



National Energy
Board

Office national
de l'énergie

2004 - 2005 Estimates

Part III - Report on Plans and Priorities

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National Energy Board

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Table of Contents

SECTION I: MESSAGES.....	1
SECTION II: RAISON D’ÊTRE	4
SECTION III: PLANNING OVERVIEW.....	6
SECTION IV: ORGANIZATION.....	21
SECTION V: ANNEXES	24
SECTION VI: ADDITIONAL INFORMATION	29

Section I: Messages

1.1 Chairman's Message

I am pleased to present the *2004-2005 Report on Plans and Priorities* for the National Energy Board (NEB or Board).

The NEB plays a pivotal role in the development of Canada's energy industry through the regulation of interprovincial and international natural gas, oil and commodity pipelines, international and designated interprovincial electric power lines and energy imports and exports. We constantly strive to ensure our decisions are in the public interest as we regulate the construction and operation of pipelines and power lines, tolls and tariffs, and monitor Canada's current and future energy needs and supplies.

In the September 2002 *Speech from the Throne*, smart regulation was set out as a key strategy in maintaining a Canadian advantage in a globally competitive economy. This strategy is a key driver in the development of the NEB's strategic plan to achieve our five goals over the next three years. We believe that a smart regulation strategy must consist of the following components: continued development of goal-oriented regulations; clear and predictable regulatory processes and decisions; and reduced regulatory burden through effective cooperation agreements and partnerships with other agencies. We have already undertaken many steps to achieve this strategy, with more to be taken throughout the reporting period.

In addition to our smart regulation approaches, another primary corporate strategy is to anticipate and prepare for emerging issues and applications. An example of this is the expected mid-2004 receipt of an application for the construction of a Mackenzie Valley pipeline. In anticipation of this application, the NEB is monitoring advances in pipeline materials and other new technologies. We have also been building our internal capacity to ensure that all applications are appropriately reviewed in a timely manner.

The NEB is also committed to providing independent objective information and analysis on energy markets to Canadians. In 2003 the Board took steps to solicit additional feedback from stakeholders in order to prioritize the issues on which to focus our market monitoring efforts. Accordingly, during the next few years, we will continue to focus on issues regarding natural gas resources, natural gas deliverability, and the proper working of gas markets in Canada, with emphasis on British Columbia and the Maritimes. In addition, a study into the outlook for oil sands supply and demand is planned. The NEB will also complete energy market assessments on electricity markets, and reports on electricity industry restructuring and the reliability of electricity supply. The Board will continue to participate in the joint U.S.-Canada Power System Outage Task Force that is investigating the causes of the 14 August 2003 blackout.

Effective and ongoing engagement of the public in Board matters remains another of the Board's principal strategies. Recent publications such as the *Focus on Safety* report, incident data, and landowner guides are examples of our achievements in this area. Another important role is to assist in the efficient resolution of disputes and issues between our regulated companies and landowners. The NEB's Appropriate Dispute Resolution (ADR) program creates a process that meets participants' unique needs and is presented as an addition to the regulatory process. We will evaluate the outcomes of the ADR program and other engagement efforts during the planning period to ensure our processes are effective and produce the desired results.

As the NEB moves forward, we will continue to emphasize leadership and organizational effectiveness as the desired outcome of our fifth goal. To that end, we have recently completed an organizational health assessment which builds upon our 2002 Employee Opinion Survey and will lead to a definitive action plan during the reporting period. Key activities will focus on improving our competencies related to leadership and personnel management, and governance and accountability through the development and implementation of a Management System Framework, as well as a Risk Management Framework and Policy for the organization. We will also continue our efforts related to directed activities such as the IMProve (Improved Management Practices) program, which is the NEB's response to the government-wide initiative of Modern Comptrollership. These efforts are focused on delivering measurable outcomes that will ensure the Board continues to improve and to meet or exceed the expectations of Canadians.

I believe that the National Energy Board remains well-positioned to carry out its role in the development of Canada's energy industry, provide expertise and services, and to adapt to any future changes. I firmly believe we are achieving our vision of being a respected leader in safety, environmental and economic regulation. It therefore gives me great pleasure to submit the NEB's *2004-2005 Report on Plans and Priorities*.

1.2 Management Representation Statement

I submit, for tabling in Parliament, the 2004-2005 Report on Plans and Priorities (RPP) for the

NATIONAL ENERGY BOARD

This document has been prepared based on the reporting principles and disclosure requirements contained in the *Guide to the Preparation of the 2004-2005 Report on Plans and Priorities*.

- It accurately portrays the organization's plans and priorities.
- The planned spending information in this document is consistent with the directions provided in the Minister of Finance's Budget and by TBS.
- Is comprehensive and accurate.
- Is based on sound underlying departmental information and management systems.

The reporting structure on which this document is based has been approved by Treasury Board Ministers and is the basis for accountability for the results achieved with the resources and authorities provided.

Name: _____
Kenneth W. Vollman

Title: Chairman

Date: _____

Section II: Raison d'être

The Board's corporate purpose is to promote safety, environmental protection and economic efficiency in the Canadian public interest¹ within the mandate set by Parliament in the regulation of pipelines, energy development and trade.

The Board's vision is to be a respected leader in safety, environmental and economic regulation.

The NEB is an independent quasi-judicial tribunal with responsibilities under the *National Energy Board Act* (NEB Act) for the regulation of pipelines, power lines, energy development, and energy imports and exports in the interest of all Canadians. The NEB also has responsibilities under the *Canada Oil and Gas Operations Act* (COGO Act) and certain provisions of the *Canada Petroleum Resources Act* (CPR Act) for oil and gas exploration and activities on frontier lands not otherwise regulated under joint federal/provincial accords. Furthermore, the NEB has specific responsibilities under the *Northern Pipeline Act* and the *Energy Administration Act*. In addition, Board inspectors are appointed Health and Safety officers by the Minister of Labour to administer Part II of the *Canada Labour Code* as it applies to facilities regulated by the Board.

The main functions of the NEB are set out in the NEB Act. The Board has all the powers vested in a superior court of record² with regard to attendance at hearings, the swearing in and examination of witnesses, the production and inspection of documents and the enforcement of its orders. The NEB Act provides for up to nine permanent Board Members. Most oral hearings are conducted by three Members, who constitute a quorum of the Board, with one acting as Presiding Member. The Board's regulatory decisions and the reasons for them are issued as public documents.

The NEB Act requires that the Board keep under review matters relating to all aspects of energy supply, production, development and trade that fall within the jurisdiction of the federal government. The NEB may, on its own initiative, hold inquiries and conduct studies on specific energy matters as well as prepare reports for Parliament, the federal government and the general public. Upon request, the NEB provides advice to Minister of Natural Resources and other government ministers, departments and agencies. The NEB also provides expert technical advice to the Canada-Newfoundland Offshore Petroleum Board (C-NOPB), the Canada-Nova Scotia Offshore Petroleum Board (C-NSOPB), Natural Resources Canada (NRCan) and Indian and Northern Affairs Canada (INAC).

