

**Sandy Lapointe:** Good morning, I'm Sandy Lapointe, I'm the Executive Vice-President of Regulatory at the National Energy Board. I'm going to be speaking to our second deck, which is the overview of the National Energy Board's current structure, role and mandate. I'm going to be speaking to our mandate, our key legislation. I will go through the topics related to the review terms of reference, as well as some concluding remarks. My colleagues will be also speaking to some of the slides as well.

So the mandate and role of the National Energy Board, the, so the National Energy Board is Canada's national energy regulator. The National Energy Board was established by Parliament to, among other things, make regulatory decisions and recommendations to the Governor in Council and provide information and advice on energy matters.

There have been significant changes in the public context since the National Energy Board Act was first enacted. There's been the emergence of policy issues as an example, such as climate change, indigenous issues, and heightened public awareness of energy issues. So a lot has changed since our, the National Energy Board Act has been put in place.

Recent years have seen a number of changes to the NEB Act to address specific issues, however there has never been a holistic review. In fact, prior to these recent changes, there had been very few changes to the National Energy Board Act. So the mandate and role, Mr. Watson talked about the results framework that the National Energy Board has recently put in place, and it has four core responsibilities in order for us to carry out our mandate.

Those core responsibilities, the first one we have is energy adjudication, and energy adjudication is making 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 related 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.

In this core responsibility, the National Energy Board is committed to being more open with our processes and we have instituted a number of change with respect to our processes within our mandate, which includes things like having a process advisor that assists participants in hearings.

The second core responsibility is our safety and environment oversight, setting and enforcing regulatory expectations for the National Energy Board regulated companies over the full life cycle; construction operation and abandonment of energy related activities. These activities pertain to pipelines and related 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.

The, the safety and environment oversight, the Board is very much committed to moving beyond compliance and has set out its results framework in such a way that we are going beyond the transactions of compliance into how we can influence industry as a whole in terms of the performance of the industry that we regulate.

Energy information is the third core responsibility area, and that is collecting, monitoring, analysing and publishing information on energy markets and supply, sources of energy and safety and security of pipelines and international power lines. We also, it includes the publishing of pipeline information and we are very much committed to having a more community and regional level of information available for, for the public.

Engagement is the fourth area of our core responsibilities and engaging with stakeholders and indigenous peoples on topics within the National Energy Board's mandate and role beyond engagement on specific projects.

So the key legislation, the NEB's primary functions fall under two key acts. This includes the National Energy Board Act as well as the Canadian Environmental Assessment Act of 2012. We've talked extensively about the National Energy Board Act and of course this, the, which we called CEAA 2012, which is, is the newest version of that act. And with CEAA as a responsible authority, the NEB carries out environmental assessments for certain designated projects, including new NEB Act regulated pipelines over 40 kilometres in length.

I will mention that there are two additional acts – and we can provide additional information should you want us to do that – and that includes the Canada Oil and Gas Operations Act, and the Canada Petroleum Resources Act, which relate to frontier areas, primarily in the Arctic offshore as well as proven areas in the Northwest Territories.

So legislative changes in 2012 made changes to the NEB Act and introduced CEAA 2012. The highlights of the changes that occurred include Governor in Council having a final go or no go decision on all major pipeline projects, an 18-month time limit for major project reviews, for the National Energy Board, that is 15 months, for Governor in Council, they have three months in which to make their decision.

Environmental assessment responsibility was consolidated with either the, with the National Energy Board, the Canadian Nuclear Safety Commission and the Canadian Environmental Assessment Agency. The National Energy Board's enforcement and compliance tools were enhanced and as an example, we did receive the ability to issue new, to issue administrative monetary penalties. So we have regulations in place.

Participation in NEB project reviews limited those directly affected or with relevant information or expertise. And Mr. Watson had spoke more, in more detail to that. More recently, the Pipeline Safety Act made legislative amendments to the National Energy Board Act to strengthen our tool kit to regulate pipelines in the areas of financial

requirements for releases, abandonment and damage prevention. So you may have heard the term absolute liability, and the 1 billion absolute liability now applies to all of the large companies that we regulate.

The, we also dealt with abandonment in terms of the pipelines that are abandoned under the National Energy Board Act now remain under the NEB's jurisdiction as well. There's also an additional change included the NEB being able to take over a response to a release as well, from a company if the conditions warrant. So the basic framework however, of the National Energy Board Act remains unchanged.

So I'm going to go start to talk about some of the, a review of the terms of reference and Ms. Touchette discussed the transformation agenda that we have and we'll speak to some of those examples as we go through. So start with governance. The NEB reports to Parliament through the Minister of Natural Resources. The composition and expertise of Board members, we have, the National Energy Board Act has up to nine permanent Board members. They can be appointed by the Governor in Council for a period of seven years and they are eligible to be reappointed for an additional term of up to seven years.

Permanent Board members must reside in or near Calgary. So that is in our legislation. The Governor in Council can appoint an unlimited number of temporary Board members on such terms and conditions that the Governor in Council may prescribe. The Board is currently comprised of eight permanent Board members, including the Chair and Vice-Chair and 10 temporary Board members. That's as of November. We have had the additional appointment of members recently.

