

2017-18

# Performance Summary

National Energy Board



National Energy  
Board

Office national  
de l'énergie

Canada



## Message from the Chair and Chief Executive Officer

The National Energy Board (NEB) is Canada's federal energy regulator. Preventing harm is at the heart of what a regulator does. People count on us to keep them safe, to protect the environment, to prevent market inefficiencies and to listen to what they have to say so that we can make informed decisions and recommendations in the Canadian public interest.

We do this using a systemic approach (looking not only at individual company performance, but the performance of the industry as a whole), based on evidence, input and data, and all the while committed to delivering effective and efficient regulatory oversight. We share information and operate transparently in order to maintain public confidence in the regulatory process. This report – the first that relies upon our new performance framework – is intended to ensure Canadians have the information they have told us they want to have about the performance of the industry we regulate, and about our performance as a regulator.

The greatest asset the NEB has is the sum of our experience and what we learn from working with Canadians: what we know and learn from our analysis of the root causes of past incidents; the trends and issues we see in the data we hold about our performance and the performance of industry; our understanding of the systemic issues and “big picture” of Canada's energy system; and the views of Canadians about what is of concern to them, and how we can do our job better.

How we use that asset makes a difference – including sharing and discussing that knowledge with Indigenous Peoples, communities, industry, and with other regulators both in Canada and internationally. Most of all, we apply that asset to continually improve our regulatory framework, requirements and performance in the service of Canadians.

### Over the past year:

- Pipeline hearing activity remained high, with a lot of public participation in the Trans Mountain Expansion Project (TMEP) detailed route and land acquisition processes, including alternative dispute resolution processes;
- Incidents that harm people or the environment in our regulated activity continues to be a concern – especially because they are often linked to issues related to worker safety associated with the increase in major pipeline construction activity, which is underway;
- There was a good deal of public and stakeholder interest in the NEB's new and innovative energy information products, including new data visualization and pipeline information products; and,
- There continued to be a high level of engagement by and with our regional offices, with new engagement forums and commitments made to support initiatives such as the Indigenous Advisory and Monitoring Committees (IAMCs), the Land Matters Group (LMG), and the new Municipal Roundtable.

There is a lot to be proud of in the work done by Canada's federal energy regulator last year, and there are a number of areas where we know there is more work to do. Under a mandate from the Prime Minister, Natural Resources Canada conducted a review of the NEB's structure, role, and mandate in order to strengthen the regulatory process and ensure that Canada continues to have a modern, efficient and effective regulator. In early 2018, the Government introduced Bill C-69: An Act to enact the Impact Assessment Act and the Canadian Energy Regulator Act. Among other measures, this proposed legislation introduces a new impact assessment system and a new Canadian Energy Regulator.

The NEB welcomes measures that strengthen our regulatory framework and supports our transformation to a robust and modern regulatory regime. We have been mindful of this opportunity in work we have undertaken. Implementing our Departmental Results Framework, utilizing data more strategically and sharing it openly, and forging new ways of working with Indigenous communities through the Indigenous Advisory and Monitoring Committees, has helped prepare us to respond to change and quickly adapt to the legislative changes that modernization will bring to the Canadian energy landscape.

There has never been a better time to work at the NEB, and I am proud to work alongside the Board Members and staff who take the role and responsibility of being Canada's energy regulator so seriously, and who are so committed to the continual improvement of our regulatory oversight.

As you read this report, we hope you will appreciate our efforts to be transparent, balanced and open, and consider our invitation to engage with us to improve how we do our work. Let us know what you think, and share your ideas on how we can make our future reports better.

**C. Peter Watson**, P. Eng., FCAE  
CHAIR AND CHIEF EXECUTIVE OFFICER  
**NATIONAL ENERGY BOARD**

# Canada's Energy Transportation System

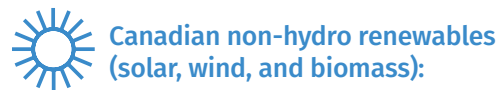
Energy is a key contributor to Canada's economy. In 2016, the energy sector was responsible for 884,000 jobs or nearly 5% of total Canadian employment. The energy sector also drove \$187 billion or nearly 10% of nominal Gross Domestic Product (GDP). In addition, energy accounts for a significant portion of Canadian trade, including \$86 billion of exports in 2016 or roughly 18% of total Canadian merchandise exports.\*

\*SOURCE: [HTTP://WWW.NRCAN.GC.CA/ENERGY/FACTS/ENERGY-ECONOMY/20062](http://www.nrcan.gc.ca/energy/facts/energy-economy/20062)



Canada's energy system is also integral to the broader economy, as it enables the production and delivery of goods and services, and is a key driver of research, development, and innovation. The energy system touches all aspects of our daily lives, from running our vehicles to heating our homes and powering our electronics.

