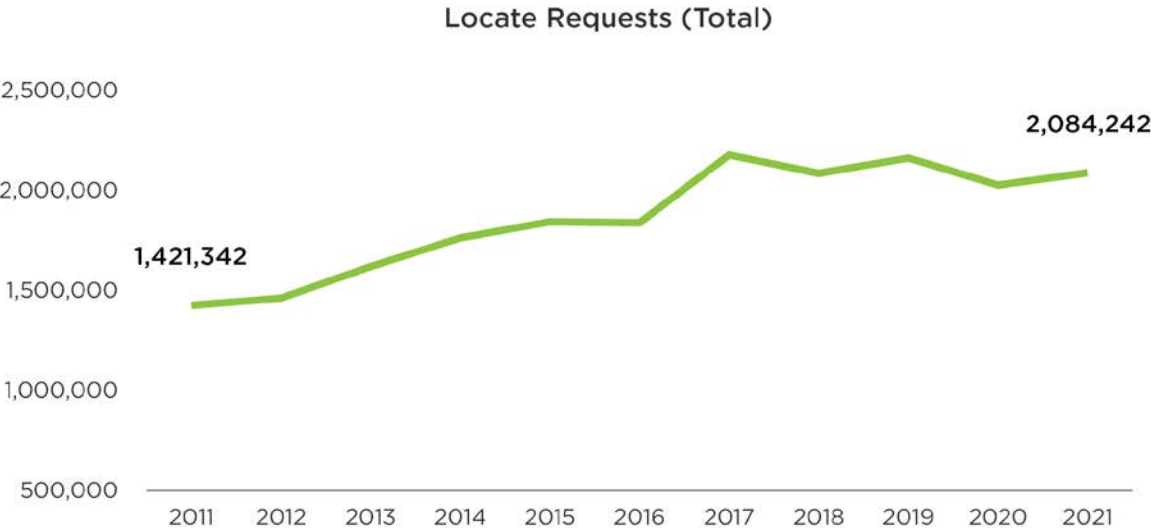
# DAMAGE PREVENTION

Natural gas utilities and transmission organizations are promoters of the “**Click Before You Dig**” and “**Call Before You Dig**” messages and are leaders in the effort to encourage citizens and excavators to call for the location of underground utilities before starting a project involving excavation and to dig safely while working.



LOWEST THIRD-PARTY DAMAGES NUMBER TO DATE

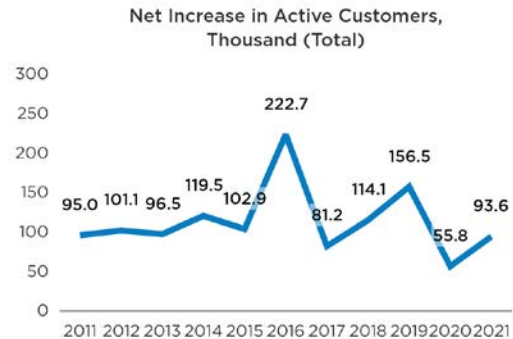
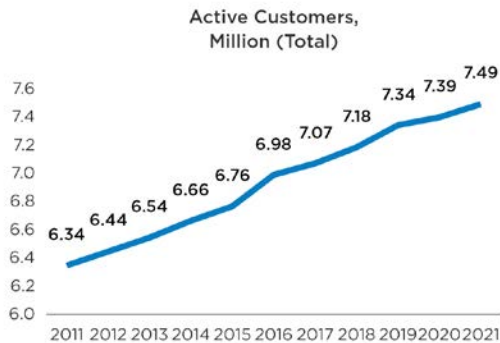
Down 3% from 2020



Up 6% from 2020

## CUSTOMERS

Over half the population of Canada, in close to **7.5 million** homes, businesses, hospitals, schools, industrial companies and power generators depend on natural gas.



*\*2016 increase due to new members FedGas and Utilities Kingston*

Up 1% from 2020

Up 68% from 2020

## EMPLOYMENT

CGA distribution and transmission organizations directly employ over 13,000 people.



Up 2% from 2020

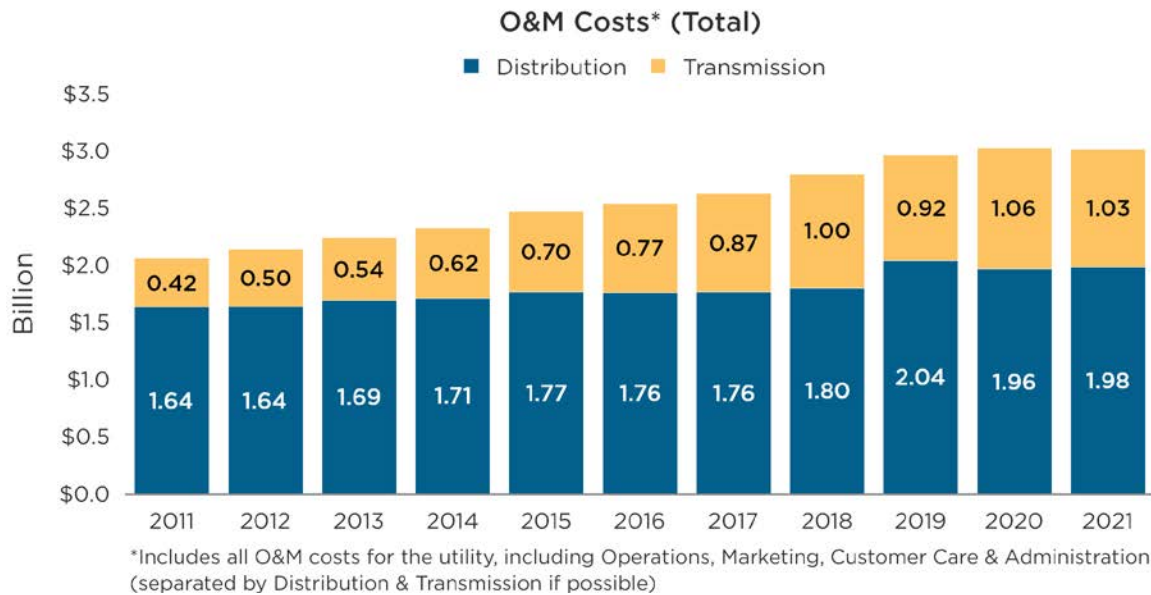
**Total 13,592**

Down 2% from 2020



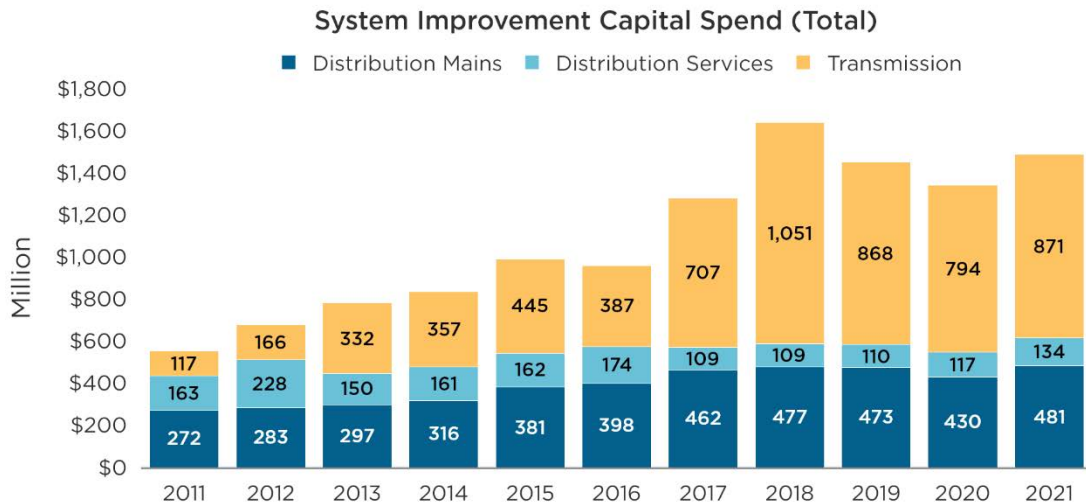
## FINANCIALS

CGA distribution and transmission organizations invest over **\$3 billion** per year in operations and maintenance and over **\$1.4 billion** in system improvements.



Up 1% from 2020

Down 2% from 2020

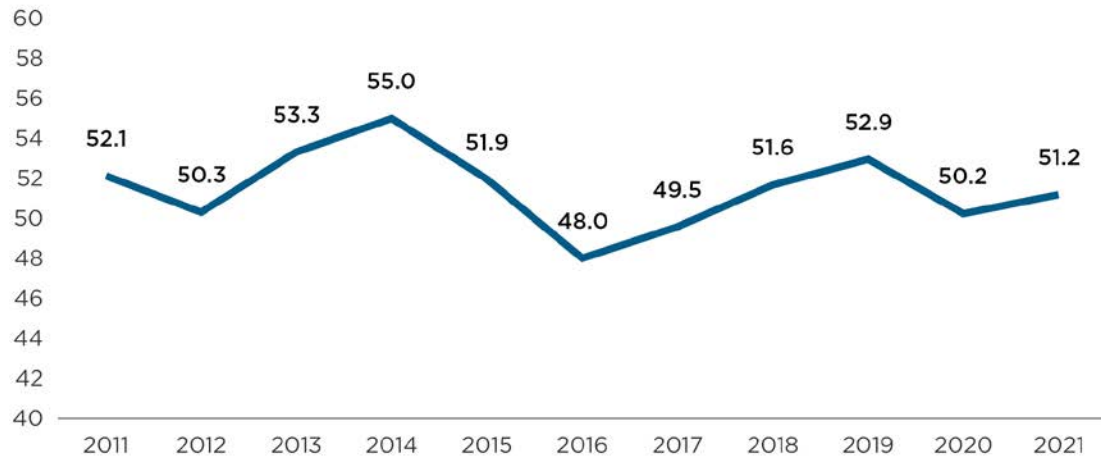


Up 11% from 2020

## OPERATIONAL

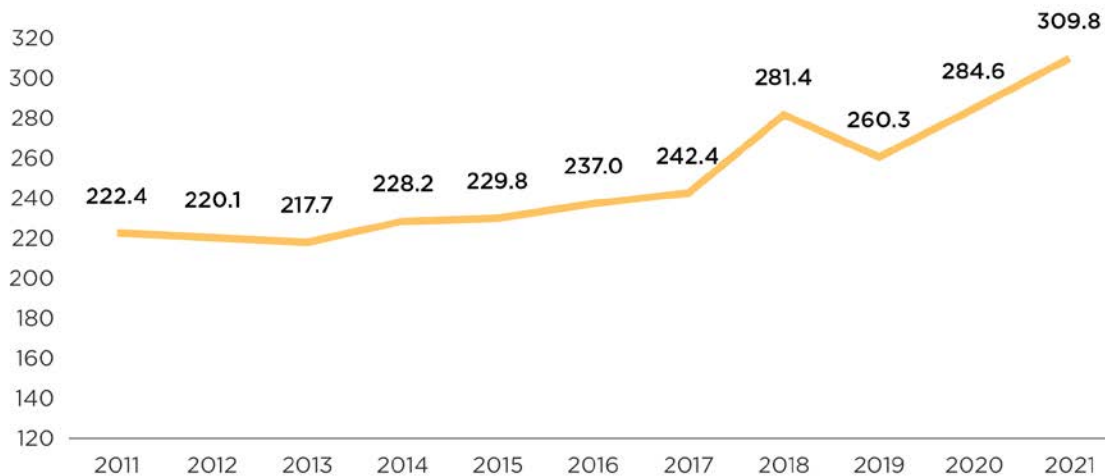
An underground continent-wide natural gas transmission and delivery and storage infrastructure brings natural gas from the wellhead to consumer. In Canada, over **577,000 kilometers** of CGA member pipelines are backstopped by storage facilities that can hold **948 bcf or ~27 bcm**. These extensive pipeline and storage systems mean Canadians can count on highly reliable service levels.