Board members are supported by 450 expert staff representing various disciplines. Some examples include environment, finance, markets, engagement, law and engineering. The NEB's, I'll speak to the operational adjudicative functions. So the Governor in Council designates one Board member to be the Chair, who is also required to be the Chief Executive Officer or deputy head of the Board, and these are two very different roles and Mr. Watson spoke to that in the opening comments. The, at times, the difficulty of the two roles under one, in one person.

So in speaking in more detail to the Chair, the CEO and the deputy had roles. So the Chair's responsible for apportioning work among members, deciding whether the Board, whether the Board sits in a panel and assigning members to panels, including a presiding number. So those decisions are made by the Chair of the, of the National Energy Board. The Chair may delegate specific authorities to Board members through Section 14 or 15 of the NEB Act, but not to staff. So all delegations are made to Board Members.

The CEO has supervision over and direction of the work of staff. The CEO is also the deputy head under certain statutes such as the Financial Administration Act. The deputy head has accountabilities for overall performance of the agency financial and human resource matters.

So the role of the NEB in implementing government policies and priorities, it is the NEB's role to implement and not to set policies affirmed by federal legislation. The NEB Act does not have a mechanism for the government to provide policy direction to the NEB or the Chair and CEO. The NEB Act does not have a mechanism for the NEB to provide advice to the Minister on energy issues when requested, and that's under Part 2 of our act. Upon request, the NEB can provide advice. And this section of the act has been used by the government.

The NEB has been improving its internal governance structure which allows for the transparent reporting of critical performance. So this is, as we spoke about, the NEB results framework as well as the management system manual that we've put in place.

Now I'll speak to public interest. In its adjudicative role, the NEB must decide or recommend if a project is in the Canadian public interest. Throughout the life cycle, the NEB holds those it regulates accountable so that Canadians and the environment are protected. The NEB Act does not explicitly define the Canadian public interest, however it does provide direction about certain relevant factors. And this occurs in subsection 52(2) and I would like to highlight that for you.

So the factors to consider in Section 52(2) in making its recommendation, the Board shall have regard to all considerations that appear to it to be directly related to the pipeline and to be relevant, and they may have regard to the following, and that is the availability of oil, gas or any other commodity to the pipeline, the existence of markets, actual or potential, the economic feasibility of the pipeline, the financial responsibility and financial structure of the applicant, including the methods of financing the pipeline and the extent to which Canadians will have an opportunity to participate in the financing, engineering and construction of the pipeline.

And any public interest that the Board, in the Board's opinion may be affected by the issuance of the certificate or the dismissal of the application. So that is the, how the board puts its mind to the public interest in terms of the National Energy Board Act. The Board has described the public interest in its decisions and other opportunities, and the, it's described it as the public interest is inclusive of all Canadians and refers to a balance of economic, environmental and social interests that change 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. So that's, that's the, the, how the Board has been describing public interest, and that is not in the act, the second one that I read, but that is in the decisions that we've issued.

So given the broad nature of the NEB Act, the NEB has the discretion to consider factors other than those expressed and listed in it, based on the facts of a project application, including environmental and socioeconomic effects that are directly related to a project.

Now I'll speak to decision-making roles. Pipelines projects greater than 40 kilometres in length, so for those projects, the NE, the National Energy Board makes a recommendation on whether the project is in the present and future public convenience and necessity and should be approved. GIC makes the final decision.

Under CEAA 2012, the NEB makes a recommendation on whether the project is likely to cause significant adverse environmental effects and whether those effects can be justified. And again, GIC makes the decision. The NEB makes the decision on whether pipeline projects 40 kilometres in length or less and pipeline facilities should be approved. So that's under 40 kilometres in length and that's, the National Energy Board makes that decision.

The, the National Energy Board makes the decision on whether a power line certificate should be granted. The decision is subject to Governor in Council approval and that is the same for long-term export licenses as well; the NEB makes the recommendation and GIC makes the decision.

The, the National Energy Board has no jurisdiction over land compensation disputes. These issues are within Natural Resources Canada's purview, and NR Can. And NR Can oversees the appointment of a negotiator or arbitration committee and the committee makes the decision. So often, we have compensation issues raised within the National, or with the National Energy Board through projects. It is Natural Resources Canada that resolves those disputes between the company and the land owners.

As the National Energy Board Act does not clarify governance, the NEB has been improving its internal decision-making roles to provide clarity on who was responsible for making what decisions in the organization within the current legislative framework, therefore some key governance issues remain to be addressed.

So we've spoken fairly extensively about life cycle regulation. And the NEB holds its, holds those it regulates accountable. So Canadians and the environment are protected throughout the life cycle of the project, from application to abandonment. Because it is a life cycle regulator, the NEB could consider the steward of the pipeline safety system. The, the ability to regulate along the life cycle allows for a very robust regulatory framework, and where life, where tool, regulatory tools can be imposed through the, throughout that entire life cycle.