The NEB regulates critical elements of Canada's energy system, including 85 international power lines comprising 1,462 km. Most Canadian power lines fall within provincial jurisdiction because roughly 90% of the electricity produced in Canada is consumed domestically. However, international demand for Canadian power – which is mostly generated from renewable sources – is expected to increase in coming years. If so, the NEB's regulatory role in electricity will also increase.



**2005: 2% of total power capacity**  
**2016: 12% of total power capacity**

FIGURE 1  
NEB-regulated Pipelines



The NEB regulates more than 72,126 km of pipelines, or roughly 10% of the total length of pipelines in Canada. If a pipeline system crosses provincial or international boundaries, it is regulated by the NEB. If a pipeline system is contained within a province, it is generally under the jurisdiction of a provincial regulatory authority (e.g. pipelines located solely in British Columbia are regulated by the BC Oil and Gas Commission; those in Quebec are regulated by a number of provincial entities, including le Régie de l'énergie du Québec.)

**NEB-regulated pipelines transport about 45 Petajoules of petroleum products per day.**

Canada is the sixth largest producer of oil in the world, accounting for nearly 5% of total global supply. We are also the fifth largest producer of natural gas in the world, producing more than 4% percent of global supply.



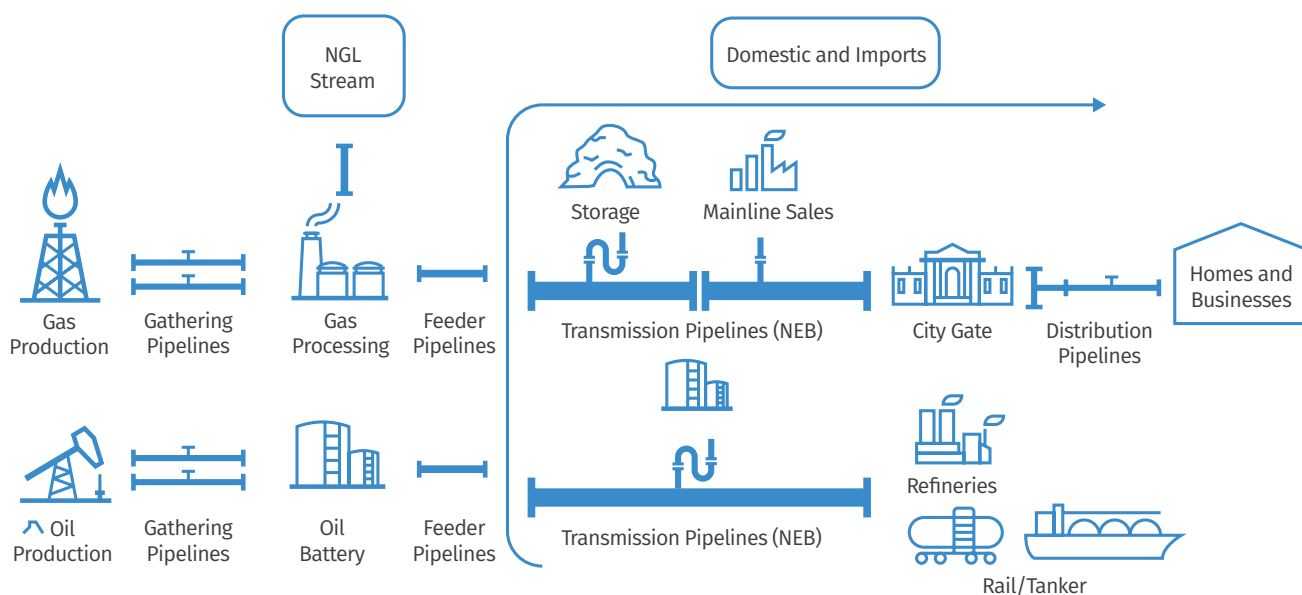
**Canadian crude oil production in 2017: >4 million barrels per day**



**Canadian natural gas production in 2017: >15 billion cubic feet per day**

The majority of products were transported by NEB-regulated pipelines from production areas in Western Canada to consumers elsewhere in Canada or the United States.

FIGURE 2  
**Pipeline System Overview**



Low commodity prices have significantly changed the economics of the energy sector since 2014, but NEB-regulated pipelines continued transporting roughly \$100 billion of energy products during each of the last few years.

On a longer time horizon, future pipeline utilization and investment will be influenced by any sustained trends in energy supply, demand, and pricing. These will in turn be affected by factors such as technology, consumer preferences, and public policy. Developments in Canada's electricity sector, which has been trending away from coal toward increased generation from natural gas and non-hydro renewables, will also play a key role.