Distribution - Throughput, Billion Cubic Meters



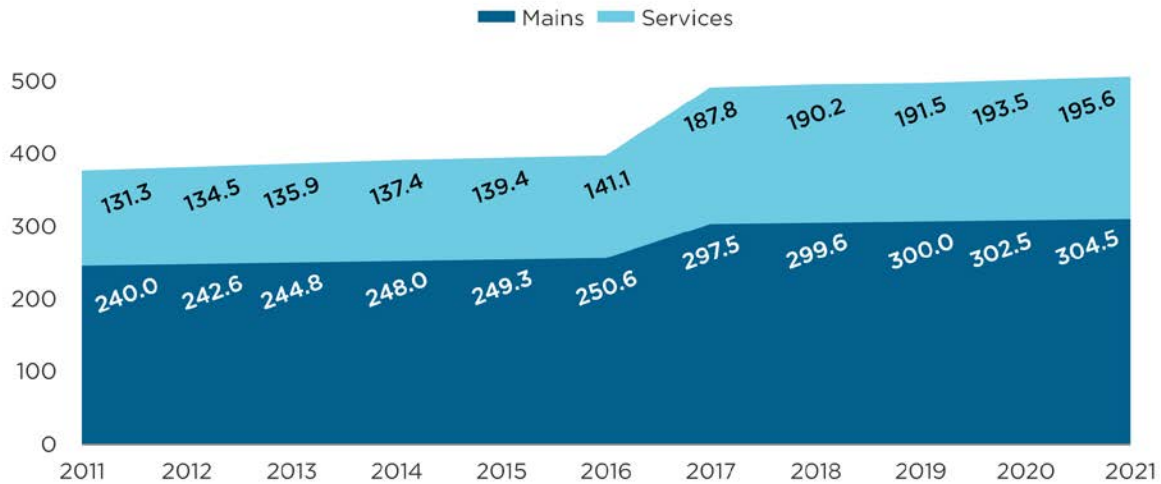
Up 2% from 2020

Transmission - Throughput, Billion Cubic Meters



Up 9% from 2020

### Distribution Lines, Thousands of Kilometers (Total)



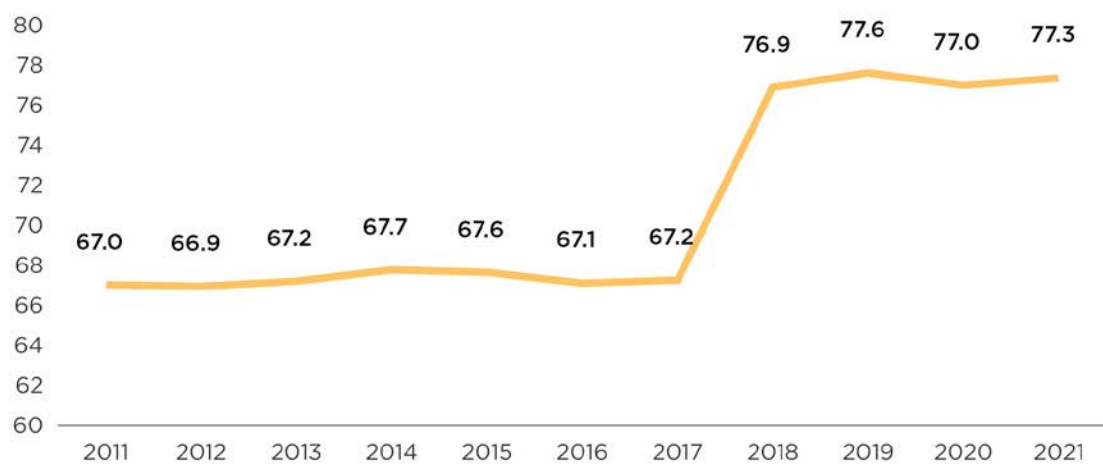
Up 1% from 2020

Up 1% from 2020

**Total Kilometers Distribution 500,132**

**Total Kilometers Distribution & Transmission 577,464**

### Transmission Pipeline, Thousands of Kilometers (Total)



Up 0.5% from 2020

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## EXPLANATORY NOTES – 2021 DATA

1. **FEDERATION OF ALBERTA GAS CO-OPS (FedGas)**  
Provincial reporting requirements do not make a distinction between distribution mains and services. Therefore, for the purposes of the CGA Corporate Profile, an assumption of a 50/50 ratio between distribution mains and services has been made.  
An assumption of 100% plastic was made for *Service Lines, Pipe Material Breakdown (%)* as in previous years.  
Data not submitted for *O&M Costs, Fleet Capital Spend and Annual Residential Use*.
2. **ATCO**  
Data not submitted for *Service Lines, Pipe Material Breakdown (%)*.
3. **ÉNERGIR**  
Data not submitted for *Annual Residential Use, Unplanned Outages*.
4. **SASKENERGY**  
For *Employment*, a distinction between *Distribution and Transmission - Total FTE's (Excluding Contractors)* is not made; for the purposes of the CGA Corporate Profile, an assumption of a 80/20 ratio was made (as in 2020).
5. **MANITOBA HYDRO**  
Data not submitted for *Peak Day Throughput, Annual Residential Use and Fleet Capital Spend*.
6. **TC ENERGY**  
Data not submitted for *Peak Day Throughput and Annual Residential Use (N/A)*.
7. **KITCHENER UTILITIES**  
Data collection improvements to be made year by year.  
Data not submitted for *Service Lines, Pipe Material Breakdown (%)*, *Annual Residential Use*, *O&M Costs*, *New Business/Growth Capital and System Improvement Capital Spend*.

## GENERAL NOTES

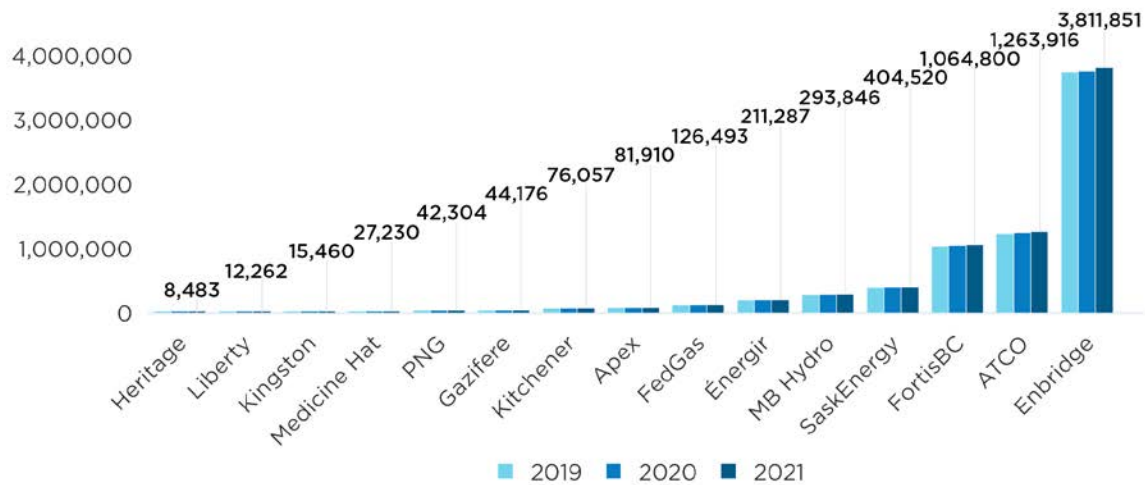
1. **CORRECTIONS TO HISTORICAL DATA**  
Organizations may make corrections to historical data at any time but CGA needs to be informed of those changes. This means that data reflected in the current year's Corporate Profile may be different than data reflected in previous Corporate Profile reports.
2. **ENBRIDGE GAS INC.**  
3-Year Trend Charts use combined data (Enbridge Gas Distribution and Union Gas.) (2019, 2020, 2021)

# COMPANY DIMENSIONS

## Active Customers

### DISTRIBUTION

Per Company (3-Year Trend)

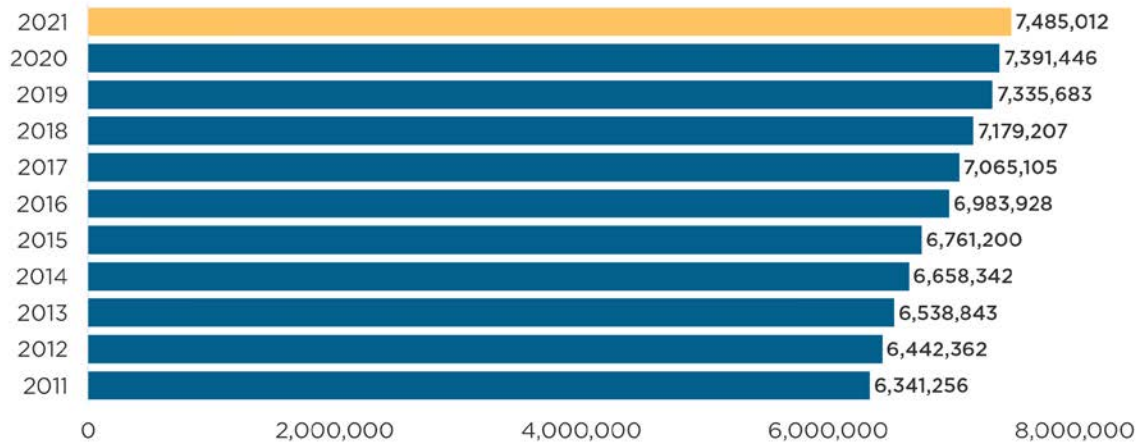


Active Customers = number of all active meters as of the end of the most recent calendar year, locked or unlocked, that are subject to meter readings and billing count

## Active Customers

### DISTRIBUTION

CGA Total Count

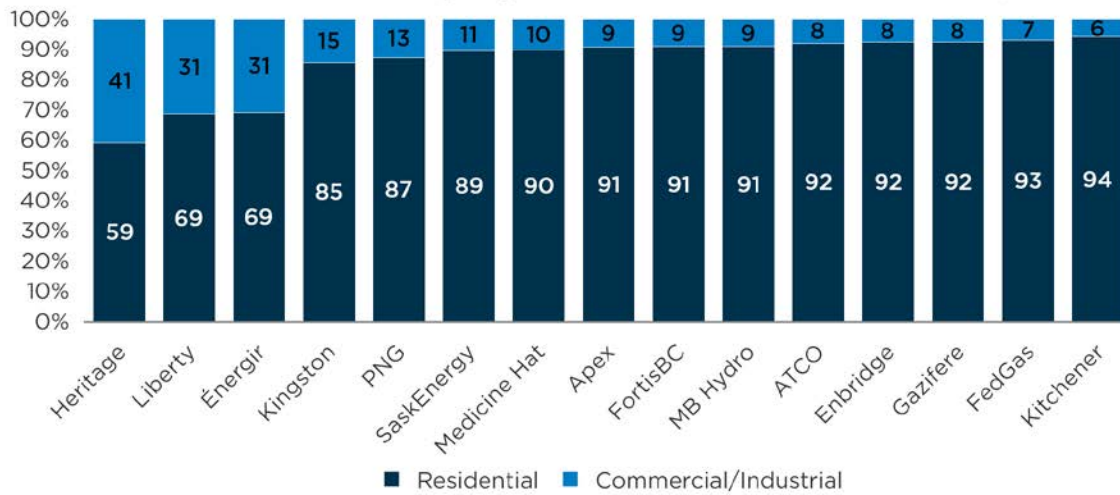




## Active Customers

### DISTRIBUTION

Per Company, Percent Residential vs Commercial/Industrial

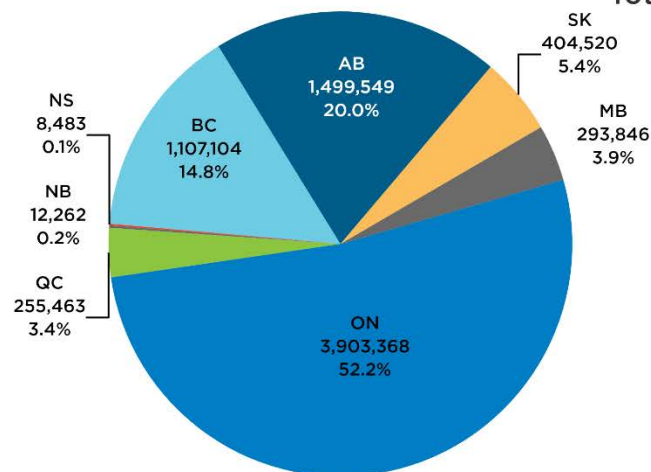


Active Customers = number of all active meters as of the end of the most recent calendar year, locked or unlocked, that are subject to meter readings and billing count