As a matter of key public interest, the NEB is responsible for conducting environmental assessments of energy projects within its jurisdiction. Additionally, since 1995, the Board has specific responsibilities under the *Canadian Environmental Assessment Act* (CEA Act). Pursuant to the NEB Act and the COGO Act, the Board's environmental responsibilities span three distinct

1 The public interest is inclusive of all Canadians and refers to a balance of economic, environmental, and social interests that changes as society's values and preferences evolve over time. As a regulator, the Board must estimate the overall public good a project may create and its potential negative aspects, weigh its various impacts, and make a decision.

2 This means, for example, that evidence before the Board is given under oath, subpoenas can be issued for the attendance of witnesses and the orders of the Board can be enforced.

phases: evaluating potential environmental effects of proposed projects; monitoring and enforcement of terms and conditions during and after construction; and monitoring and regulation of ongoing operations, including decommissioning.

Additional information on the background and operations of the NEB may be found at the Board's Web site, www.neb-one.gc.ca.

Section III: Planning Overview

3.1 Introduction

The NEB's main business is energy regulation and the provision of energy market information. The companies regulated by the NEB create wealth for Canadians through the transport of oil, natural gas and natural gas liquids, and through the export of hydrocarbons and electricity. As a regulatory agency in Canada, the NEB's role is to help create a framework that allows these economic activities to occur when they are in the public interest.

The Board's strategic outcome is to provide Canadians with social and economic benefits through the regulation of specific parts of the Canadian energy industry (oil, gas and electricity).

The NEB's main accountabilities associated with achieving this outcome are:

- to regulate, in the public interest, the transportation of oil and natural gas across international and interprovincial borders and electricity across international and designated interprovincial borders;
- to provide independent objective information and analysis on energy markets to Canadians; and
- upon request, to provide advice to the Minister of Natural Resources, and other government ministers, departments and agencies on the development and use of energy resources.

3.2 Planning Context

The NEB follows an annual strategic planning cycle. The formal process begins with an analysis of external influences, including societal and economic trends. As part of this review, the NEB invites a cross-section of stakeholders interested in energy regulation to attend meetings and share ideas. The environmental scan is followed by the development of long-range strategic goals, resource, budget and work planning, performance measurement and reporting processes. In establishing the priorities for 2004-2005, the NEB is cognisant of evolving social and economic trends, risks and challenges that might influence how it carries out its responsibilities and delivers results to Canadians. A few of these important developments are discussed below.

Energy Markets

After many consecutive years during which natural gas production increased, the Western Canada Sedimentary Basin (WCSB) appears to be maturing and production is leveling off. Consequently, the producing industry will need to drill more wells and spend more on exploration just to maintain production. New sources of supply within the WCSB, such as coal-bed methane and deep "tight" gas, will also need to be developed. Finally, producers are pursuing frontier sources of gas including gas from the Mackenzie Delta region and offshore eastern Canada.

Conventional crude oil production in the WCSB has been exhibiting the effects of a maturing basin for some time, with light crude oil in decline since 1973 and with heavy crude oil production currently leveling off. Fortunately, this decline in crude oil production will be more than made up by expanded East Coast offshore production and by oil sands-derived crude oil production, with supplies of bitumen and upgraded crude oil projected to triple by 2015.

Canadian electricity markets feature continuing efforts to restructure the industry. A major event in 2003 was the 14 August power outage, which affected an area with an estimated 50 million people and 61 800 megawatts of electric load in eight U.S. states and Ontario. Parts of Ontario experienced rolling blackouts for more than a week before full power was restored.

Continuous monitoring of energy markets, to satisfy the Canadian public and the Board that markets are indeed working in the Canadian public interest, is an important component of the Board's regulatory program. The NEB publishes reports on various aspects of Canadian energy markets, including supply of gas and oil, energy exports and electricity market developments. Given the volatility that has been experienced in energy markets, the NEB will continue to place a high degree of importance on its energy monitoring role.

Smart Regulation

The *Speech from the Throne 2002* committed the federal government to move forward with a smart regulation strategy to “accelerate reforms in key areas to promote health and sustainability, to contribute to innovation and economic growth, and to reduce the administrative burden on business.” The NEB’s approach to smart regulation consists of three key components: continued development of goal-oriented regulations; clear and predictable regulatory processes and decisions; and effective cooperation and partnerships with other agencies.

The move from prescriptive toward goal-oriented regulation is a key component of the NEB’s smart regulation approach. In goal-oriented regulation, the regulations identify the outcomes or results that must be attained by the regulated companies, while allowing the companies the flexibility to select the best methods to achieve those outcomes. The NEB will continue to pursue efforts to implement the goal-oriented approach as it reviews and updates its regulations and guidelines, including the *Damage Prevention Regulations*, the *Canada Oil and Gas Diving Regulations*, the *Canada Oil and Gas Drilling and Production Regulation* and the *Onshore Pipeline Regulations*, 1999. In addition, the NEB will evaluate the effectiveness of the goal-oriented regulations it has introduced to date, with the results of the evaluation being used to promote a broader understanding of the goal-oriented approach within and beyond the NEB. As Canada’s oil and gas pipeline infrastructure matures, and declining production from traditional sources requires new sources of oil and gas to be found, industry expects effective and efficient regulatory processes to ensure that investment can proceed in a timely fashion. One of the Board’s key corporate strategies is to improve and clarify Board processes. The NEB’s efforts in this area include a review of the *Streamlining Order*, which permits companies to undertake, without applying for Board approval, certain routine facilities projects that have insignificant environmental impact, occur on company property, and do not result in safety or third party concerns. This review will also include incorporation of the proposed new *Exclusion List Regulations* amendments under the CEA Act, which lists projects or classes of projects for which an assessment under the CEA Act is not required. The NEB will also establish and implement clear service standards for its processes and procedures. The NEB will implement a management system framework to review its processes and improve efficiency while ensuring that all relevant public interests are considered.

Another of the Board's key corporate strategies is to partner with other regulatory agencies whenever possible to improve processes and provide industry with coordinated reviews. For example, the NEB continues to participate with other regulators and environmental assessment boards and agencies in the implementation of the *Cooperation Plan for the Environmental Impact Assessment and Regulatory Review of a Natural Gas Pipeline Project through the Northwest Territories (June 2002)*. In partnership with staff of the Canadian Environmental Assessment Agency, the NEB has begun drafting joint guidelines to reduce regulatory uncertainty associated with comprehensive studies and joint panels. The NEB will also continue to monitor and contribute to the work of the External Advisory Committee on Smart Regulation.

Over the planning period described in this report, the Board will continue to look for additional ways to contribute to the achievement of the government's goals on smart regulation.

3.3 Plans and Priorities

The evolving societal and economic trends expected to influence the Board's activities in the planning period were reviewed and analyzed to determine if any changes to the Board's Strategic Plan were required. In general, the Board's strategic direction remains unchanged. The Board's five goals continue to represent the Board's *priorities* over the next three years and are the key elements of this document. In order to accomplish its goals, the Board will employ six corporate strategies as follows:

- continue to move toward goal-oriented regulation;
- promote understanding of energy markets;
- anticipate and prepare for emerging issues and upcoming applications;
- enable effective public participation in Board matters;
- continue to improve and clarify Board processes; and
- promote cooperation and partnerships.