# Role of the NEB in Canada's Energy Transportation System

The mission of the NEB is to regulate pipelines, energy development and trade on behalf of Canadians in a way that protects the public and the environment while supporting efficient markets. We do this using a whole-system approach based on evidence, data and feedback. The NEB's Departmental Results Framework (DRF) articulates the outcomes that we are responsible for under our mandate in four areas:

## Energy Adjudication

Energy adjudication processes are fair, timely, transparent and accessible.

When we assess a project application – large or small – our job is to study all aspects of the proposed project, identify issues and social, economic and environmental impacts, and make a decision or recommendation about whether a project is in the public interest. We will, as part of that process, assess what regulatory tools would be necessary to prevent potential harms from occurring, such as examining the existing strict regulatory compliance requirements for any activity and identifying if additional specific conditions for the project would be necessary. We will also ensure individuals and groups have access to funding to participate in a hearing, subject to the provisions of our Participant Funding Program.

## Safety and Environmental Oversight

Harm to people and the environment, through the lifecycle of energy-related infrastructure, is prevented.

During regulation over the entire lifecycle of energy infrastructure, every activity – from site inspections to management system audits to emergency response evaluation exercises to the development of new regulations – is focused on identifying potential sources of harm and taking action to prevent it. We impose strict obligations on regulated companies to ensure regulated activities are safe, and harm is prevented. We view our regulatory oversight through a series of critical lenses - compliance and enforcement, management systems, and safety culture – that guide our approach to regulatory oversight and excellence.

We track company performance, regulatory actions, the consequences and results of those actions, the trends demonstrated year-over-year, industry performance as a

whole, and the health of our energy systems. That data is invaluable information to be able to analyze where, why and how harms (incidents) and potential harms (near misses, non-compliances, etc.) occur, and enable the NEB and industry to take action to prevent them.

## Energy Information

Canadians have access to and use energy information for knowledge, research and decision making, access to community-specific NEB-regulated infrastructure information, and opportunities to collaborate and provide feedback on NEB information products.

We study market trends, energy transportation, and emerging technologies to better understand the energy landscape in which we work, to provide Canadians with energy information of interest and relevance, and to identify and respond to emerging issues. We provide transparent information about pipeline safety performance, and use tools like interactive pipeline maps and visualizations of our data to make complex pipeline and energy market data user-friendly and accessible.

## Engagement

Stakeholders and Indigenous Peoples share their perspectives and provide feedback regarding the NEB's mandate and role, and NEB engagement activities with stakeholders and Indigenous Peoples are meaningful.

Our Indigenous and public engagement programs enable us to better understand and incorporate diverse knowledge, viewpoints and interests in our work, and to continually improve our regulatory activities based on feedback and learnings from Canadians and Indigenous communities.

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In each of these four areas, we monitor and report on our performance against the high level outcomes, as well as track and monitor performance in the specific programs that fit under each core responsibility. This report highlights performance in each area, and additional information is available on the NEB's website.

The NEB also has a number of internal service programs that are critical to support the delivery of our mandate. A more detailed account of our spending and performance across all core responsibility areas and internal services is provided in our annual Departmental Results Report.

# Energy Adjudication

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

## Our Commitment

Energy adjudication processes are fair, timely, transparent and accessible.

### Adjudication Activity in 2017-18:



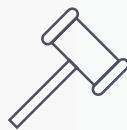
689

Applications Received



670

Decisions or Recommendations Issued



657

Adjudication Outreach Activities Conducted



543

Early Engagement Activities with Indigenous People Conducted



8

Oral Traditional Evidence Sessions Held

FIGURE 3

### Number of Active Hearings by Type in 2017-18

See NEB Website > Applications and Filings



● Detailed Route: 1

From 2012-13 to 2016-17, the NEB held one Detailed Route Hearing adjudication process. In 2017-18, we held 123.

● Large Pipeline Facilities: 2

● Power Line Certificates: 1

● Small Pipeline Facilities: 5

● Tolls and Tariffs: 7

● Abandonments: 8

● Powers of the Board and Variances: 4\*

● Long Term Export Licence: 1

\* THESE HEARINGS MAY INCLUDE MATTERS SUCH AS JURISDICTIONAL APPLICATIONS, AND VARIANCES AND TRANSFERS OF CERTIFICATES, LICENCES AND PERMITS



## PERFORMANCE RESULTS

### Energy Adjudication

#### Percentage of adjudication decisions overturned on judicial appeal related to procedural fairness.

TARGET	RESULT 2016-17	RESULT 2017-18
0%	0%	0%

Within our adjudicative processes, we seek to ensure we make decisions and recommendations according to the law, adhering to the principles of procedural fairness. This is extremely important to us - making sure everyone who has a right to be heard is heard, and that evidence is tested and examined as part of our record and processes. There have been a number of court challenges to our decisions recently, and in 2017-18, none have been overturned on matters related to procedural fairness.