## Active Customers

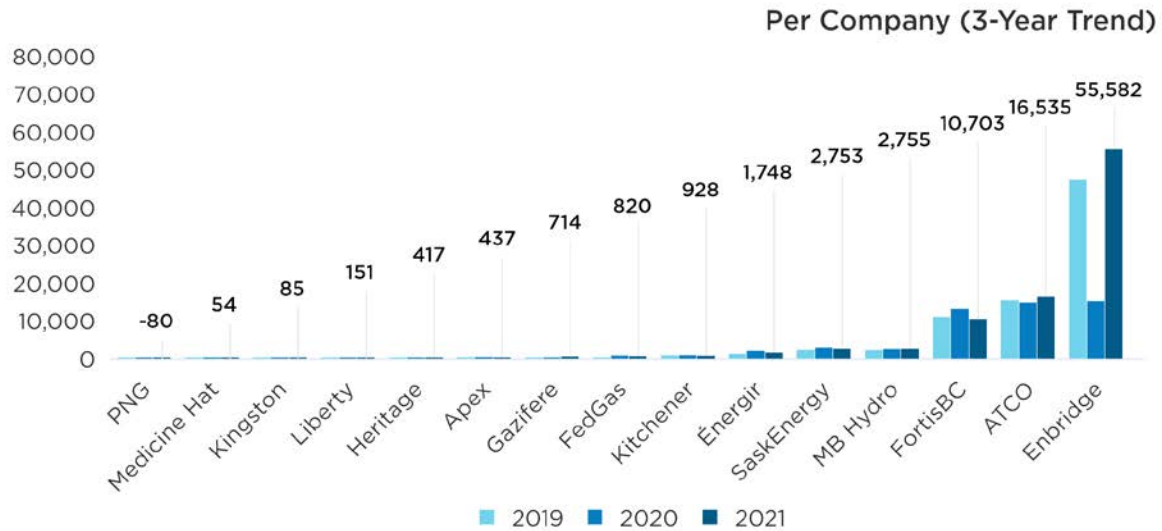
### DISTRIBUTION

Total Per Province



## Net Increase in Active Customers

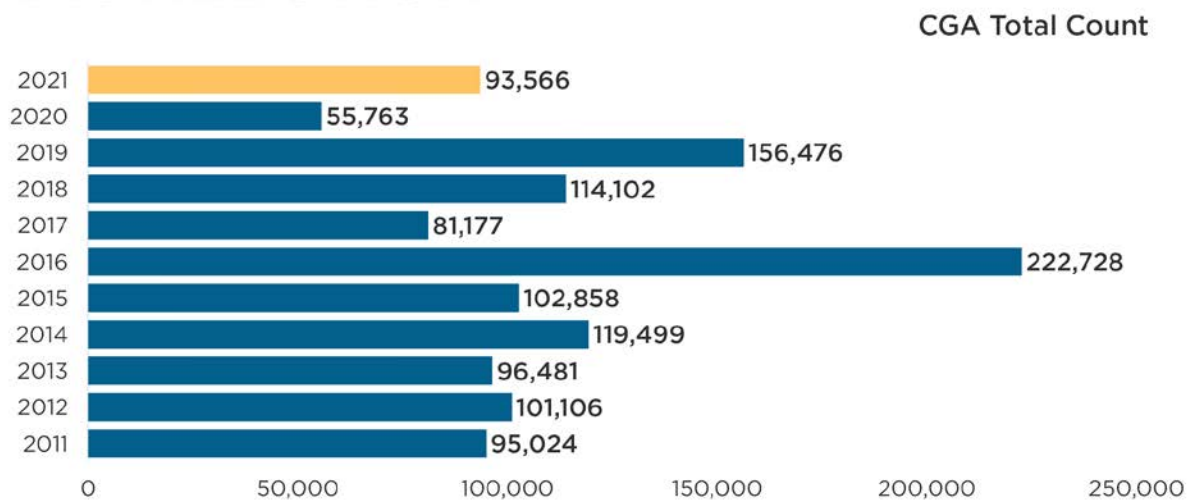
### DISTRIBUTION



Net Increase in Active Customers (Year to Year) = the gross number of customers added in a given year minus the number of customers that have left the natural gas delivery system during that same year.

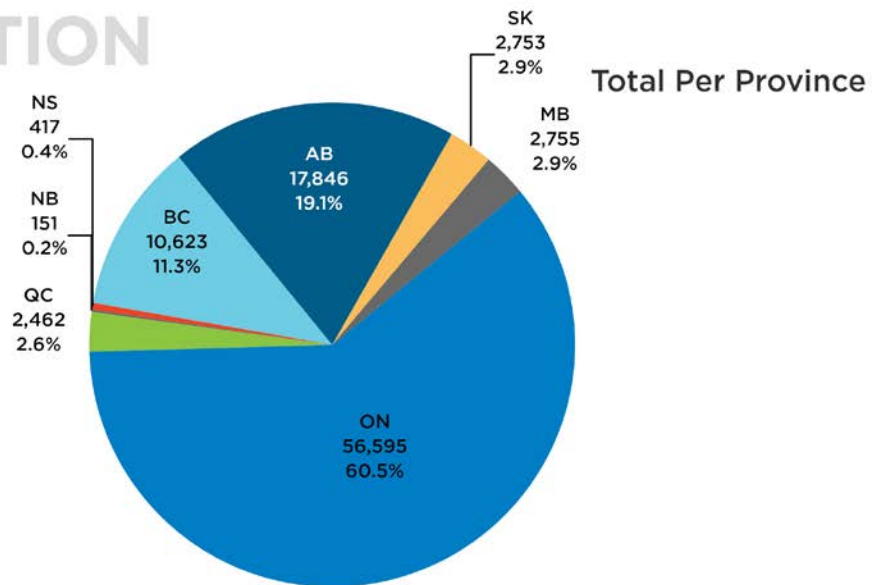
## Net Increase in Active Customers

### DISTRIBUTION



## Net Increase in Active Customers

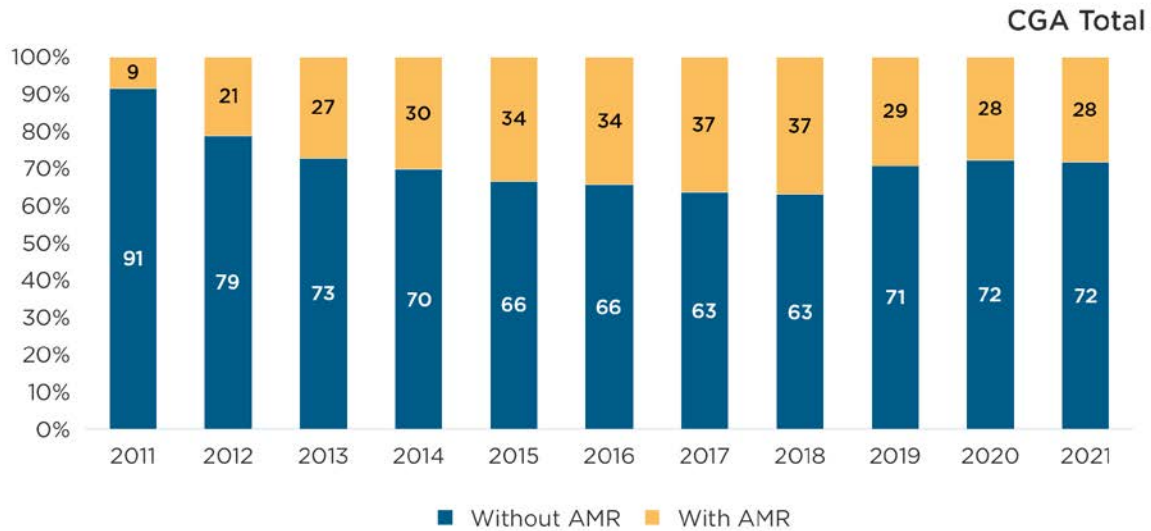
### DISTRIBUTION



Net Increase in Active Customers (Year to Year) = the gross number of customers added in a given year minus the number of customers that have left the natural gas delivery system during that same year.

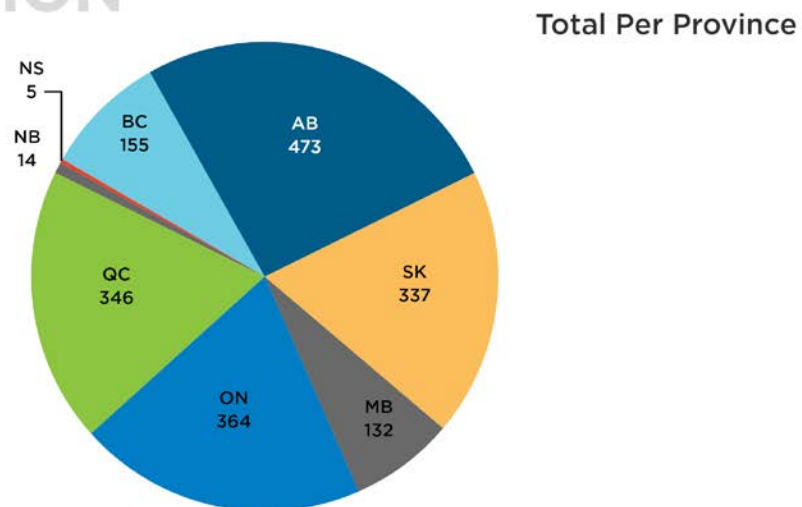
## Customers Being Billed Via AMR

### DISTRIBUTION



## Communities Served

### DISTRIBUTION



## Total Communities Served Across Canada 2,249

Communities Served = Number of communities being served by a local utility; the term “community” used by each organization when describing the smallest category of geographic area that they serve

## Employment

# DISTRIBUTION - TRANSMISSION

CGA Total, Full Time Equivalent\*



**Total 13,592**

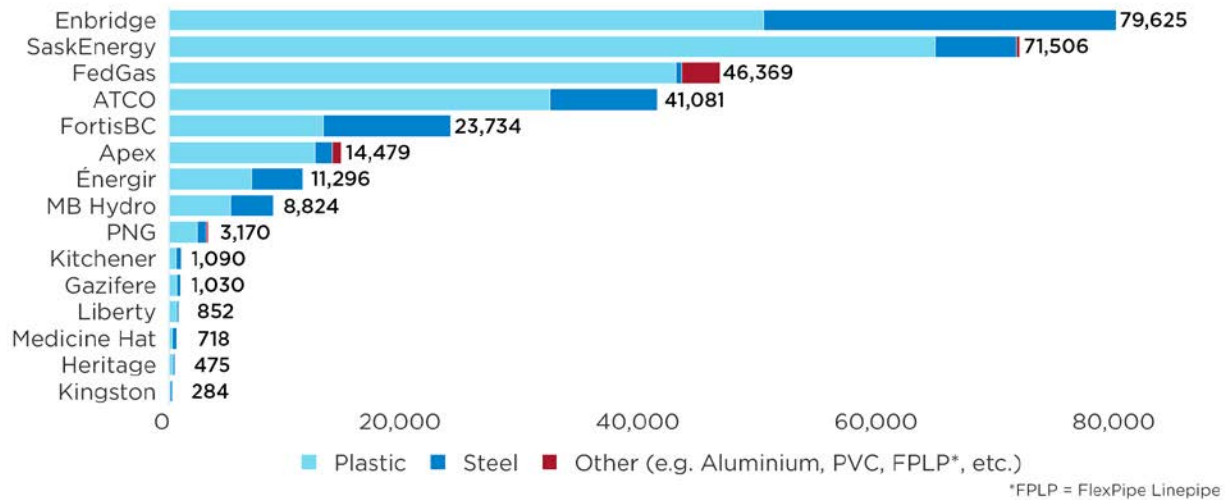
Employment = All distribution & transmission employees (FTE basis) excluding contractors