These six strategies are used in varying degrees to achieve each of the five goals. Some relate more to one goal than to others, and in some cases additional strategies are used in order to mitigate risks and challenges associated with achieving the goals. Nevertheless, they represent the key elements of the Board's strategic plan over the next three years.

The plans for each goal are described using the following format:

Planning context:	describes the specific social and economic/commercial conditions that are, or may be, cause for the NEB to undertake specific actions
Challenges/Risks:	issues and factors that may influence the ability of the NEB to deliver on its priorities
Strategies:	plans or methods that will be used to reduce or eliminate a gap, risk or challenge and allow achievement of the goal
Performance Measures:	indicators of success, designed to measure the benefits of the Board's outputs
Major Actions:	initiative, actions or activities that are planned to carry out the strategies, improve performance and achieve the goal

Goal 1: NEB-regulated facilities and activities are safe and perceived to be safe.

Planning Context

The NEB regulates the construction and operation of pipelines that cross national and international borders, and international and designated interprovincial power lines. The NEB's involvement with the safety of an energy project begins when a company files an application to construct and operate a pipeline or international power line. Each application is reviewed from a safety perspective to ensure the project complies with occupational and operational safety regulations at every stage.

During construction, NEB inspectors address safety by verifying compliance with regulations and approval conditions, and with emergency response plans for both employees and people who live nearby. Once the facility is operating, the NEB is concerned about its ongoing safety, including compliance with occupational safety regulations, security, and emergency response and contingency plans. The NEB ensures the safety of operating facilities by conducting inspections, investigating safety-related incidents and ruptures, and conducting management system audits.

One of the NEB's key corporate strategies is to continue to move towards goal-oriented regulation, which promotes the use of management systems by companies to manage risks associated with facilities and activities. The Board will continue to pursue the goal-oriented approach to regulation as it reviews and updates its regulations and guidelines, including the *Damage Prevention Regulations*, the *Canada Oil and Gas Diving Regulations*, the *Canada Oil and Gas Drilling and Production Regulations* and the *Offshore Pipeline Regulations*. The NEB amends regulations and develops guidance documentation with input from stakeholders and interested parties.

The Board monitors pipeline incidents and ruptures and communicates with companies to enhance and promote safety performance improvement. The NEB has an annual target of zero ruptures for NEB-regulated pipelines. This target was achieved in 2003, following two ruptures in 2001 and three in 2002. The continued diligence of operators and the use of new technology to inspect in-service pipelines helped to contribute to this performance improvement. The NEB influences the use of new technology by raising awareness through meetings, partnerships, consultation and communication with industry. In the area of emergency preparedness, the Board actively consults with industry and interested parties to identify opportunities of improvement.

The Board will expand its management system audit program in 2004-2005 to include processing plants, as part of implementing the new *Processing Plant Regulations*, and the security of energy infrastructure. In addition, the Board has undertaken to better integrate its audit, inspection, and application processes to optimize the use of resources in delivery of its mandate. On-going development of a risk-based prioritization tool for delivery of the NEB inspection and audit program is also planned. Using this tool, inspections and audits are focused on facilities and companies deemed to be of higher risk and which can gain the greatest benefit from an NEB inspection or audit. Although the tool has been in place since 1999, an alternative software platform is being planned to provide inspectors and auditors with improved flexibility and ease in data management. This migration is planned to be completed over the planning period.

Challenges and Risks

- The NEB is challenged to ensure a smooth transition from prescriptive to goal-oriented regulations, both internally and externally, including the implementation of an effective management system framework.
- An aging pipeline infrastructure combined with changing approaches to maintenance and increased competition in the industry will require increased reliance on integrity management technologies to ensure safe pipeline operation.
- The diversity of regulated companies with their different system complexity and technical capability to deal with issues creates the need for a flexible approach.
- The NEB is challenged to make appropriate use of safety information available to the Board in order to lead to improved risk-based decision making.

Strategies

- Reinforce goal-oriented regulation to improve industry's ownership of safety performance and system security.
- Provide public information on safety performance.
- Influence the development of safety related codes and standards.
- Pursue opportunities for coordination and partnerships.

Performance Measures

- Number of fatalities per year.
- Number of pipeline ruptures and incidents per year.
- Public perception of pipeline safety.

Major Actions

2004-2005

- Actively promote a broader understanding of goal oriented regulation, within and beyond the NEB, based on results from the effectiveness evaluation.
- Complete a review of and adopt safety and security leading indicators.
- Integrate security into ongoing operations and programs.
- Build staff capability in pipeline integrity, northern energy development and offshore safety and security.
- Monitor, influence and report on research and development technology advancements.

2005-2006

- Continue to monitor, influence and report on research and development technology advancements and integrate into ongoing operations.
- Evaluate the effectiveness of the external communication products.

2006-2007

- Evaluate the effectiveness of the *Onshore Pipeline Regulations 1999*, the *Processing Plant Regulations* and the Memorandum of Understanding with the provincial and territorial authorities related to the design, construction, operation and abandonment of pressure vessels and pressure piping.

Goal 1**Net Planned Spending (\$ millions)**

Planned Spending 2004-2005	Planned Spending 2005-2006	Planned Spending 2006-2007
5.3	5.2	5.1

Goal 2: NEB-regulated facilities are built and operated in a manner that protects the environment and respects the rights of those affected.

Planning Context

Goal 2 expresses the NEB's commitment to protect the environment and respect the rights of those affected by the construction and operation of regulated facilities and activities. The NEB promotes environmental protection throughout the lifecycle of a project, starting with environmental assessment of proposed projects at the application stage, inspection and monitoring of approved projects during construction and operation, auditing environmental protection programs, investigating spills and releases, and ensuring that the abandonment of projects is carried out properly to protect the environment.

Conducting environmental assessments continues to be challenging as the regulatory framework is complex and dynamic. Activities requiring environmental assessment may fall under the NEB Act or the COGO Act. Some projects reviewed by the NEB must also undergo an environmental assessment under the CEA Act. Other legislation, such as the *Species at Risk Act* (SARA), and previous Supreme Court of Canada Decisions may also be relevant and are taken into consideration.

The NEB is developing and refining tools to support Goal 2 objectives. A key tool to encourage complete environmental management designs is the new *NEB Filing Manual*, which is an updated version of the 1995 *Guidelines for Filing Requirements*. It outlines the information the NEB requires to evaluate a project and make an informed decision. Other tools include the environmental management system audit program and the inspection and monitoring programs. Improvements are also being made to the internal Environmental and Safety Information Management System (ESIMS). To improve project assessment, the Board has adopted a risk-management protocol that helps identify design issues with the capability to resolve undesirable environmental effects.