In July 2017, the Supreme Court of Canada's (SCC) Hamlet of Clyde River decision found that the Crown did not meet its duty to consult in relying on the NEB process in that instance. Procedural fairness is an administrative law requirement which is significantly different than the Crown's duty to consult. Nonetheless, the SCC highlights a clear need for enhanced consultation and engagement with Indigenous communities in (as well as outside of) our adjudication processes, and we are taking active steps to improve.

#### Percentage of adjudication decisions and recommendations that are made within legislated time limits and service standards.\*

TARGET	RESULTS 2016-17	RESULTS 2017-18
100%	100%	100%

While our overall time limits and service standard targets are being met, some processes are taking longer. We missed service standard target dates on a few processes which put at risk, but did not compromise, our ability to meet our overall performance targets. Nonetheless, we know that ensuring we have timely and efficient adjudication processes is very important, and we are taking steps to examine ways to improve our efficiency, including ways to enhance early engagement and issues resolution.

\*SERVICE STANDARDS PUBLICLY STATE THE LEVEL OF PERFORMANCE CITIZENS CAN REASONABLY EXPECT TO ENCOUNTER FROM THE NATIONAL ENERGY BOARD UNDER NORMAL CIRCUMSTANCES. PLEASE SEE OUR WEBSITE AT [WWW.NEB-ONE.GC.CA](http://WWW.NEB-ONE.GC.CA) FOR MORE INFORMATION ON SERVICE STANDARDS.

#### Percentage of surveyed participants who indicate that adjudication processes are transparent.

TARGET	RESULTS 2016-17	RESULTS 2017-18
75%	79%	83%

While the NEB's targets for transparency are being achieved, we are not yet satisfied that we are doing enough to reach our desired outcome. Results from the NEB's post-hearing participant surveys indicate that the vast majority of respondents felt that the NEB provided opportunities to participate, that hearing documents were clear and transparent, and that they could see their views reflected in the decisions, which was key to feeling the hearing decision was transparent. Participants, however, did not feel the NEB made it easy to access hearing documents through our website.

#### Percentage of surveyed participant funding recipients who agree that participant funding enabled their participation in an adjudication process.

TARGET	RESULTS 2016-17	RESULTS 2017-18
90%	92%	94%

The percentage of applicants who are satisfied with the service provided by the NEB in its Participant Funding Program remains high. Last year, we surveyed participants and feedback was generally positive and constructive in helping guide annual program improvements. We also made changes last year to our management practices in this area, resulting in an increase in the timeliness of the release of funding decisions. We know that more can be done to continually improve the program, however, and are committed to doing it.



## Performance Summary for Energy Adjudication and Next Year's Focus

While we met our high-level performance targets in this core responsibility area, we also recognize more work is needed in key areas:

- We will continue our efforts to enable meaningful and culturally appropriate Indigenous participation in our hearings and processes to ensure and maintain procedural fairness in decision-making.
- We will focus on timeliness and transparency in our adjudication processes, ensuring we are efficient and effective.
- We will enhance our support to Alternative Dispute Resolution and other issues resolution activities, including enhanced early engagement in processes, as in the past have proven very successful in increasing the timeliness and accessibility of our processes to meet the needs of landowners and Indigenous groups.
- We will continue to assess the impact and efficiency of our Participant Funding available for participants in our processes.

# Safety and Environmental Oversight

The NEB sets and enforces regulatory expectations for National Energy Board-regulated companies over the full lifecycle—construction, operation and abandonment— of energy-related activities.

## Our Commitment

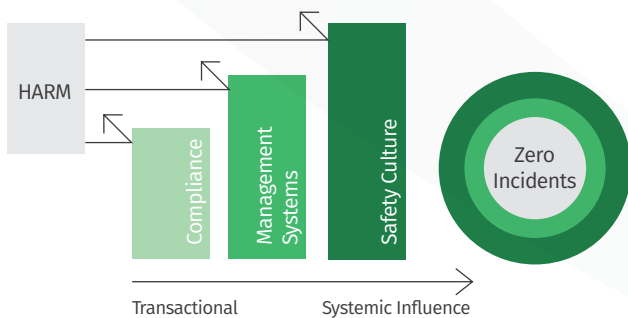
Harm to people and the environment, through the lifecycle of energy-related infrastructure, is prevented.