# PLANT INFORMATION

## Main - Kilometers

### DISTRIBUTION

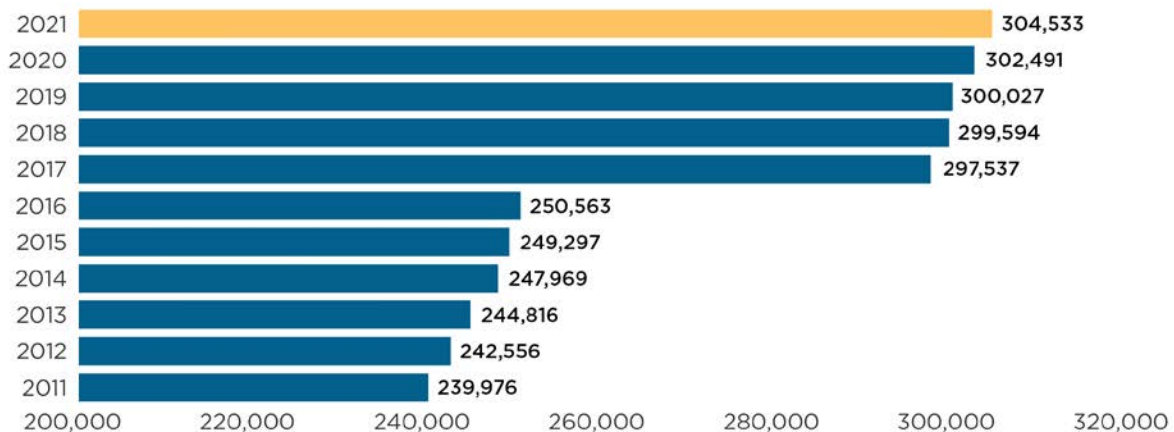
#### Per Company, Material Breakdown



## Main - Kilometers

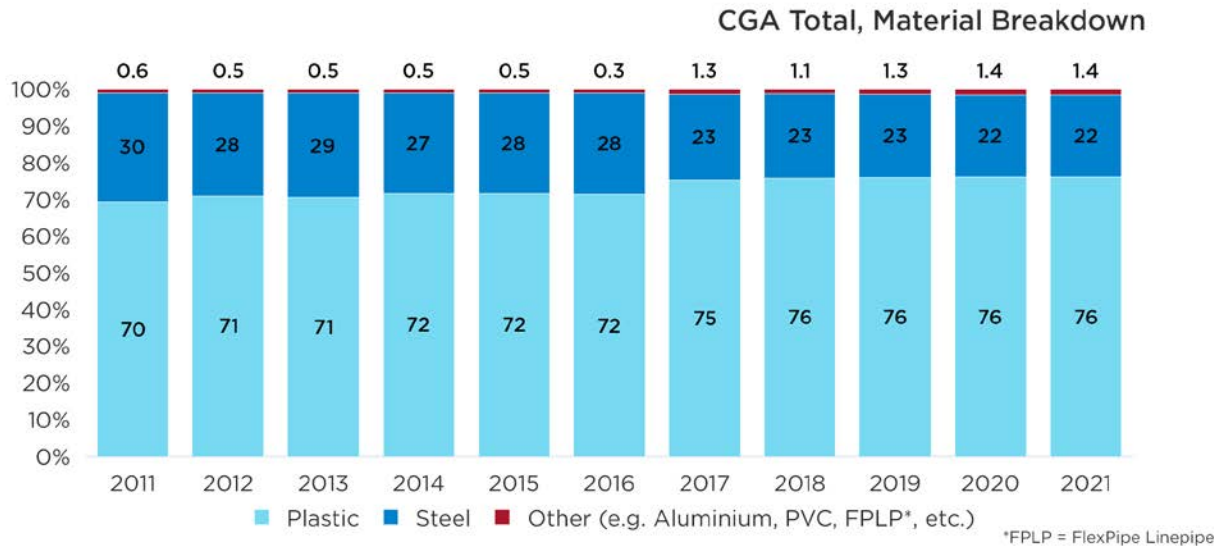
### DISTRIBUTION

#### CGA Total



## Main - Kilometers

# DISTRIBUTION

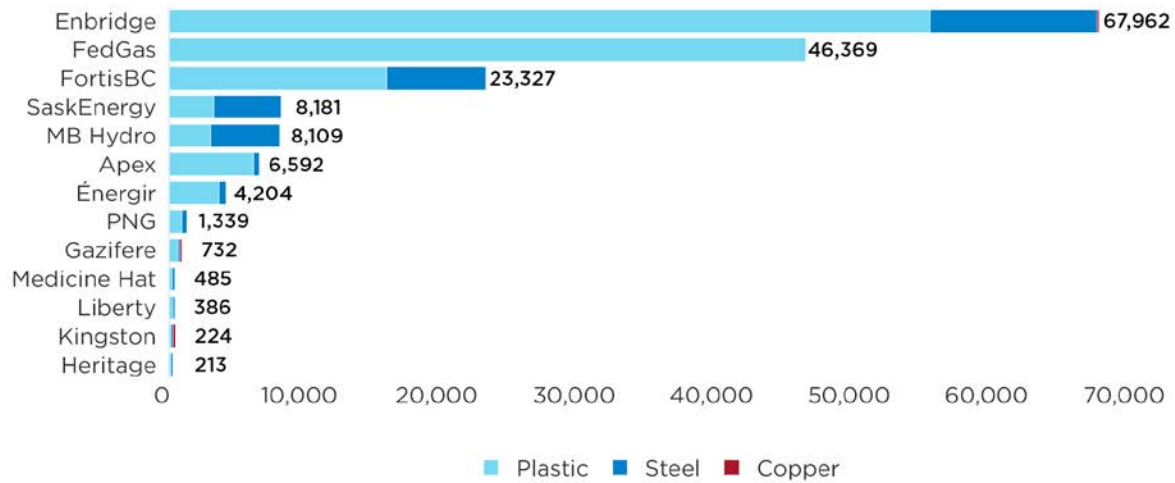




## Service Lines - Kilometers

### DISTRIBUTION

#### Per Company, Material Breakdown

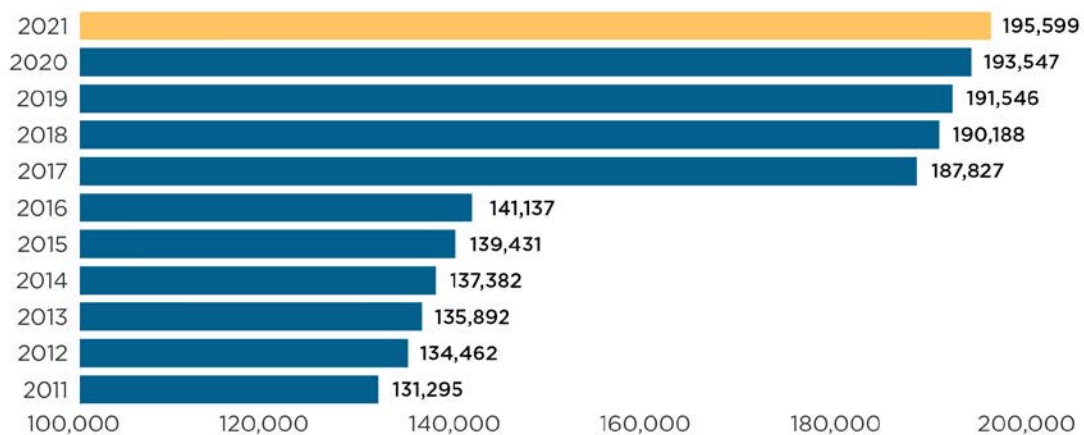


\*Material Breakdown for Service Lines data not submitted by ATCO (Explanatory Note 2), FedGas (Explanatory Note 1) and Kitchener (Explanatory Note 7).

## Service Lines - Kilometers

### DISTRIBUTION

#### CGA Total



\*Material Breakdown for Service Lines data not submitted by ATCO (Explanatory Note 2), FedGas (Explanatory Note 1) and Kitchener (Explanatory Note 7).

## Service Lines - Kilometers

# DISTRIBUTION

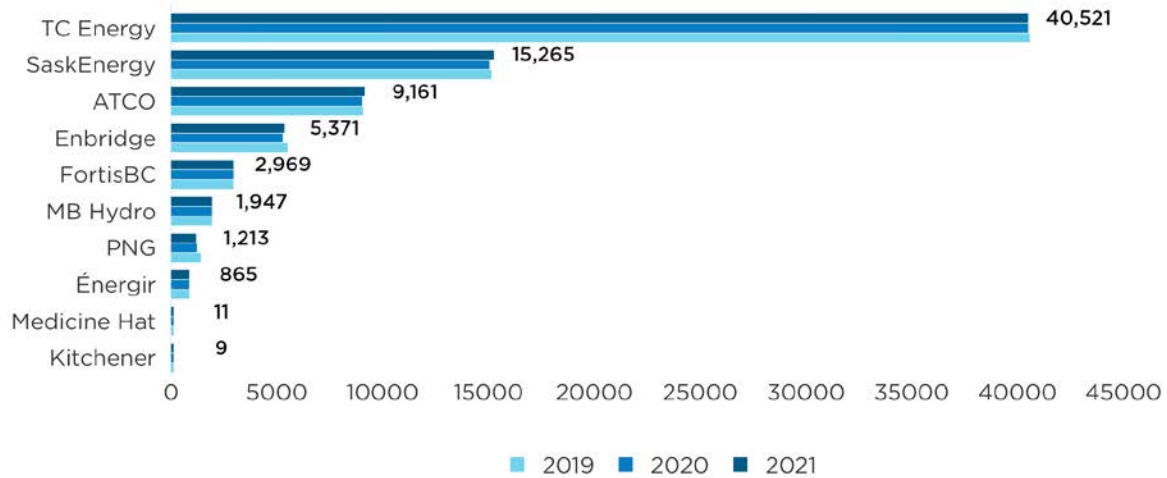


*\*Material Breakdown for Service Lines data not submitted by ATCO (Explanatory Note 2), FedGas (Explanatory Note 1) and Kitchener (Explanatory Note 7).*

## Pipeline - Kilometers

### TRANSMISSION

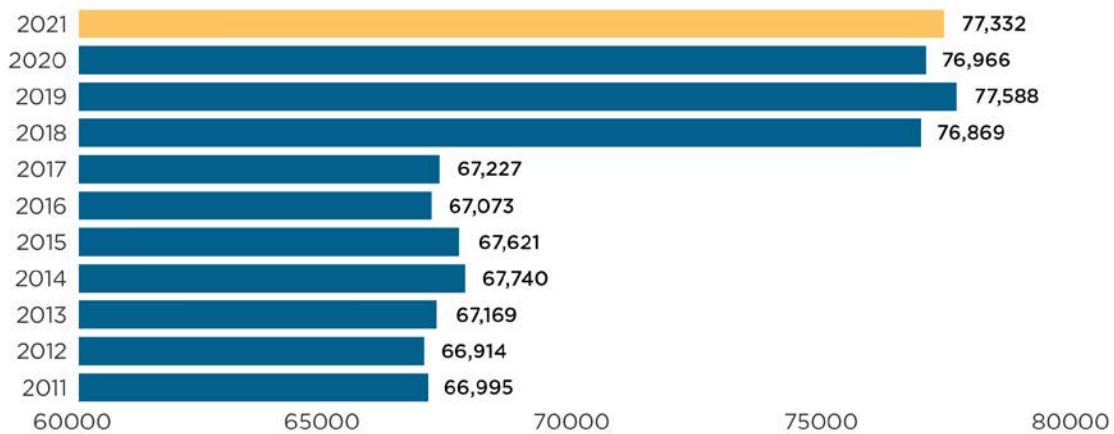
Per Company (3-Year Trend)