NEB staff continues to actively address issues brought forward by individuals, as part of the Goal 2 mandate to protect the rights of those affected. The NEB does this by ensuring that interested parties have opportunities to become involved in the NEB decision making process and by requiring regulated companies to engage those potentially affected by their proposed projects. The Board also tracks landowner complaints to ensure issues are resolved and acts as a facilitator between landowners and companies when necessary.

In October 2003, the Government of Canada announced its plans to develop a process for Crown consultation activities where Aboriginal or treaty rights may be affected by NEB-regulated projects. At that time, the Government said it would be requesting input from interested parties on the design of the process and once the design was complete, it would be implemented on NEB-

regulated projects as a two year pilot project. The NEB will continue to support this initiative with a view to developing a workable framework for Aboriginal consultation in the context of the NEB's mandate.

In addition, the NEB is faced with challenges in environmental regulation where jurisdictions overlap. For example, in the case of a potential northern pipeline proposal, the NEB is working with a number of regulatory agencies to ensure that environmental assessment and regulatory issues are dealt with in a coordinated manner. Effective coordination will eliminate redundant regulatory processes while ensuring meaningful public engagement.

Challenges and Risks

- Applications related to a northern gas pipeline could tax NEB resources.
- Untried CEA Act processes may cause regulatory uncertainty in the short term.
- Increasing complexity of environmental assessments and lack of consistent assessment methods may induce significant delays in regulatory decisions, particularly in the North and offshore.
- The NEB may fail to effectively manage and use available information about its regulated companies.

Strategies

- Reinforce goal-oriented regulation to improve industry's ownership of environmental performance.
- Apply risk management techniques, improved tools, and more efficient processes to environmental assessments.
- Anticipate and prepare for emerging environmental issues and upcoming applications.
- Promote coordination and partnerships.

Performance Measures

- Percent of environmental conditions that achieve their desired end results (DER).
- Number of major releases³ into the environment per year.

Major Actions

2004-2005

- Implement process changes arising from amendments to the CEA Act and the new SARA.
- Implement the revised *NEB Filing Manual*, Screening template, and environmental assessment risk management tool.
- Identify key stakeholders in NEB environmental assessments, and measurably improve business relationships to enhance process efficiency and effectiveness.
- Scan, evaluate and report on environmental drivers and emerging environmental issues.
- Identify and evaluate options to achieve goal-oriented outcomes in application assessments.

³ Major releases are defined as >100 m³ of liquid hydrocarbon.

2005-2006

- Evaluate the effectiveness of the assessment and regulatory tools, including the *NEB Filing Manual*, the Screening template and the environmental assessment risk management tool.
- Continue to identify key stakeholders in NEB environmental assessments and measurably improve business relationships to enhance process efficiency and effectiveness.
- Implement options to achieve goal-oriented outcomes in application assessments.

2006-2007

- Evaluate the effectiveness of the process changes implemented as a result of the CEA Act amendments and the SARA.
- Implement options to achieve goal-oriented outcomes in application assessments.

Goal 2 Net Planned Spending (\$ millions)

Planned Spending 2004-2005	Planned Spending 2005-2006	Planned Spending 2006-2007
4.3	4.2	4.2

Goal 3: Canadians derive the benefits of economic efficiency.**Planning Context**

The NEB's third corporate goal is to promote the benefits of economic efficiency in the energy sector. The NEB has an impact on economic efficiency through three main actions:

- the decisions it renders;
- the energy market information it provides to Canadians; and
- the efficiency and effectiveness of its regulatory processes.

The Board has established clearly defined objectives for the outcomes it wishes to promote under Goal 3. First, through its regulatory decisions on applications for new pipeline facilities and for tolls and tariffs, the NEB promotes an efficient natural gas and oil pipeline infrastructure that meets the requirements of shippers, while providing an opportunity for pipeline companies to earn a fair return on capital invested. The NEB also ensures that exports of natural gas, oil, natural gas liquids (NGLs) and electricity do not occur to the detriment of Canadian energy users by satisfying itself that Canadians have access to domestically-produced energy on terms and conditions that are at least as favourable as those available to export buyers.

Second, the NEB has an important role in providing independent objective information and analysis on energy markets to Canadians. In 2003, the NEB conducted a third-party survey of its role in providing energy market information. Feedback from stakeholders indicated that the NEB's information is highly valued for its accuracy, and its analyses are highly valued for their quality and their independent objective viewpoint. Canadians who are making investments which will determine their fuel use patterns for many years to come value the NEB's outlooks and market assessments as a basis for planning. In recent years, natural gas has been a preferred fuel for many applications due to its clean-burning properties and ease of use, but prices have been

extremely volatile. In this environment, the value of the NEB's analyses to Canadians is enhanced.

Third, the NEB strives to provide the fastest possible turnaround time for applications that come before it, while diligently fulfilling its responsibility to protect the public interest. Many energy companies operate in an international environment, in which they must make choices to invest in Canada or in other countries. The cost of regulatory compliance is an important consideration for smaller companies with a domestic focus as well. The clarity, predictability and speed with which the regulatory regime operates are important considerations to companies in making their investment decisions. The NEB ensures that its application processes are efficient by: clarifying the NEB's processes and expectations; continually improving its regulatory approaches; finding ways to harmonize with other agencies; and by preparing for major applications. The Board is committed to establishing service standards that will apply to applications, thus creating increased certainty for applicants. For example, a service standard has recently been established for our Reasons for Decisions – 80 percent of our Reasons for Decision will be issued within 12 weeks of the end of a hearing (oral or written).

The Board believes that Canadian energy markets are entering a new era that will be focused on developing new, non-traditional supply sources and the efficient use of energy. While facilitating market-based solutions will still be a large component of its regulatory strategy, the NEB recognizes that regulation will play an important role for some time to come. The NEB will therefore focus on providing smart regulation to deliver economically efficient outcomes.

Natural gas supply from the WCSB is flattening out, which indicates a mature stage of development in this region. The NEB must therefore prepare itself for potential issues relating to gas supply including a drive to develop Frontier and non-conventional resources; bringing offshore LNG into the North American market; potential underutilization of mainline pipeline capacity; and a tight gas market that is prone to price volatility. The expected rapid rise in oil sands derived crude oil production, which is projected to make up fifty percent of Canada's total oil production by 2008, requires that the Board must also closely monitor this supply source and prepare for applications to expand oil pipeline capacity.

The expanded use of natural gas for power generation, the restructuring initiatives and the need for additional transmission capacity require the NEB to monitor Canadian electricity market issues and implications facing Canadians. As well, the Board continues to participate in a joint U.S.-Canada Power System Outage Task Force to investigate the causes of the 14 August 2003 blackout and how to reduce the possibility of future outages.

External feedback indicates a desire for more leadership by the Board on regulatory and market analysis issues. In this regard, the Board is expanding the level of consultation with stakeholders where appropriate. For example, the NEB plans to convene a technical workshop regarding the NEB's move towards regulatory approaches that more effectively and efficiently achieve desirable public interest outcomes. In addition, a series of cross-country roundtable discussions are planned to focus on some of the issues facing Canadian natural gas markets. These issues were identified in the NEB's Supply and Demand Report, released in July 2003.