### The NEB takes a three-tiered approach to preventing incidents that harm people or the environment:

- **Transactional** — risk informed compliance verification activities
- **Systemic** — management system improvement to control risks and hazards
- **Cultural** — influencing Safety Culture and the human factors that are foundational to reducing incidents

First, we undertake extensive, risk-based Compliance Verification Activities (CVAs) to determine company compliance with regulatory requirements. Compliance is a snapshot in time and although it is a necessary defense against harm, it is very transactionally focused. It gives us company specific data that informs our risk models and identifies where compliance oversight is the most effective and has the highest probability to prevent harm. Based on the risk-informed model we have increased CVAs that would contribute to reducing worker safety incidents. CVAs include technical areas of security, environmental protection, pipeline integrity, safety management, emergency management, security management, damage prevention, rights and interests, and financial regulations.

FIGURE 4  
Preventing Harm



### Safety and Environmental Oversight Activity in 2017-18:

301 Compliance Verification Activities, including:



Secondly, Management Systems are a key defense against harm and go beyond transactional compliance. Companies are required by NEB regulations to have a management system that identifies and controls hazards and risks. We look for data and trends in incidents and non-compliances to focus our efforts on improving company management systems via controls that fix the root causes and mitigate the hazards. We work with a broad range of stakeholders to identify and continually improve regulatory requirements for companies in terms of their management systems, and we audit companies to ensure their compliance with these requirements.

Third is influencing Safety Culture and ultimately industry performance. A company that has a strong safety culture scrutinizes every decision to ensure the risks are managed and harm is prevented. The NEB does not regulate safety culture but we do expect companies to promote a positive safety culture. We also exercise influence by collecting, analyzing and sharing industry-wide data and information and to identify learnings related to safety culture that we share formally and informally.

## PERFORMANCE RESULTS

### Safety and Environmental Oversight

**Number of incidents related to National Energy Board-regulated infrastructure that harm people or the environment.**

TARGET	RESULTS 2016-17	RESULTS 2017-18
0	16	17

**Percentage change of specific incident types on National Energy Board-regulated infrastructure.**

TARGET:	RESULTS 2016-17	RESULTS 2017-18
10%	11%	10%
DECREASE IN INCIDENTS	INCREASE	INCREASE

The NEB always aims to achieve “zero” incidents that harm people or the environment associated with our regulated activities. But we also know that on 72,126 kms of regulated pipeline, the target of zero incidents is difficult to achieve. So in addition to seeking a reduction (elimination) of the prevalence of incidents occurring, as a regulator, we also want to affect a decline in the severity and consequence of incidents, should they occur. This is why we focus our efforts on reducing the number of incidents that harm people or the environment. We know (from our experience, data and industry feedback) that the risk of these incidents, specifically injuries and fatalities, increases when major construction activity increases.

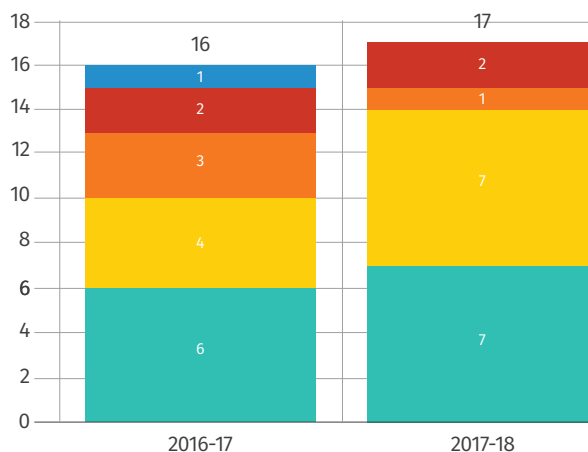
The two indicators above are intended to be read together. The first looks at the total number of incidents per year. And, because we know that the numbers can vary greatly from year-to-year, the NEB also tracks the three-year rolling average, to better assess long-term changes. The total

number of incidents that harm people and the environment last year was 17; up from 16 the year before. The three-year rolling average also increased by 11% compared to the previous year. The NEB takes any incident very seriously – and has targeted its compliance and enforcement activities and other oversight activity (e.g, outreach, information sharing, etc.) for the coming year on three incident trends: worker safety during construction activities, unauthorized activities or near-misses, and operating beyond design limits.

On the two major pipeline projects currently under construction (the TMEP and the Enbridge Line 3 Replacement), we have increased our inspection and monitoring activities, and are also working closely with two Indigenous Advisory Monitoring Committees (IAMCs) to involve Indigenous Communities in this activity. Our aim is to reduce the prevalence of incidents that harm people or the environment – a goal shared by industry, communities, Indigenous groups, the public and the regulator.