## Pipeline - Kilometers

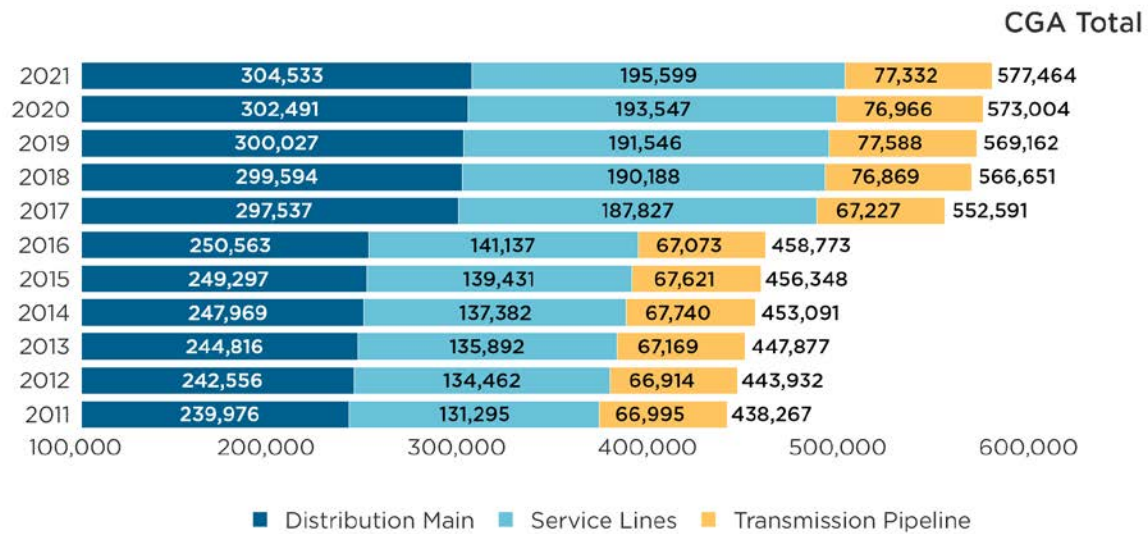
### TRANSMISSION

CGA Total

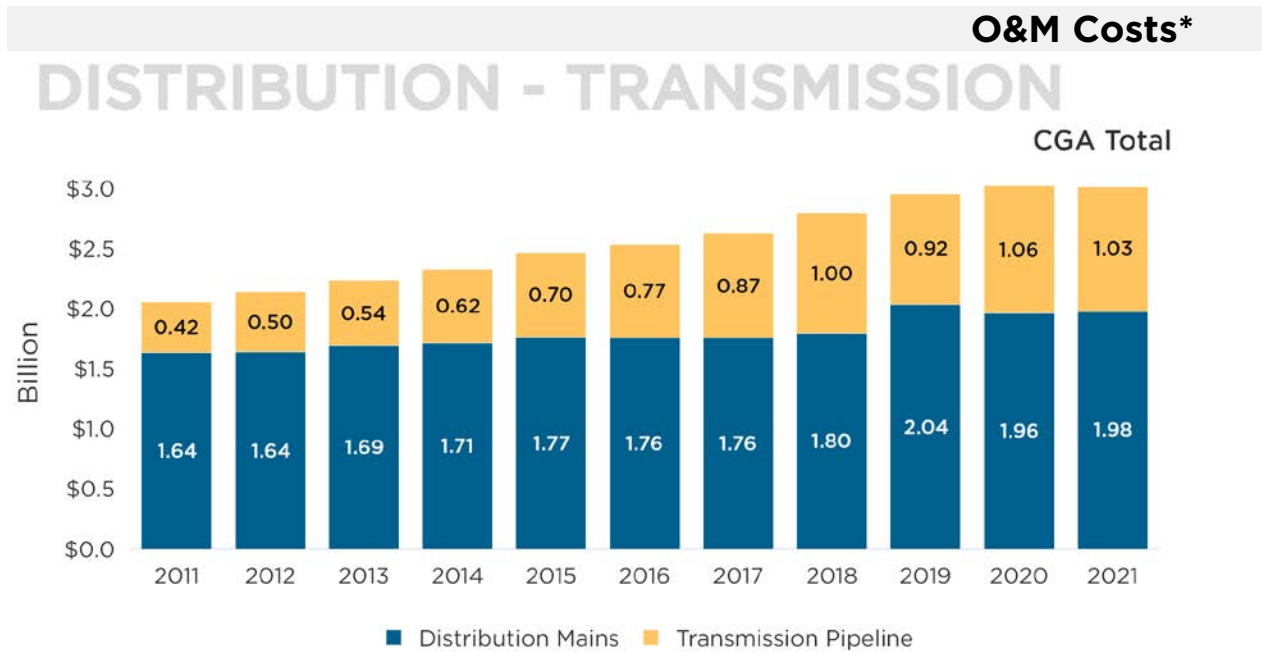


## Main, Service Lines, Pipeline - Kilometers

### DISTRIBUTION - TRANSMISSION



# FINANCIAL INFORMATION



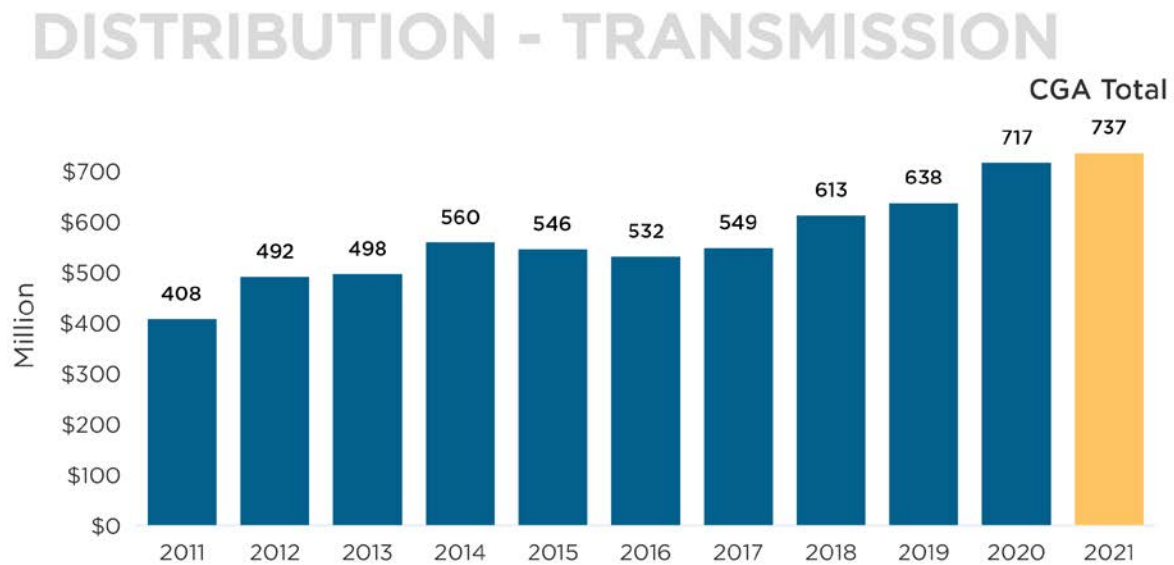
*\*Includes all O&M costs for the utility, including Operations, Marketing, Customer Care & Administration and is separated by Distribution & Transmission if possible*

**\$1.03 million for transmission O&M costs**

**\$1.98 billion for distribution O&M costs**

**\$3.01 billion in total**

## New Business Capital Spend\*



*\*Gross capital spend including overhead spent on new business for core growth, i.e. the cost to add new customers.*

**\$737 million spent on new business**

## System Improvement Capital Spend

### DISTRIBUTION - TRANSMISSION

CGA Total: Distribution Main, Services & Transmission Pipeline



**\$871 million spent on system improvement for transmission pipeline**

**\$134 million spent on system improvement for distribution services**

**\$481 million spent on system improvement for distribution main**

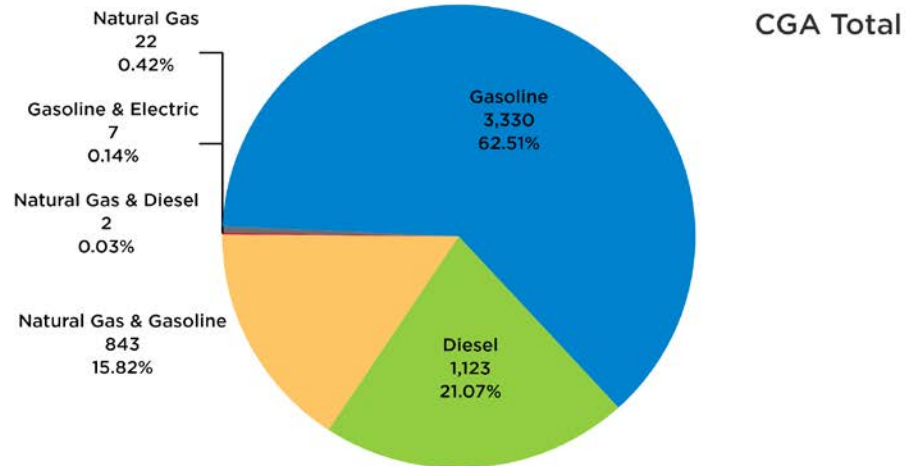
**\$1.48 billion in total**



# **FLEET INFORMATION**

## Vehicles by Fuel Type

### DISTRIBUTION - TRANSMISSION



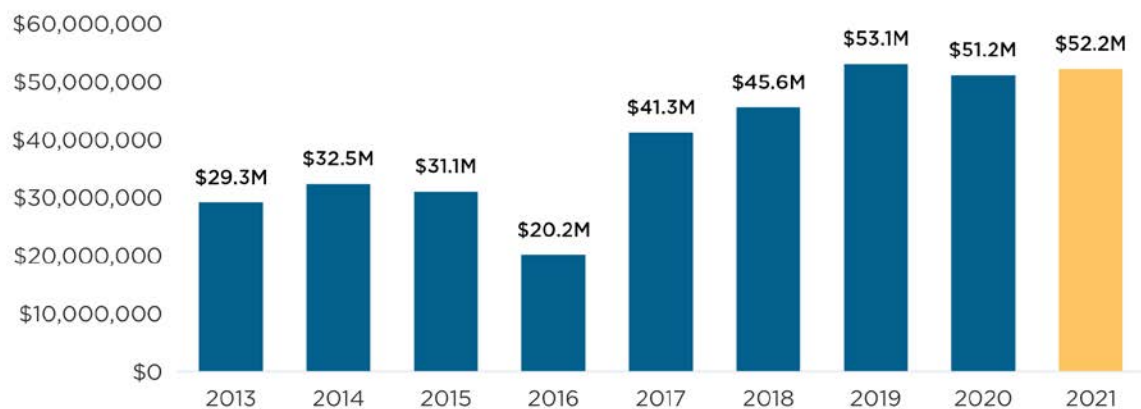
**Total Vehicles 5,327**

Vehicle - A motor vehicle with a gross vehicle mass (GVM) not greater than 4.5 tonnes and constructed or equipped to seat no more than twelve (12) adults (including the driver).

## Fleet Capital Spend

### DISTRIBUTION - TRANSMISSION

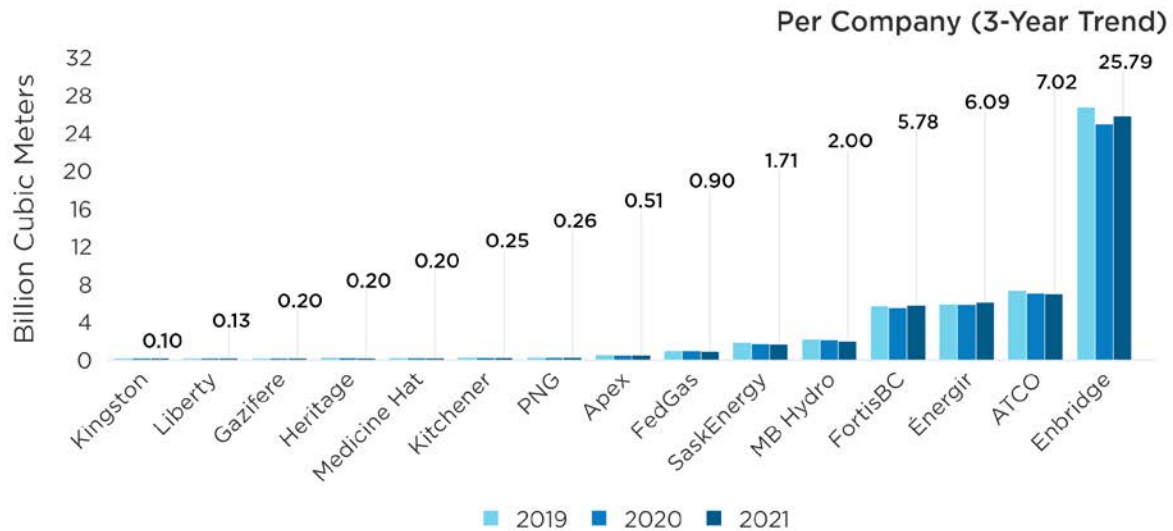
CGA Total



# **OPERATIONAL INFORMATION**

## Gas Throughput

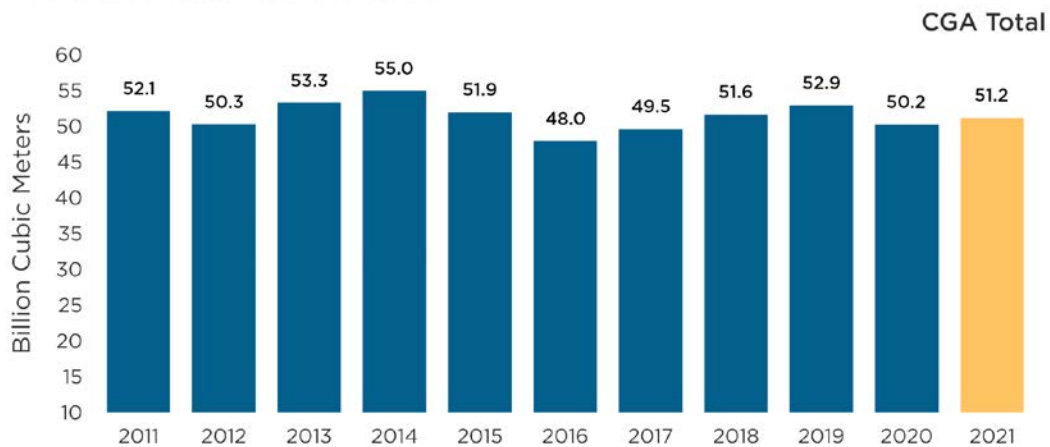
### DISTRIBUTION



Throughput is Sales Volume + Transportation Service\* + Unaccounted for Gas\*\*  
 \*Transportation Service includes all gas transported for Energy Marketer Agencies.  
 \*\*Unaccounted for Gas = System gas volumes received - System gas volumes sent out  
 (metered company use, purge, blow-off, third party damage volumes are accounted for).