The NEB will continue its market monitoring efforts, with a focus on energy market assessments and reports that examine issues regarding natural gas resources, natural gas deliverability, the outlook for oil sands supply and demand, electricity markets and industry restructuring and the reliability of electricity supply. A key feature of these efforts will be early and extensive consultations with stakeholders to define the relevant issues.

Challenges and Risks

- The potential for higher prices and increased price volatility in the natural gas market could create challenges for the Board in monitoring the market and reporting effectively to the Canadian public.
- There is some uncertainty around the development of gas supply from non-traditional sources (e.g. northern gas, LNG, coal bed methane, and new sources within the WCSB). The Board is required to assess the contributions of such supplies to the market in a timely manner.
- Stakeholder recommendations on permanent solutions regarding electricity reliability could include recommendations for timely, significant additions to international power line (IPL) infrastructure. Given such a scenario, the NEB would face increased demands on its internal resources to review those applications.
- The NEB may be asked to assume a role in administering mandatory reliability standards for the electricity industry and would face a new challenge in assuming this role.

Strategies

- Provide a clear, predictable and efficient regulatory process.
- Conduct market analyses and report publicly on energy markets.
- Anticipate and prepare for emerging issues and upcoming applications.

Performance Measures

- Evidence that Canadian energy and transportation markets are working well.
- Evidence that the Board's regulatory processes are efficient and effective.

Major Actions

2004-2005

- Implement a single energy data repository.
- Provide clarity in Section 58 requirements and review the *Streamlining Order* in order to reduce the regulatory burden where necessary.
- Implement a performance measurement system for pipeline tolls and tariffs, including financial health of the pipeline industry.
- Identify and commit to service standards for application processing times.
- Convene a technical workshop regarding the NEB's move towards regulatory approaches that more effectively and efficiently achieve desirable public interest outcomes.

2005-2006

- Commence public consultations on a major report on Canada's energy future.
- Evaluate the effectiveness of the *NEB Filing Manual* in providing clarity and reducing application cycle times.

2006-2007

- Release a major report on the outlook for Canada's energy future.

Goal 3 Net Planned Spending (\$ millions)

Planned Spending 2004-2005	Planned Spending 2005-2006	Planned Spending 2006-2007
7.7	7.6	7.5

Goal 4: The NEB fulfills its mandate with the benefit of effective public engagement.

Planning Context

Over the past year, the NEB has been successful in both its efforts to create processes that are accessible and to provide information in a way that encourages participation by interested parties. This has primarily been achieved through:

- public information sessions;
- the publication of a new Landowners' Guide, which outlines the NEB's function and the hearing process following the life cycle of a pipeline; and
- the creation of two videos explaining the NEB's role in the regulation of Canada's energy and the hearing process.

The NEB has also achieved several milestones with regard to program development in the area of stakeholder engagement. This past July, the Board released the guidelines for its Appropriate Dispute Resolution (ADR) program following several rounds of consultation with key stakeholders. Since the publication of the guidelines, ADR approaches have been used to resolve a number of disputes between companies and landowners. Major efforts have been focused on building internal capacity for understanding aboriginal issues over the past year, including the creation of a database of Aboriginal community profiles and contextual information. Other efforts include an employee training program on cultural awareness and outreach in the form of informal meetings and community presentations. The Board now looks upon 2004-2005 as a year of operation for these programs, in which the outcomes will be evaluated as part of future major actions.

Over the past year, the NEB has been successful in both its efforts to create processes that are accessible and to provide information in a way that encourages participation by interested parties. As a result of the progress the Board has made in the area of public engagement, the Board has now shifted the emphasis of Goal 4. The Board's will increase its focus on the effectiveness of the engagement itself. New Goal 4 performance measures will be developed during the planning period as a result of this shift.

"Overall satisfaction with process, information and interaction," – the outcomes with which the Board previously gauged its success in Goal 4 - will continue to be measured due to the Board's commitment to the Service Improvement Initiative. The current mechanisms used to measure these areas will be refined so that stakeholders' may make their service expectations and priorities known. This will assist the Board in developing service standards while actively contributing to the government's overall efforts in creating citizen-centered services across the federal family.

Challenges and Risks

- The NEB is challenged to ensure that Board Members have access to a complete range of views that enable them to make informed decisions in the public interest.
- The NEB is challenged to ensure that Canadians who wish to participate in Board matters have adequate and appropriate engagement opportunities.
- Board decisions may be appealed and upheld based on inadequate consultation.

Strategies

- Tailor communications to audience.
- Enable effective public participation in Board matters.

Performance Measures

- Stakeholders are involved effectively in the Board's public processes.
- Number of successful appeals based on inadequate public consultation.⁴

Major Actions

2004-2005

- Establish and commit to citizen-centered service standards.
- Evaluate and implement procedural options for more effective public proceedings.

2005-2006

- Measure effectiveness of the NEB Strategic Communications Plan to reflect current organizational context, government priorities and the public environment.
- Evaluate the Board's Appropriate Dispute Resolution Program, the Aboriginal Engagement Program and the Board's public engagement processes and make adjustments where necessary.

2006-2007

- Survey landowners and other stakeholders to measure satisfaction with the Board's public engagement processes.

Goal 4 Net Planned Spending (\$ millions)

Planned Spending 2004-2005	Planned Spending 2005-2006	Planned Spending 2006-2007
2.2	2.2	2.1

⁴ Inadequate public consultation for the purposes of this measure is understood to mean denial of procedural fairness.

Goal 5: The NEB is effective in leading its people and managing its resources.

Planning Context

The purpose of the NEB's fifth corporate Goal is to emphasize leadership and management accountabilities to create a high performance organization that delivers on its commitments. It is about sound business management and effective decision making. Developed as a progressive step in the federal government's management improvement initiative, Goal 5 integrates planning and reporting activities related to human resources, finance, information technology (IT), information management, training and performance management. It also serves to integrate processes for applications, inspections, and audits to promote enhanced coordination, and knowledge and information sharing across NEB business units. Goal 5 provides a focus on accountability leading to effectiveness and efficiency of leadership and management across all NEB Goals.

The Board continues to be committed to initiatives related to the management improvement agenda of the federal government and remains an active partner on major change initiatives aimed at developing a citizen-focused government. For example, the IMProve (Improved Management Practices) program is the NEB's response to the government-wide initiative to modernize management practices known as Modern Comptrollership. As part of this project, the NEB is developing an integrated Risk Management Framework and Policy, as well as a corporate risk profile, to address risk management in a comprehensive and consistent manner across the organization. Although this project began in 2003, further development, implementation and refinement will occur over the planning period.

The NEB's Safety and Environmental Management System (SEMS) is being integrated with the Board's initiative to develop a Quality Management Program. The result will be the development and implementation of a single Management System Framework for the Board. This integrates quality management with safety, health, and environmental management to ensure a culture of continuous improvement.