FIGURE 5

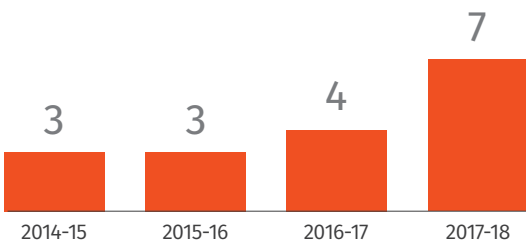
### Number of Incidents that Harm People or the Environment (total)



- Adverse Environmental Effects
- Gas or High Vapour Pressure >30,000 m³
- Low Vapour Pressure
- Serious Injury
- Sour Gas or Hydrogen Sulfide

FIGURE 6

**Serious Injuries and Fatalities Reported to the NEB**



**Incident Data Analysis at the NEB**

The NEB tracks and takes action on all incidents. For incidents that pose harm to people or the environment, we focus attention and increased regulatory oversight through inspections, detailed incident reviews and audits. We recognize that not all incidents are equal when it comes to their impact on the safety of people or the environment. For incidents that do not directly result in harm, but are more of a chronic concern, we examine and learn from those as leading indicators of where more serious harms can potentially occur. These types of incidents provide the NEB with valuable data that can help reduce the risk of future incidents of greater consequence and to plan our risk-based compliance and enforcement activities. We publicly report all incidents on our website at [www.neb-one.gc.ca](http://www.neb-one.gc.ca). Two specific findings that have resulted from our analysis of incident data are discussed: **Worker Safety** and **Operations Beyond Design Limits**.

**Percentage change of near-misses on National Energy Board-regulated infrastructure.**

TARGET:	RESULTS 2016-17	RESULTS 2017-18
5%	13%	16%
DECREASE	INCREASE	INCREASE

This measure is about the number of Unauthorized Activities (UAs) that are reported to the NEB. These are often called “near misses”, as the activities that are reported are prohibited (e.g., violate some aspect of the regulatory framework such as an unauthorized crossing of a pipeline, or activity on a pipeline right of way), but they do not cause an immediate concern or trigger an “incident” as defined.

**Near-misses on NEB-regulated infrastructure:**

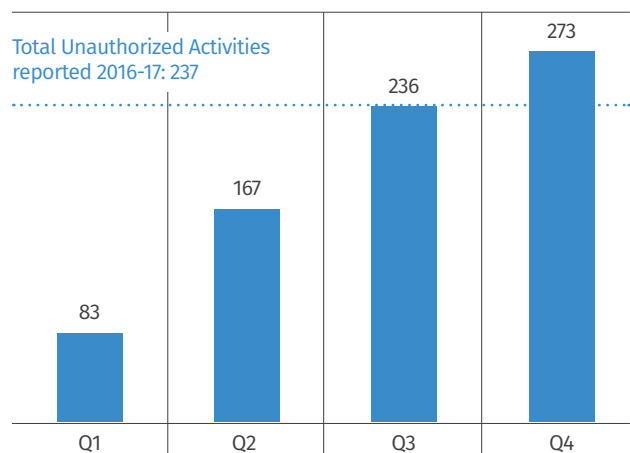
**2016-17: 237**

**2017-18: 273**

The required reporting of these activities is important because “near misses” provide a valuable source of information about activities that could cause harm or trigger an incident. In the last 5 years, the number of near-misses reported annually to the NEB has more than doubled, from 127 in 2013-14 to 273 in 2017-18.

FIGURE 7

**Cumulative Near-Misses 2017-18**





## Performance Summary for Safety and Environment Oversight and Next Year's Focus:

- Continue to approach safety and environmental protection through the three main lenses of compliance/enforcement, management systems and safety culture, using the data we collect from company performance to assess industry-wide trends. This approach will inform our risk-based focus on management systems to drive systemic, industry-wide improvement.
- Emphasize and fully integrate engagement and Indigenous participation activities with compliance, enforcement, and audit processes in our regulatory oversight of three major construction projects – Trans Mountain Expansion Project, Enbridge Line 3 and Keystone XL.

- Take targeted actions to address incident trends of Worker Safety, OBDL and Unauthorized Activities:



**Worker Safety** – Apply a targeted and multi-faceted approach to reducing worker safety incidents during construction. We will continue to utilize construction-focused compliance verification, and activities like pre-construction audits, and we will use management system audits to drive more systemic, industry-wide improvements in contractor training and oversight.



**Operations Beyond Design Limits** – We will continue to take enforcement actions, such as issuing Safety Orders, to ensure companies operate their pipelines safely. The NEB will also examine how best to address this issue at the industry level, through Advisories and other management system-focused activities.