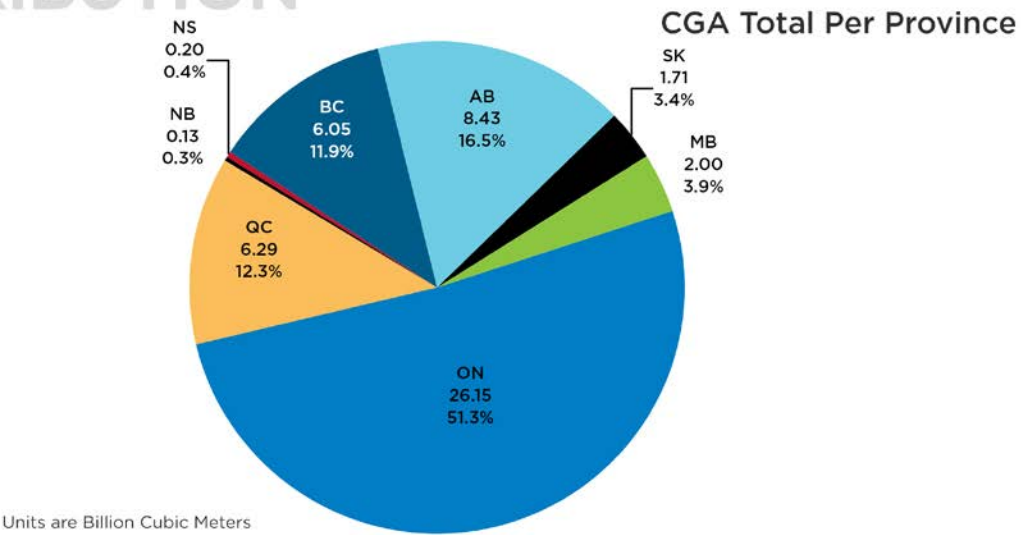
## Gas Throughput

### DISTRIBUTION



## Gas Throughput

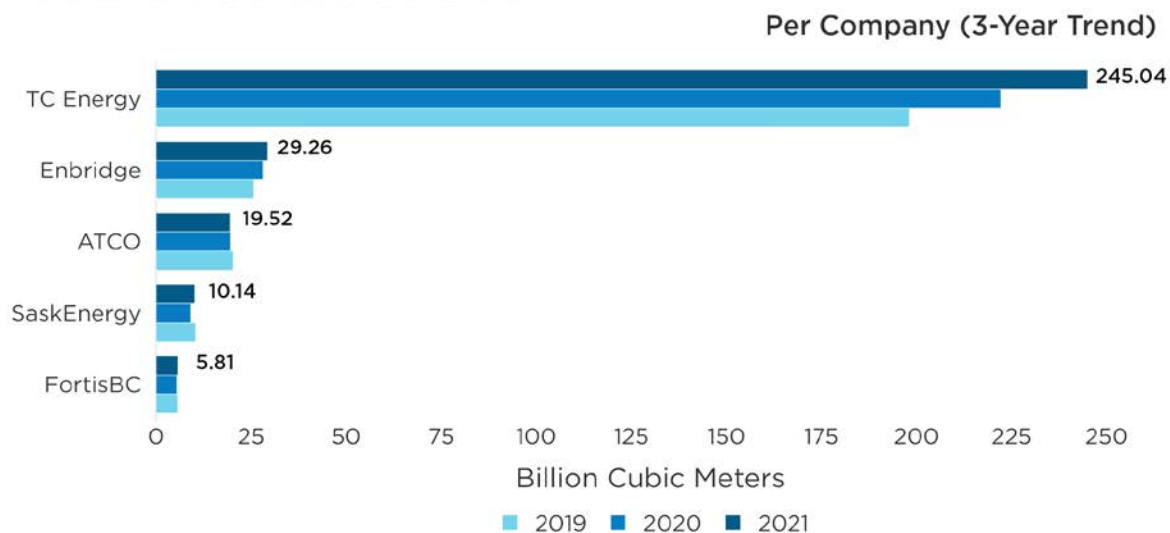
# DISTRIBUTION



Throughput is Sales Volume + Transportation Service\* + Unaccounted for Gas\*\*  
\*Transportation Service includes all gas transported for Energy Marketer Agencies.  
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## Gas Throughput

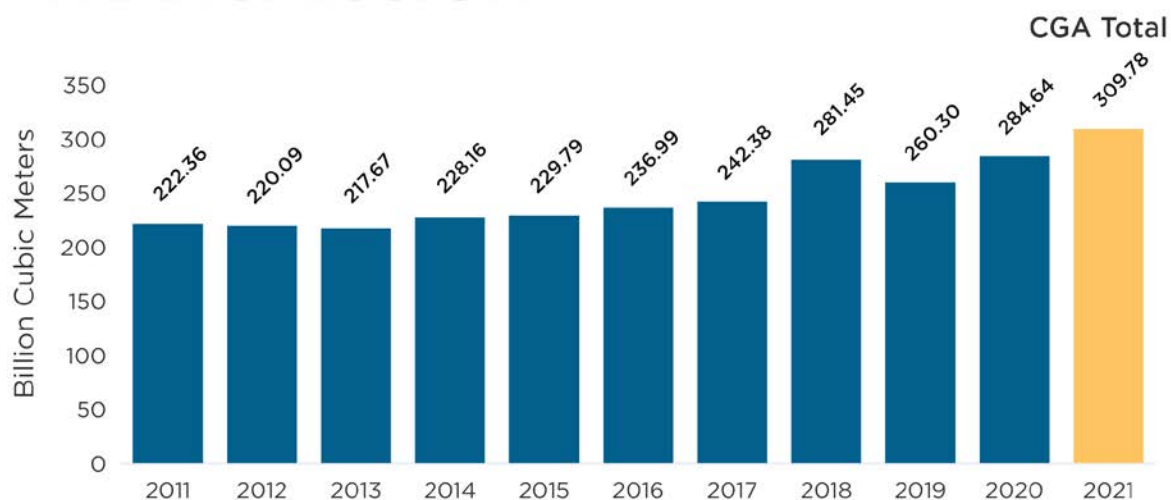
### TRANSMISSION



Throughput is Sales Volume + Transportation Service\* + Unaccounted for Gas\*\*  
 \*Transportation Service includes all gas transported for Energy Marketer Agencies.  
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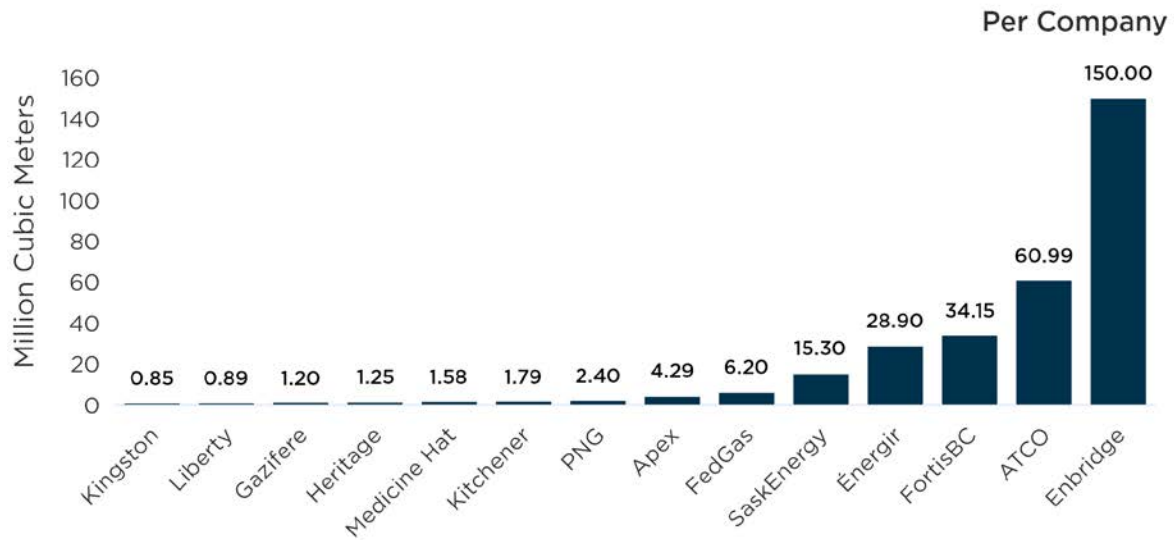
## Gas Throughput

### TRANSMISSION



## Peak Day Throughput

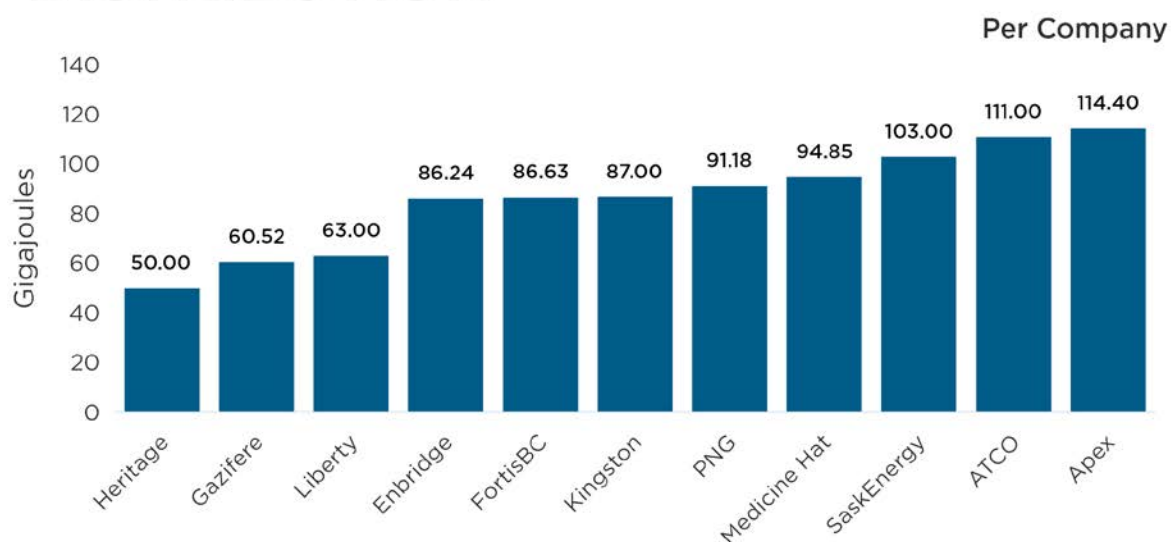
### DISTRIBUTION



\*Peak Day Throughput data not submitted by Manitoba Hydro (Explanatory Note 5) and TC Energy (Explanatory Note 6).

## Annual Residential Use

### DISTRIBUTION



*\*Annual Residential Use data not submitted by FedGas (Explanatory Note 1), Énergir (Explanatory Note 3), Manitoba Hydro (Explanatory Note 5), TC Energy (Explanatory Note 6), Kitchener Utilities (Explanatory Note 7).*