The Board has also undertaken many other activities related to management improvement including: the Service Improvement Initiative; Government On-Line; Service Level Agreements; Improved Reporting to Parliament; Travel Modernization; Talent Management; and Business Process Improvement. The implementation initiatives related to Bill C-25, the *Public Service Modernization Act*, will take place during the planning period, as will the work required to implement a single bargaining unit pursuant to a decision of the Public Service Staff Relations Board in October 2003. Work on all of these initiatives, together with the core work of efficiently and effectively delivering on the NEB's mandate, will impose heavy demands on NEB staff throughout the planning period.

In order to measure the NEB's performance in relation to Goal 5, the NEB will continue to develop new and refine existing performance measures related to the effective leadership of its people and effective management of its resources.

Challenges and Risks

- The NEB must maintain credibility with the Central Agencies and other stakeholders.
- The number and pace of continually initiated programs imposes significant resource demands on the NEB.
- The NEB is challenged to improve results-based management, looking at outcomes and not activities, within the organization.

Strategies

- Strengthen the NEB's governance and management by adopting:
 - a Management System Framework; and
 - appropriate aspects of the Modern Comptrollership initiative.
- Strengthen the NEB's technical capability to deal with emerging issues.

Performance Measures⁵

- Resource efficiency per regulated commodity or goals.
- NEB employee leadership and satisfaction index.
- Information management, IT expenditures as a percent of operating budget.
- Overhead efficiency, percent of NEB employees directly allocated to the regulatory mandate.

Major Actions

2004-2005

- Continue development and implementation of the Management System Framework.
- Continue development and implementation of performance measures, standards and benchmarking of key business processes.
- Continue progress towards the government's management framework (Results for Canadians) initiatives including the Service Improvement Initiative, Government On-Line, Modern Comptrollership, and Improved Reporting to Parliament.
- Implement Bill C-25, the *Public Service Modernization Act* (PSMA).
- Develop mechanisms to share knowledge more effectively.
- Initiate the renewal of records policy, processes, and practices to ensure that the NEB's records meet the needs of the organization and the requirements of the Government of Canada.

2005-2006

- Finalize development and implementation of performance measures, standards and benchmarking initiatives.
- Integrate objectives of the government's management framework (Results for Canadians) initiatives into ongoing business processes.
- Continue implementation of Bill C-25, the PSMA.
- Improve mechanisms to share knowledge more effectively.
- Continue the renewal of records policy, processes, and practices to ensure that the NEB's records meet the needs of the organization and the requirements of the Government of Canada.

5 Refinement and revision to the Goal 5 performance measures is currently underway and may result in changes to the measures during 2004-2005.

2006-2007

- Review all measures for relevance and appropriate benchmarking.
- Finalize implementation of Bill C-25, the PSMA, and integrate into ongoing business processes.
- Complete the renewal of records policy, processes, and practices to ensure that the NEB's records meet the needs of the organization and the requirements of the Government of Canada.
- Evaluate and improve mechanisms to share knowledge more effectively.

Goal 5 Net Planned Spending (\$ millions)

Planned Spending 2004-2005	Planned Spending 2005-2006	Planned Spending 2006-2007
11.3	11.0	11.0

Section IV: Organization

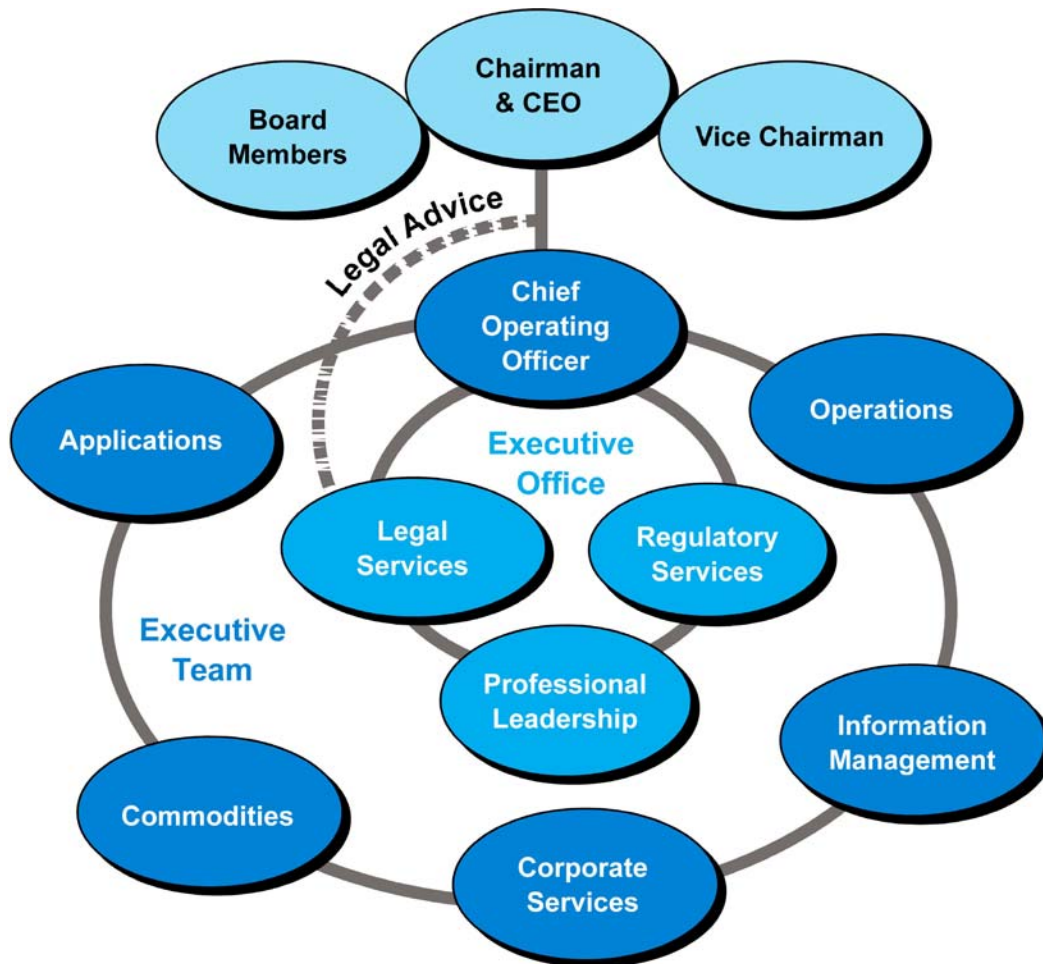
4.1 Strategic Outcome and Business Line

The Board's strategic outcome is to provide Canadians with social and economic benefits through regulation of specific parts of the Canadian energy industry (oil, gas and electricity). The Board's single business line is Energy Regulation and Advice. Planned spending is \$35.5 million in 2004-2005.