**Unauthorized Activities** – Using our data and data from related organizations like the Common Ground Alliance, we will target compliance verification activities to where we find the most potential for risk – with repeat offenders, in specific regions, and with specific companies, to reduce the potential for harm.



# Energy Information

The NEB collects, monitors, analyzes and publishes information on energy markets and supply, sources of energy, and the safety and security of pipelines and international power lines.

## Our Commitment

Canadians have access to and use energy information for knowledge, research and decision making, access to community-specific NEB-regulated infrastructure information, and opportunities to collaborate and provide feedback on NEB information products.

The NEB's plays a vital role in conveying objective and neutral information to Canadians and the world. Rapidly changing energy markets and the need for climate policy development have also made this information more essential than ever. Technical staff at the NEB conduct extensive research and collaborate with various public, academic and not-for-profit organizations to produce balanced and thorough analysis of Canadian energy trends. We also provide Canadians information about pipeline infrastructure and safety at the community and regional level.

### Energy Information Activity in 2017-18:



49

Market Snapshots



8

New Energy Information Publications



Nearly

**1 Million**

Unique Energy and Pipeline Information Web Page Views

**PERFORMANCE RESULTS**

**Energy Information**

Tracking the number of unique external page views helps us determine how frequently this information is accessed. The number of users accessing the NEB's online Energy Information grew by 12% in 2017-18, driven by new and innovative types of energy information products. Significant viewer gains were achieved by the NEB's new Pipeline Profiles, Provincial Profiles, and data visualizations, along with updates of the well-received Energy Futures and Canada's Renewable Power Landscape reports.

This is an indicator of the public's appetite for more information about Canada's energy systems, and the NEB's ability to meet that demand creatively and efficiently. We continue to explore new offerings to ensure that the positive contributions we make to Canadian energy information continually evolve and improve.

One of the most-used products released by the NEB last year were our Pipeline Profiles, an interactive online tool that provides Canadians with easy-to-use information on what has been shipped on most major NEB-regulated pipelines since 2006. The profiles include detailed information on key statistics, developments, utilization, reported daily throughputs, tolls and financial data and international export/import points.

**The number of times NEB energy information is accessed.**

TARGET	RESULTS 2016-17	RESULTS 2017-18
750,000	879,831	986,347

**Percentage of surveyed web users who agree that energy information is useful for knowledge, research or decision making.**

TARGET	RESULTS 2016-17	RESULTS 2017-18
75%	Baseline	84%

**Meaningful public input on Energy Information**

NEB's Energy Information programs are only as good as the data we collect and the need for the information we produce. We want to provide Canadians with the most useful energy and pipeline safety information possible.

We are meeting our targets in terms of unique web hits and user satisfaction. However, finding ways to gather feedback and understanding audience interests and needs remains a challenge. NEB staff are exploring ways to better engage with users to ensure they have access to the pipeline safety and energy market information they need for their knowledge, research, and decision making. In the coming year, the NEB will conduct focus groups to collect a more in-depth understanding of how the public uses our information.

FIGURE 8

**Pipeline Profiles: Enbridge Mainline**

Pipeline system and key points



UPDATED DECEMBER 2017

The Enbridge Mainline system is Canada's largest transporter of crude oil, moving Western Canadian crude oil production to markets in eastern Canada and the U.S. Midwest. The Mainline also transports refined petroleum products to Saskatchewan and Manitoba and natural gas liquids to Sarnia, Ontario. The first leg of the Mainline from Edmonton, Alberta to Superior, Wisconsin was built in 1950. In 1953 it was extended to Sarnia, Ontario. The Mainline has been expanded and upgraded during the last thirty years to its current configuration and capacity.

The Mainline originates in Edmonton, Alberta and extends east across the Prairies. It receives western Canadian and U.S. crude oil from feeder pipelines at Kerrobert and Regina in Saskatchewan and Cromer in Manitoba. The pipeline crosses the Canada-U.S. border near Gretna, Manitoba, where it joins with the Enbridge Lakehead system.



**Increased information specific to National Energy Board-regulated infrastructure in communities, to ensure more local information about NEB-regulated pipelines is available to the public.**

TARGET:	RESULTS 2016-17	RESULTS 2017-18
5	7	5
NEW DATA SETS		

Over 2017-18, the NEB published new, community-based pipeline info, which was related to pipeline traffic, capacity, import/ export points, safety orders, and select route maps.