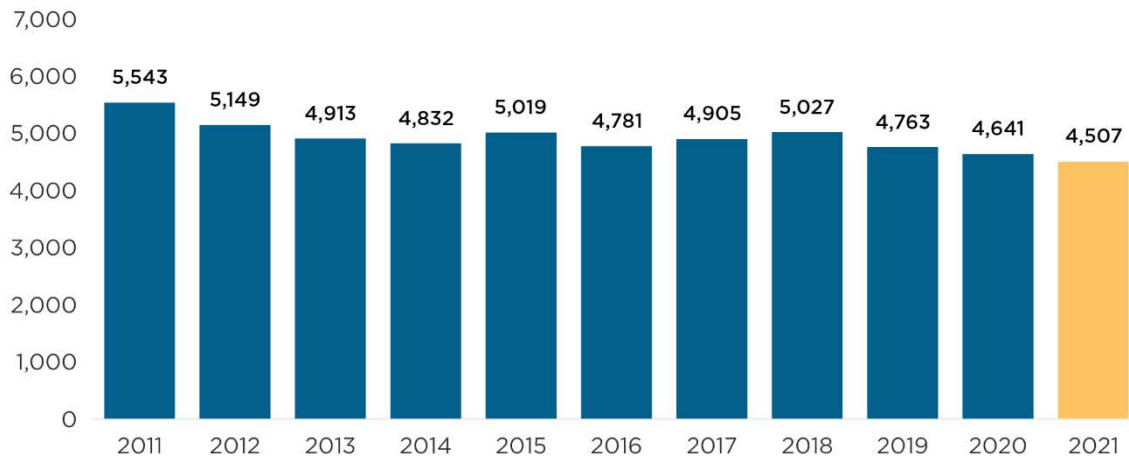


# **DAMAGE PREVENTION**

## Third-Party Damages

### DISTRIBUTION - TRANSMISSION

CGA Total

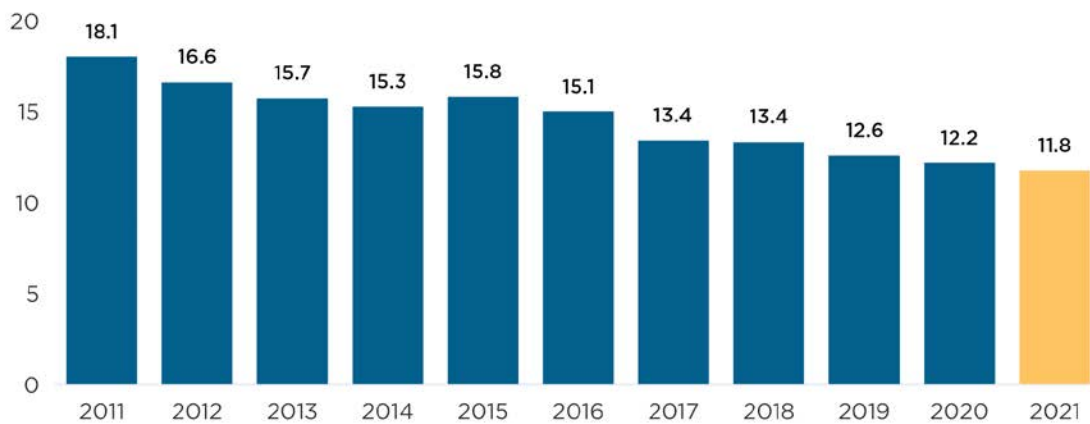


**lowest number of third-party damages**

## Third-Party Damages

### DISTRIBUTION - TRANSMISSION

CGA Rate Per Thousand Kilometers



## Third-Party Damages

### DISTRIBUTION - TRANSMISSION

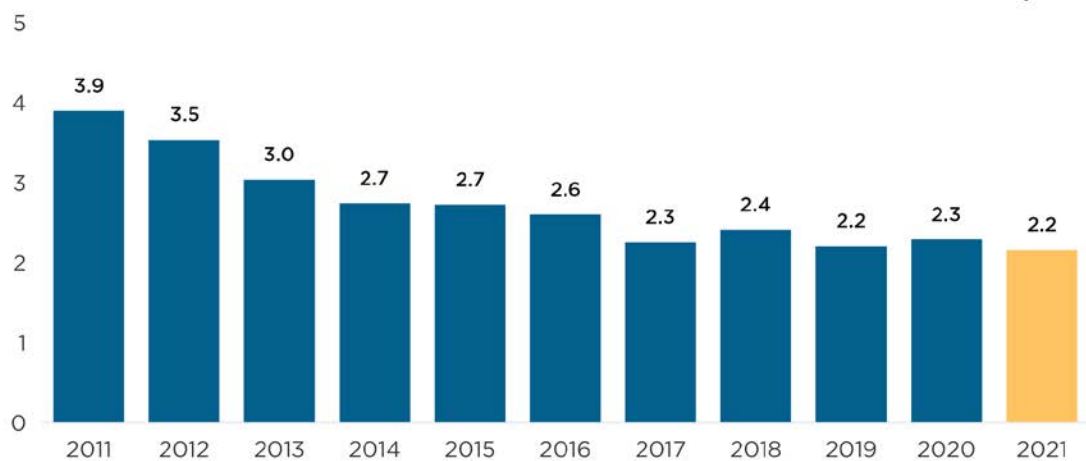
Provincial Rate Per Thousand Kilometers



## Third-Party Damages

### DISTRIBUTION - TRANSMISSION

CGA Rate Per Thousand Locate Requests



## Third-Party Damages

### DISTRIBUTION - TRANSMISSION

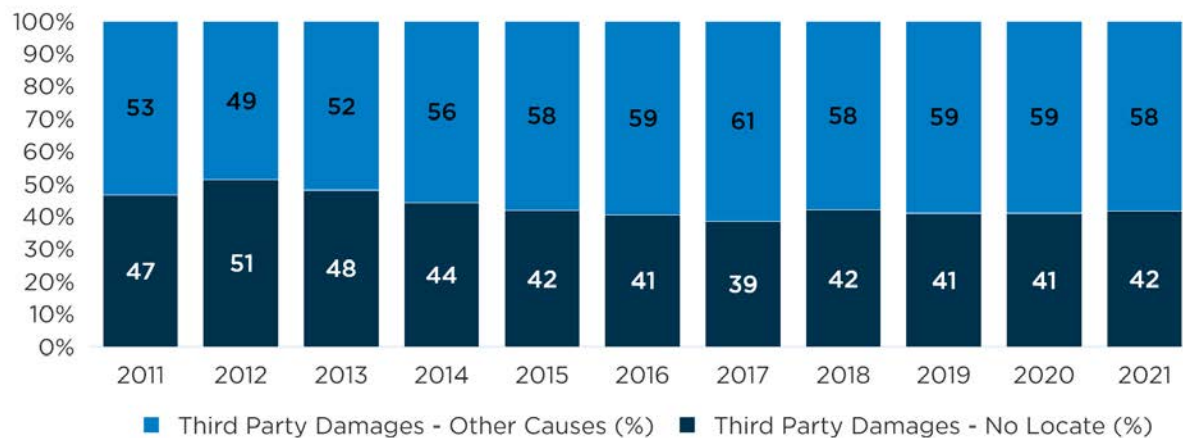
Provincial Rate Per Thousand Locates



## Third-Party Damages

### DISTRIBUTION - TRANSMISSION

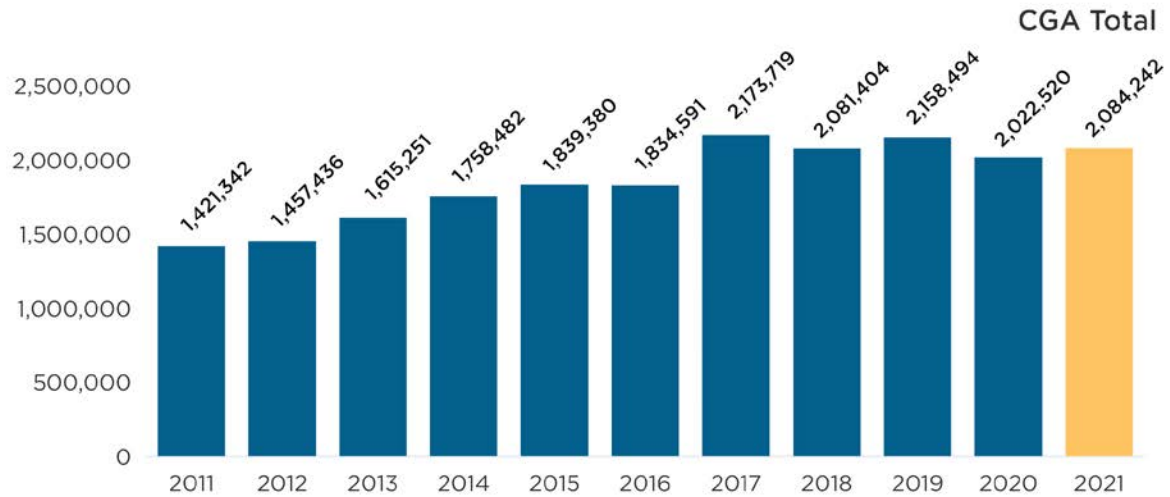
CGA Total: Other Causes vs. No Locate\*



Incidents where no locate was requested by the excavator compared to incidents where a locate was requested by the excavator as a percentage of total third-party damage incidents.  
 \*Other causes include: improper hand exposure, locate error, excavation prior to locates being provided, excavation outside of limits of locate, imprudent excavation, records error, etc.

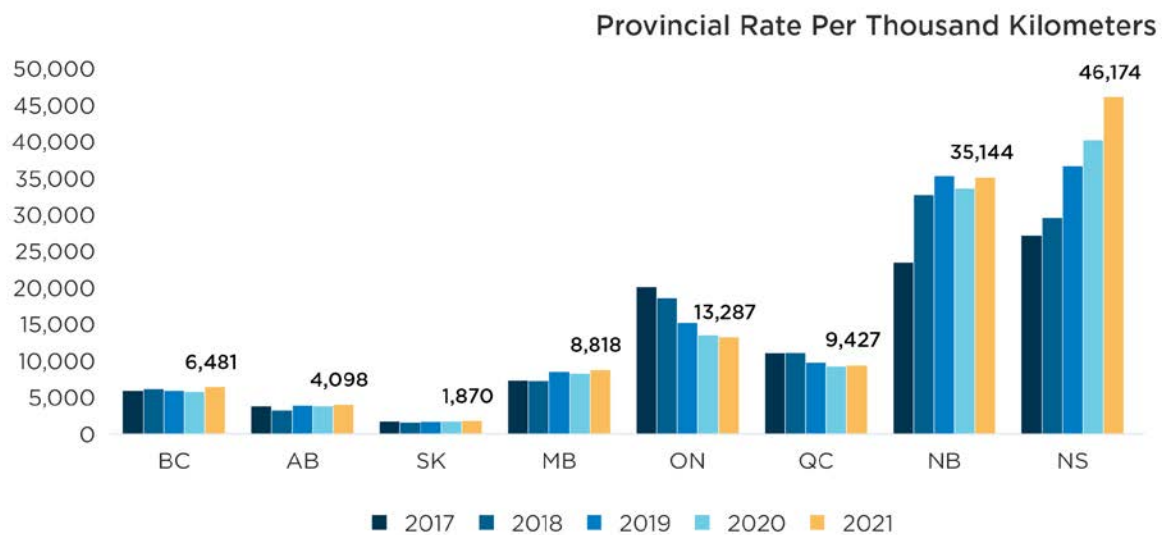
## Locate Requests

### DISTRIBUTION - TRANSMISSION



## Locate Requests

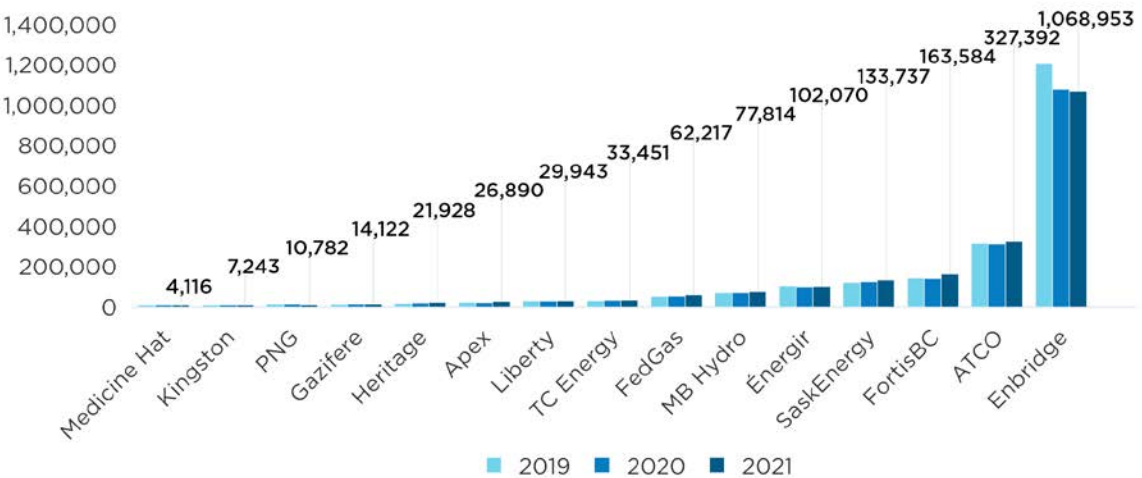
### DISTRIBUTION - TRANSMISSION



Locate Requests

DISTRIBUTION - TRANSMISSION

Per Company (3-Year Trend)

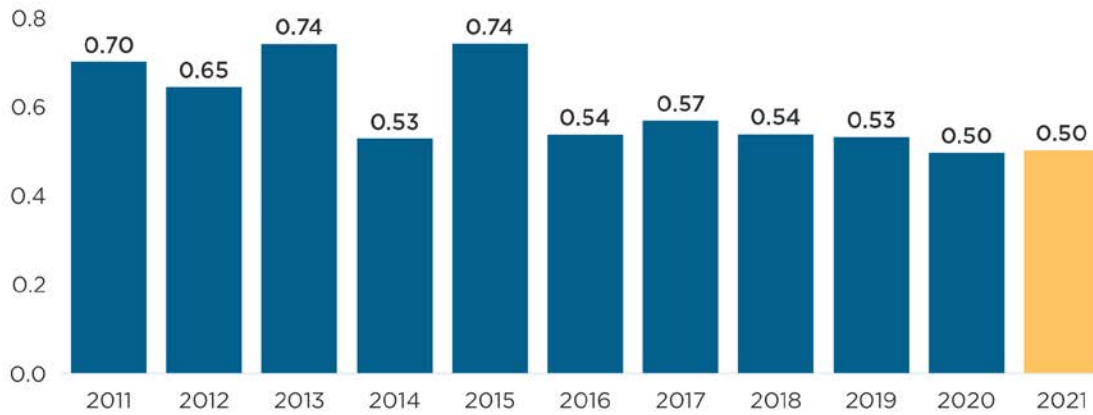


# HEALTH & SAFETY

## Lost Time Injuries

### DISTRIBUTION - TRANSMISSION

CGA Frequency Rate\*

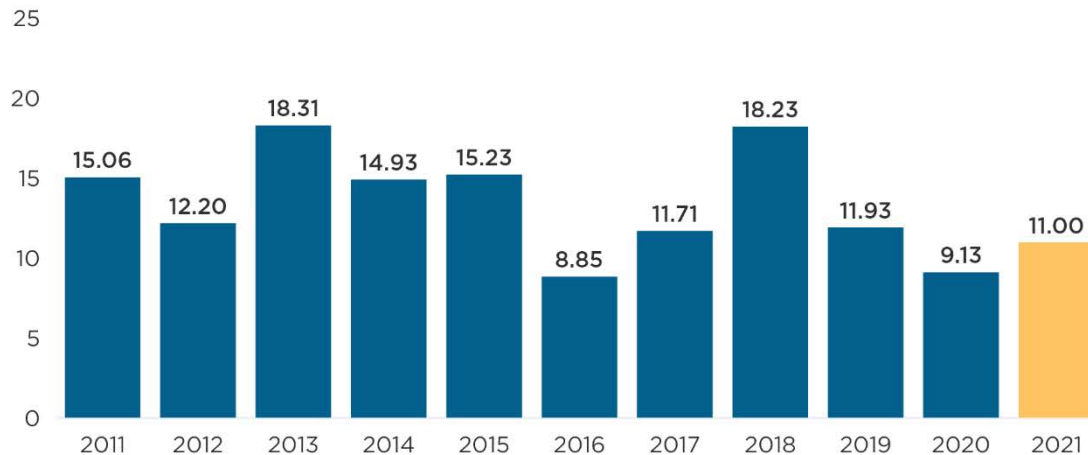


**Lost Time Injuries - Frequency Rate (LTI-FR)** = total number of lost time injuries or illnesses which occurred in the calendar year X 200,000/Exposure Hours  
*\*Calculated by averaging rate provided by each organization and weighting by employee count*