4.2 Accountability

The Board is structured into five business units, reflecting major areas of responsibility: Applications; Commodities; Operations; Corporate Services; and Information Management. In addition, the Executive Office includes three teams that provide specialized services: Legal Services, Professional Leadership and Regulatory Services. The reporting structure to the Chairman & CEO is as follows:

NEB Organizational Structure



4.3 Business Unit Descriptions

Applications

The Applications Business Unit is responsible for processing and assessing most regulatory applications submitted under the NEB Act. These fall primarily under Parts III and IV of the NEB Act, corresponding to facilities, tolls and tariffs. The Applications Unit is also responsible for other matters such as the financial surveillance and financial audits of companies under the Board's jurisdiction and for addressing landowner concerns.

Commodities

The Commodities Business Unit is responsible for energy industry and marketplace surveillance, including the outlook for the demand and supply of energy commodities in Canada, updating guidelines, and regulations relating to energy exports as prescribed by Part VI of the NEB Act. It is also responsible for assessing and processing applications for exports of oil, natural gas and electricity exports, and for the construction and operation of international and designated interprovincial power lines.

Operations

The Operations Business Unit is accountable for safety and environmental matters pertaining to facilities under the NEB Act and the COGO Act. It also has responsibilities under the CPR Act and Canada Labour Code. It conducts safety and environmental inspections and audits, investigates accidents, monitors emergency response procedures, regulates the exploration and development of hydrocarbon resources in non-accord frontier lands, and develops regulations and guidelines with respect to the above.

Corporate Services

The Corporate Services Business Unit provides those services necessary to assist the Board in its management of human, materiel and financial resources. Its responsibilities include corporate policy and planning activities, materiel and facilities management, staffing, training, pay and benefits, procurement, inventory control, physical security and union/management activities.

Information Management

The Information Management Business Unit is responsible for developing and implementing an information management strategy for the Board and disseminating the information required by internal and external stakeholders. Its responsibilities include internal and external communications, library services, corporate records management, mail services, access to information, document production services, and Board-wide computer services.

Executive Office

The Executive Office is responsible for the Board's overall capability and readiness to meet strategic and operational requirements including legal advice for both regulatory and management purposes, maintaining and enhancing technical expertise within the Board in the economic, environmental and engineering fields, and hearing administration and regulatory support.

4.4 Departmental Planned Spending

The NEB recovers up to 90% of its operating cost through existing authorities pursuant to section 24.1 of the *National Energy Board Act* and the *National Energy Board Cost Recovery Regulations*. Cost recovery is based upon approved reference levels and is adjusted in future years to reflect audited actual costs. Expenditures and human resource requirements for the planning period are summarized in the following table:

Table 4.1 Departmental Planned Spending

(\$ millions)	Forecast Spending 2003-2004	Planned Spending 2004-2005	Planned Spending 2005-2006	Planned Spending 2006-2007
Energy Regulation and Advice				
Budgetary Main Estimates	35.0	35.5	34.9	34.9
Total Main Estimates	35.0	35.5	34.9	34.9
Adjustments*	1.8	0.3	0.3	0
Net Planned Spending	36.8 **	35.8	35.2	34.9
Less: Non-respendable revenue	39.5	38.0	36.6	36.6
Plus: Cost of services received without charge	5.4	5.4	5.4	5.4
Net Cost of Program	2.7	3.2	4.0	3.7
Full Time Equivalents	302.1	300.6	296.6	296.6

* Adjustments are to accommodate approvals obtained since the Main Estimates and are to include Budget initiatives, Supplementary Estimates, etc.

** Reflects the forecast of total net planned spending to the end of the fiscal year.

Section V: Annexes

Table 5.1 Sources of Respendable and Non-Respendable Revenue

(\$ millions)	Forecast Revenue 2003-2004	Planned Revenue 2004-2005	Planned Revenue 2005-2006	Planned Revenue 2006-2007
National Energy Board				
Energy Regulation and Advice	39.5	38.0	36.6	36.6
Total Non-Respendable Revenue	39.5	38.0	36.6	36.6

Table 5.2 2004-2005 Net Cost of Program for the Estimate Year

(\$ millions)	Total
Net Planned Spending (Total Main Estimates plus adjustments as per the Planned Spending table)	35.8
<i>Plus: Services received without charge</i>	
Accommodation provided by Public Works and Government Services Canada (PWGSC)	3.6
Contributions covering employer's share of employees' insurance premiums and expenditures paid by TBS	1.7
Workmen's compensation, cost recovery audit costs and miscellaneous costs provided by other departments	0.1
	41.2
<i>Less: Non-respendable Revenue</i>	38.0
2004-2005 Net Program Cost (Total Planned Spending)	3.2

Table 5.3 Regulatory Initiatives

Regulatory Instrument	Planned Results
<i>Canada Oil and Gas Diving Regulations; Newfoundland Offshore Area Petroleum Diving Regulations; and Nova Scotia Offshore Area Petroleum Diving Regulations</i>	Less prescriptive, more goal-oriented regulations for activities in support of oil and gas programs in frontier lands.
<i>Canada Oil and Gas Drilling and Production Regulations; Newfoundland Offshore Area Oil and Gas Drilling and Production Regulations; and Nova Scotia Offshore Area Oil and Gas Drilling and Production Regulations</i>	Amalgamation of <i>Canada Oil and Gas Production and Conservation Regulations</i> and <i>Canada Oil and Gas Drilling Regulations</i> . Updated and streamlined administration.
<i>Canada Offshore Oil and Gas Installation Manager Regulations; Newfoundland Offshore Oil and Gas Installation Manager Regulations; and Nova Scotia Offshore Oil and Gas Installation Manager Regulations</i>	New regulations that are acceptable to the Accord Boards regarding the qualifications of Offshore Installation Managers.
<i>National Energy Board Damage Prevention Regulations</i>	Less prescriptive, more goal-oriented regulations governing activities having the potential to damage pipelines.
<i>National Energy Board Onshore Pipeline Regulations, 1999</i>	Modifications to the existing regulations arising from experience gained regarding the effectiveness of the NEB's move towards goal based regulation.
<i>Oil and Gas Occupational Health and Safety Regulations</i>	Updated regulations to conform with the <i>Canada Occupational Health and Safety Regulations</i> under the <i>Canada Labour Code</i> .

Table 5.4 Collective Initiatives

This table summarizes the collective initiatives of the NEB. These are accomplished for the most part by using existing resources. Any incremental costs would be negligible.

Initiative	Goal of the Initiative	List of Partners	Planned Results
1. Memorandum of Understanding (MOU) with Mackenzie Valley Environmental Impact Review Board (MVEIRB)	Enhanced co-operation and timeliness of environmental assessments, wholly and partly in the Mackenzie Valley.	MVEIRB, NEB	Streamlining of environmental assessment processes for northern projects and mutual assistance in technical matters.
2. MOU with NRCan Energy Sector (Energy Policy Branch)	Strengthen the analytical capacity of both organizations; achieve efficiencies and economies.	NRCan, NEB	Cooperation in sharing energy market data and information; development of energy supply and demand models; and undertaking energy market studies.