**Number of opportunities that Canadians have to collaborate and provide feedback on energy information products, to track stakeholder input into the design and development of energy information products.**

TARGET:	RESULTS 2016-17	RESULTS 2017-18
42	No Results	76



## Performance Summary for Energy Information and Next Year's Focus:

- We will continue to contribute to Canada's energy dialogue by offering the unique information, analysis and perspective of the regulator, as a distinct, integral part of our mandate.
- We will continue to integrate Energy Systems Information and Pipeline Information to offer Canadians a big-picture view of how energy markets, trade, infrastructure and development intersect.
- We will continue to publish high-quality products by proactively seeking audience feedback and engaging users on their experiences, utilizing intensive techniques like focus groups to capture deeper insight into preferences and needs.
- We will develop and release large-scale data visualizations on imports/exports and compliance conditions as a part of our commitment providing Canadians with transparent access to regulatory data.



# Engagement

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

## Our Commitment

Stakeholders and Indigenous Peoples share their perspectives and provide feedback regarding the National Energy Board mandate and role, and NEB engagement activities with stakeholders and Indigenous Peoples are meaningful.

We firmly believe that the best way to prevent harm, keep Canadians safe, protect the environment, and prevent market inefficiencies is to listen to what people have to say so that we can make informed decisions and recommendations in the public interest.

In 2017-18, the NEB led the establishment of a Municipal Roundtable, with the Federation of Canadian Municipalities and Canadian Energy Pipeline Association. The goal of the Roundtable is to identify areas of common concern related to pipeline operations or activities, and find solutions that can be applied across the entire country. The NEB also renewed its commitment to the long-standing the Land Matters Group (LMG), broadening the scope of the LMG’s work to issues-focused activities in areas of common concern to all landowners.

### Engagement Information Activity in 2017-18:



**319**

Engagement Events



**4,270**

Participants in NEB Engagement Programs



Cultural Awareness Training by Indigenous Trainers Provided to

**164**

NEB Staff

An increased emphasis on engagement also reflects a new relationship between the NEB and Indigenous Peoples, based on recognition of rights, respect, co-operation, and partnership. Engagement allows the NEB to learn and pursue continuous improvement as a result of exposure to a broader base of input, views and perspectives. The goal of our NEB wide engagement activities is to ensure that feedback provided by stakeholders and Indigenous Peoples inform our decisions and our work.

## PERFORMANCE RESULTS

### Engagement

#### Number of participants in National Energy Board engagement programs.

TARGET:	RESULTS 2016-17	RESULTS 2017-18
600	723	4,270

Our engagement program activities track how NEB engagement is responding, and where and with whom we target our engagement efforts. They have been very well-subscribed, and we significantly exceeded our targets in this area in 2017-18. In addition to changing the target for 2017-18 to better reflect our experience in this area, we will also continue to refine and adjust our outreach activities to ensure they are meeting the needs of the communities we serve. In 2017-18, we conducted significant outreach activity led through our regional offices in Yellowknife, Vancouver and Montreal – in addition to the outreach that we supported all over Canada as part of our engagement programs.

#### Percentage of surveyed stakeholders who engaged with the National Energy Board who indicate that the engagement was meaningful.

TARGET	RESULTS 2016-17	RESULTS 2017-18
75%	No Results	76%

While pleased with the survey feedback, we know that there is more to be done. We have developed new approaches, and enhanced our engagement activities, and we need to ensure we mature these processes by clarifying our focus and intended results. A critical aspect of this will be to fully incorporate feedback and engagement

data into a cycle of continuous improvement in the way we engage. In addition, we will sustain the efforts already underway to build internal capacity in public engagement and in particular, Indigenous Cultural training. We are not engaging for its own sake; we are engaging Canadians with the aim of ensuring it is meaningful to them – that there is an impact for their efforts, and appropriate action is taken when feedback is provided.

#### Percentage of surveyed Indigenous Peoples who engaged with the National Energy Board who indicate that the engagement was meaningful.

TARGET	RESULTS 2016-17	RESULTS 2017-18
75%	No Results	80%



#### Performance Summary for Energy Information and Next Year's Focus:

- While our results are activity-based, they begin to demonstrate the work and reach of our program efforts, as well as its importance. We can now mature the program to focus it more effectively and demonstrate outcomes.
- Feedback is a crucial aspect of the work we do to improve engagement, and we will continue to proactively seek input from surveys and interactions with individuals and groups.
- Our work with IAMC has shown us how critical and valuable this work is for effective safety and environmental oversight. Delivering on the IAMC commitments across the NEB requires coordination, planning and resources. This is a new relationship for the NEB and for Indigenous Communities; it is one that we value highly, and are committed to making it successful.

We invite you to provide your feedback at our online engagement platform [www.nebroundtable.ca](http://www.nebroundtable.ca). We welcome your input and ideas on how we can make our future reports better – to help us transform into an even more robust, modern, and accountable regulator.