## Lost Time Injuries

### DISTRIBUTION - TRANSMISSION

CGA Severity Rate\*



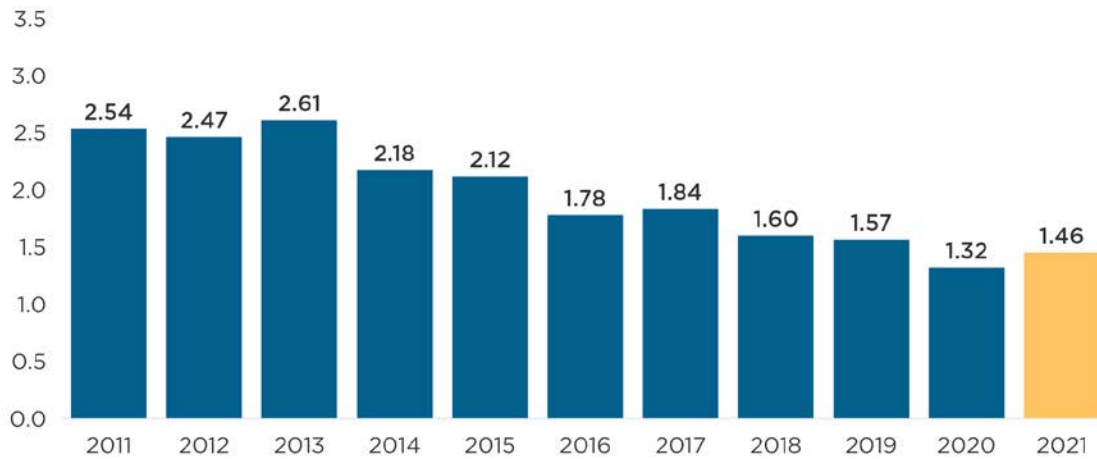
**Lost Time Injuries - Severity Rate (LTI-SR)** = total number of lost days X 200,000/Exposure Hours  
*\*Calculated by averaging rate provided by each organization and weighting by employee count*



## Recordable Injuries

### DISTRIBUTION - TRANSMISSION

CGA Rate\*



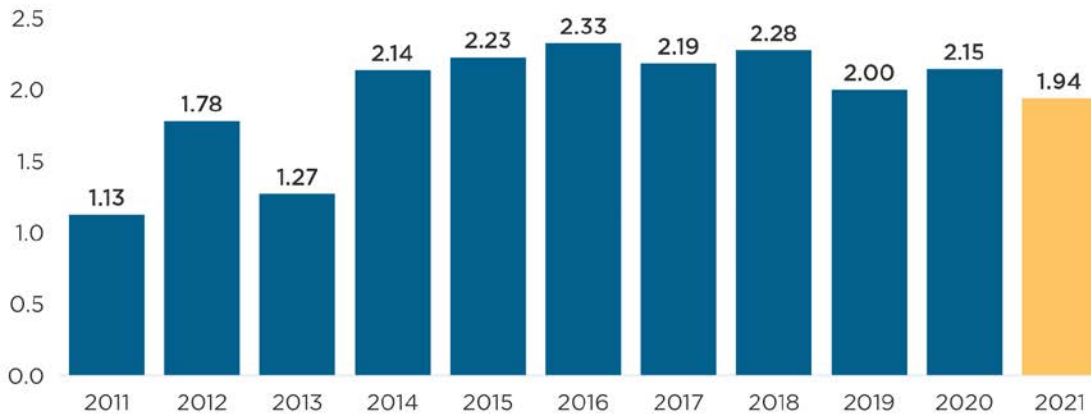
**Recordable Injury** includes any incident resulting in a fatality, lost time injury medical treatment/medical aid injury or restricted work injury.  
A first aid injury is not considered a recordable injury.

*\*Calculated by averaging rate provided by each organization and weighting by employee count*

## Preventable Fleet Motor Vehicle Incidents

### DISTRIBUTION - TRANSMISSION

CGA Rate\*



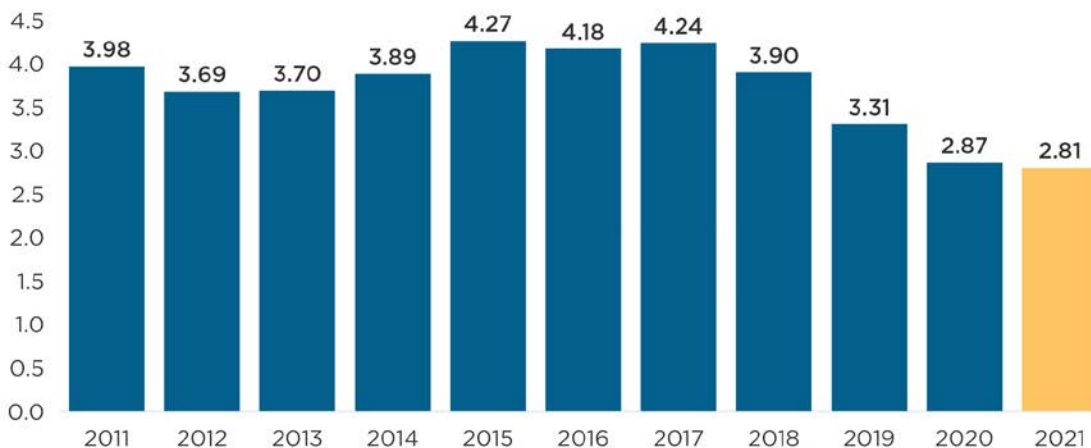
**Preventable Fleet Motor Vehicle Incident** is any occurrence resulting in death, injury and/or property damage involving a fleet motor vehicle which the driver could have avoided by application of reasonable defensive driving practices (for every 1 million km driven).

\*Calculated by averaging rate provided by each organization and weighting by employee count (Preventable Fleet Motor Vehicle Incidents are not reported by all organizations)

## Reportable Fleet Motor Vehicle Incidents

### DISTRIBUTION - TRANSMISSION

CGA Rate\*



**Reportable Fleet Motor Vehicle Incident** is any occurrence involving a fleet motor vehicle which is not properly parked, resulting in death, injury and/or property damage (for every 1 million km driven). Collisions where a vehicle is properly parked are considered non-reportable. Reportable fleet motor vehicle incidents include preventable and non-preventable fleet motor vehicle incidents.

\*Calculated by averaging rate provided by each organization and weighting by employee count

\*For every one (1) million kilometers driven

## CORPORATE PROFILE - DEFINITIONS

Following is a summary of the definitions used in the CGA Corporate Profile to maximize consistency of data and effectiveness of comparisons across member organizations.

### **Transmission**

Transmission generally refers to pipelines that transport natural gas from gathering or storage facilities to distribution facilities.

### **Distribution**

Distribution generally refers to piping systems that deliver natural gas from transmission facilities to end-users. Only CGA members' data is reported for both Transmission & Distribution totals.

## COMPANY DIMENSIONS

### **Active Customers**

Based on total active meter count as of the end of the most recent calendar year, locked or unlocked, that are subject to meter readings and billing.

Collected in three (3) categories - Residential, Commercial and Industrial.

### **Net Increase in Active Customers (Year to Year)**

Net Increase in Active Customers is the gross number of customers added in a given year minus the number of customers that have left the natural gas delivery system during that same year. The figures used for the CGA Corporate Profile are obtained by subtracting the gross number of customers reported by our members in the previous year from the gross number of customers reported by our members for the year that this report has been compiled for, i.e. in this case:

*the gross total number customers reported for one year - the gross total number of customers reported in the previous year = the Net Increase in Active Customers.*

### **Customers Being Billed Via AMR (Automated Meter Reading)**

Total number of active customers with AMR devices (i.e., does not require a meter reader to visit the site to obtain meter readings).

### **Employment (FTEs)**

All Distribution employees (FTE basis) excluding contractors.

All Transmission employees (FTE basis) including storage and LNG excluding contractors.

### **Communities Served**

Communities Served refers to the number of communities receiving natural gas distributed by a local utility. For the purposes of the Corporate Profile, the term "community" should take on the meaning of the term properly used by each organization when describing the smallest category of geographic area that they serve ("serve" meaning that there should exist at least one customer). Separate areas should not be overlapping.

## PLANT INFORMATION

### **Kilometers of Main**

Total length of Distribution main. Where possible, a breakdown by pipe material (%) is also requested. Percentage of Steel, Plastic & Other (e.g., Aluminium, PVC, FPLP\*, etc.). \*FlexPipe Linepipe

### **Kilometers of Transmission Pipeline**

Total length of Transmission pipeline.

### **Kilometers of Service Lines**

Total length of service lines (typically only for Distribution). "Service line" includes active and inactive pipelines. Percentage of Steel, Plastic & Copper.

\*Active (Live Active): Gas in the pipe, feeding customers

\*Inactive (Live Inactive): Gas in the pipe, not feeding customers, i.e., meter turned off or removed

\*Abandoned (in place): Pipe segmented away and no longer part of gas system

## FINANCIAL INFORMATION

### **O&M Costs (billions)**

Includes all O&M costs for the utility, including Operations, Marketing, Customer Care, and Administration, separated for Distribution & Transmission where possible.

### **New Business/Growth Capital (Core Business) (millions)**

Gross capital spend including overhead spent on new business for core growth, i.e., the cost to add new customers.

### **System Improvement Capital Spend (millions)**

Gross capital spend including overheads for system improvements for pipelines and services, including things like AMI/AMR dollars, pipeline replacement programs, reinforcement, in-to-out programs, meter exchanges/GI's, etc.

## FLEET INFORMATION

### **Vehicle**

A motor vehicle with a gross vehicle mass (GVM) not greater than 4.5 tonnes and constructed or equipped to seat no more than twelve (12) adults (including the driver).

*\*Trailers and ATV's are not considered vehicles by most CGA member organizations (considered more as equipment).*

## OPERATIONAL INFORMATION

### **Throughput ( $10^9\text{m}^3$ /billion cubic meters)**

Throughput is Sales Volume + Transportation Service\* + Unaccounted for Gas\*\*

\*Transportation Service includes all gas transported for Energy Marketer Agencies.

\*\*Unaccounted for Gas = System gas volumes received – System gas volumes sent out (metered company use, purge, blow-off, third party damage volumes are accounted for).

### **Peak Day Throughput ( $10^6\text{m}^3$ /million cubic meters)**

Volume of gas that was actually, physically delivered by a distribution system on peak day in a given year.

*\*In future years, the classifications of the type of delivery may be distinguished.*

### **Annual Residential Use (Gigajoules)**

Average annual usage per existing residential customer.

## DAMAGE PREVENTION

### **Total Locate Requests**

Number of Locate Requests (Tickets) issued by either a One-Call Center or an organization's own locate request Call Center.

### **Third Party Damages**

Third Party Damages are all damages caused by parties other than utility or transmission company personnel or their contractors/agents.

### **Third Party Damages - No Locate vs. Other Causes\***

The number of Third-Party Damages where no locate was requested by the excavator compared to incidents where a locate was requested by the excavator as a percentage of total third-party damage incidents.

*\*Other causes include: improper hand exposure, locate error, excavation prior to locates being provided, excavation outside of limits of locate, imprudent excavation, records error, etc.*

### **Third Party Damages per Thousand Locate Requests**

The total number of Third-Party Damages divided by the total number of Locate Requests.

## HEALTH & SAFETY

### ***Lost-Time Injury Frequency Rate (LTI-FR)***

This frequency rate is based on the total number of lost-time injuries or illnesses which occurred in the calendar year, using the following formula:

*Lost-Time Injury Frequency Rate = Number of Lost-Time Injuries x 200,000/Exposure Hours*

### ***Lost-Time Injury Severity Rate (LTI-SR)***

Calculation of the lost-time injury severity rate is accomplished using the following formula:

*Lost-Time Injury Severity Rate = Number of Lost Days x 200,000/Exposure Hours*

### ***Recordable Injury***

Includes any incident resulting in a fatality, lost time injury medical treatment/medical aid injury or restricted work injury. A first aid injury is not considered a recordable injury.

### ***Preventable Fleet Motor Vehicle Incident***

Any occurrence resulting in death, injury and/or property damage (for every one (1) million kilometers driven) involving a fleet motor vehicle which the driver could have avoided by application of reasonable defensive driving practices

*\*Preventable Fleet Motor Vehicle Incidents are not reported by all organizations.*

### ***Reportable Fleet Motor Vehicle Incident***

Any occurrence involving a fleet motor vehicle which is not properly parked, resulting in death, injury and/or property damage (for every one (1) million kilometers driven). Collisions where a vehicle is properly parked are considered non-reportable. Reportable fleet motor vehicle incidents include preventable and non-preventable fleet motor vehicle incidents.

## CGA CONTINUOUS IMPROVEMENT 2022

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### Canadian Gas Association

David McConkey, Senior Director, Operations, Safety & Security

Derek Chan, Manager, Data Analytics & Operations

Deborah Pfeil, Senior Coordinator, Standing Committees



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