Initiative	Goal of the Initiative	List of Partners	Planned Results
3. MOU with NRCan Energy Sector (Energy Resources Branch)	Enable energy resource development and conservation on specific lands pursuant to the COGO Act and CPR Act.	NRCan, NEB	Providing technical services as required with respect to the regulation of oil and gas exploration, development and pipelines.
4. MOU with INAC	Enable energy resource development and conservation in specific areas pursuant to the COGO Act and the CPR Act.	INAC, NEB	Providing technical services as required with respect to the regulation of oil and gas exploration, development and pipelines.
5. Yukon Territory Department of Economic Development (DED) Services Agreement	Enable energy resource development and conservation pursuant to the <i>Canada Yukon Oil and Gas Accord</i> .	DED, NEB	Providing technical services as required with respect to oil and gas exploration, development and pipelines. Agreement renewal.
6. Northern Pipeline Agency (NPA)	Ensure that respective responsibilities with respect to the <i>Northern Pipeline Act</i> are discharged.	Department of Foreign Affairs and International Trade, NRCan, NEB	Providing advice and technical assistance to the NPA as required.
7. Cooperation Plan for the Environmental Impact Assessment and Regulatory Review of a Northern Gas Pipeline Project through the Northwest Territories (NWT)	Coordinate the environmental assessment and regulatory review of a major natural gas pipeline through the NWT to enhance efficiency, public participation, and clarity of process.	Canadian Environmental Assessment Agency (CEAA), Environment Canada (EC), Department of Fisheries and Oceans, INAC, Mackenzie Valley Environmental Impact Review Board, Mackenzie Land and Water Board, Sahtu Land and Water Board, Gwich'in Land and Water Board, NWT Water Board, Environmental Impact Review Board and Environmental Impact Screening Committee for the Inuvialuit Settlement Region, Inuvialuit Game Council, Inuvialuit Land Administration, Government of the NWT	A timely and coordinated review of a Mackenzie Valley pipeline that reduces duplication and provides certainty and clarity of process.
8. Canadian Environmental Assessment Act (CEA Act) Amendments	Cooperate to ensure that mandates with respect to environmental protection are achieved and reduce any duplication of regulatory processes.	CEA Agency, NEB	Participating in implementation of any legislated changes to the CEA Act resulting from Bill C-9.
9. British Columbia Ministry of Energy and Mines (BCMEm) Common Reserves Data Base	A commitment to maintain the reserves databases and pursue other areas of cooperation.	BCMEm, NEB	Reducing duplication of effort and providing consistency of information to Canadians with respect to energy resources and reserves.

Initiative	Goal of the Initiative	List of Partners	Planned Results
10. Alberta Energy and Utilities Board (EUB) Common Reserves Data Base	A commitment to maintain the reserves database and pursue other areas of cooperation.	EUB, NEB	Reducing duplication of effort and providing consistency of information to Canadians with respect to energy resources and reserves.
11. Canadian Association of Members of Public Utility Tribunals (CAMPUT)	Promote understanding of regulatory issues in Canada.	NEB, other Canadian regulatory tribunals	Providing direction and support at the Executive level of CAMPUT; organizing, attending and speaking at CAMPUT events; and promoting learning among CAMPUT members.
12. National Association of Regulatory Utility Commissioners (NARUC), U.S.	Promote understanding of regulatory issues in North America.	NEB, other Canadian and U.S. regulators	Organizing, attending and speaking at NARUC events; promoting learning among NARUC members.
13. Cooperation with the U.S. Federal Energy Regulatory Commission (FERC) and the Comisión Reguladora de Energía (CRE)	Enhance information exchange and regulatory expertise in the North American context.	CRE, FERC, NEB	Cooperating in sharing regulatory expertise and experience. Trilateral agreement implementation.
14. Cooperation with other countries	Promote, through informal means, understanding of regulatory issues throughout the world.	NEB, other countries	Increased knowledge of global regulatory issues.
15. MOU with the Canadian Transportation Safety Board (TSB)	Roles and responsibilities of each body are stipulated regarding investigations of pipeline incidents.	TSB, NEB	Undertaking collaborative investigations and providing mutual assistance. Using resources efficiently.
16. MOU with the EUB on Pipeline Incident Response	Mutual assistance in relation to incidents within Alberta.	EUB, NEB	Faster and more effective response.
17. Common approach to oil and gas regulations on frontier lands	Identification of issues and commitment to work cooperatively on matters of mutual interest.	NEB, C-NOPB, C-NSOPB, NRCan	Common position on release of seismic data. Parallel processing and adaptation of frontier regulations. Moving towards goal-oriented regulation for frontier lands.

Initiative	Goal of the Initiative	List of Partners	Planned Results
18. Working level discussions on pipeline safety and environmental issues	Enhanced cooperation and common treatment of issues of mutual interest.	NEB, EUB, British Columbia Oil and Gas Commission, Saskatchewan Department of Energy and Mines, Ontario Technical Standards and Safety Authority, Board of Commissioners of the Public Utilities Board of New Brunswick, Nova Scotia Public Utilities Board	Identifying issues; discussing approaches; and drafting documents toward common solutions.
19. MOU with Human Resources Development Canada (HRDC) Respecting Application and Enforcement of the <i>Canada Labour Code</i>	Achieve efficiencies and economies in the effective inspection and audit of federally-regulated pipeline companies' health and safety programs, and strengthen the technical capacity of both agencies relating to health and safety matters.	HRDC, NEB	Co-operating in sharing health and safety information and enforcement data; developing effective regulations and regulatory requirements; undertaking comprehensive inspections and audits.

Section VI: Additional Information

6.1 References and Board Web Site

The Acts and Regulations under which the National Energy Board operates or for which it has responsibilities may be referenced at the Board Web site, www.neb-one.gc.ca, under the section “Publications”. For further information about the National Energy Board, contact:

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Calgary, Alberta T2P 0X8

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Chairman
Vice-Chairman
Chief Operating Officer
Business Leader, Applications
Business Leader, Commodities
Business Leader, Operations
Business Leader, Corporate Services
Business Leader, Information Management
General Counsel
Secretary of the Board
Team Leader, Finance

6.3 Clients and Stakeholders

Companies Under the Board’s Jurisdiction

Group 1 Pipeline Companies
Group 2 Pipeline Companies
Commodity Pipelines
Licence, order and permit holders

Also see www.neb-one.gc.ca/aboutus/ for a complete listing of NEB-regulated companies.

Federal Departments and Agencies

Canadian Environmental Assessment Agency
Environment Canada
Fisheries and Oceans Canada
Human Resources Development Canada
Indian and Northern Affairs Canada
Natural Resources Canada
Northern Pipeline Agency
Parks Canada
Transportation Safety Board of Canada
Mackenzie Valley Environmental Impact Review Board

Provincial Agencies

Policy departments and energy regulatory agencies in all Canadian provinces

Offshore Boards

Canada-Newfoundland Offshore Petroleum Board
Canada-Nova Scotia Offshore Petroleum Board

General Public

Landowners Affected by Pipeline Construction and Operations

Shippers

Industry Associations

Non-Government Organizations