So it allows the NEB to set its requirements through, for example, guidance, like a filing manual, the kind of information that the National Energy Board requires in making its decisions. It sets the regulations such as the onshore pipeline regulations. We also have processing plant regulations, damage prevention regulations and, and a number of other regulations. Our regulations, our onshore pipeline regulations are performance based. They have management system requirements and the, the NEB is able to

supplement with conditions, project-specific conditions on its, on projects for which it makes the decision.

The NEB then is able to ensure compliance as part of that life cycle, and there are a number of oversight tools that the NEB has in doing that and some examples are inspections, doing management system audits of companies that we regulate. And we're also able to have enforcement tools where necessary. And the NEB is able to issue administrative monetary penalties. The NEB can issue a safety order. The NEB could revoke a certificate, as an example.

The information that the National Energy Board gets through this life cycle allows for trending and analysis and allows us to improve our regulatory framework. So having the life cycle approach to regulation is very important in that we're able to allow for that continual improvement and to use the necessary regulatory tools at the very specific points in the life cycle.

I am going to turn it over, environmental assessment, to Mr. Rob Steedman.

**Hélène Lauzon:** Thank you Mrs. Lapointe.

**Dr. Rob Steedman:** Thank you, Sandy. I'll speak next in a little bit of detail on how the NEB conducts its regulatory oversight. I'll provide some comments on environmental assessment, compliance verification and how the National Energy Board engages land owners, indigenous communities and, and the general public.

So regarding environmental assessment, the NEB always conducts an environmental assessment, or EA, for infrastructure projects, regardless of whether the CEAA 2012 Act applies. So the NEB would, in that case for example, do it under the provisions of the National Energy Board Act. All physical facilities have an environmental assessment and analysis conducted by specialists at the National Energy Board.

And under the NEB Act, that would fit under the public interest mandate. And I should point out here as well, the NEB has always done environmental assessments since the term was invented in the 1970s. Even under the previous Canadian Environmental Assessment Act, the NEB did environmental assessments. Some of the major ones, which were called panel reviews were jointly conducted with the Canadian Environmental Assessment Agency.

I'm just emphasizing that because sometimes people say that is not the case. The NEB has always done environmental assessments and does them for all projects, regardless of whether the CEAA Act applies.

Where the CEAA Act 2012 does apply, the NEB will of course ensure that our work and our proceedings and procedures are conducted in accordance with that act, and it's a very nice fit. It fits very well under, it integrates well with the National Energy Board Act.

The Board has decades of experience in taking a science-based approach, to consider potential environmental effects when making regulatory decisions. This can relate to things like the routing of a pipeline, construction methods, reclamation methods after construction or response in the event of incidents. And of course, a major part in the case of pipelines is keeping the product in the pipes. There's a lot of engineering involved in protecting the environment as well.

All of the Board's environmental assessments examine the key issues you would expect in terms of best practice and technical excellence for physical and biotic by physical aspects of the environment, including things like the physical and meteorological environment, wetlands, water quality and quantity, fish and wildlife and their habitat, traditional land and resource use and human health, esthetics and noise. So it's a very broad suite and in fact, our consideration of environmental effects under the public interest perspective of the National Energy Board Act can be broader than that, as specified in the CEAA 2012. Another example of how they fit together very nicely.

All of these aspects are laid out in great detail in the NEB's online filing manual, and Sandy and Peter have mentioned how the public interest may evolve, and one of the places we track evolving public interest is in the things that we specify in the filing requirements. And we receive that information in various ways, through hearings, through engagement and the things people say to us.

The NEB continues to improve its environmental assessment processes by updating the filing manual, improving our processes. Josée Touchette spoke in some detail about how we're developing management systems to continually improve those sorts of things.

After a pipeline is constructed and as soon as constructions, sometimes before it starts, regulatory conditions must be complied with. And if a project is approved, the company that's building it must comply with all conditions that are set out in any certificates, orders or any other regulatory instruments associated with the project. Orders issued during the operations phase such as those associated with reactivation, deactivation or decommissioning for example, may also set out conditions. So the Board has a wide degree of discretion and interest in specifying exactly how things should be done.

Conditions are legal requirements. They're part of the regulatory framework once they're issued. They're generally designed in the context of specific aspects of a project to protect the public and the environment by anticipating and reducing risks.

The Board verifies and enforces compliance with all of our conditions through assessment of condition related filings and compliance verification activities such as inspections and management system audits and other kinds of activities like that. Where non compliances with our requirements are identified, the NEB carries out appropriate enforcement actions. We have a variety of tools. Some conditions require that Board approval be received prior to conducting related activities.

I should note here the NEB proactively posts condition compliance information online and has started posting additional information such as inspection reports related to compliance verification activities. We consider this a best practice and in fact, it's a bit of a world-leading activity right now.

A little more on life cycle oversight tools that I alluded to there. It's the how we do our compliance verification. In addition to complying with conditions, companies must comply with all other regulations that may apply, including things like the onshore pipeline regulations, one of our major regulations; damage prevention regulations which are designed to stop third parties from damaging or impairing the integrity of pipelines, often through construction digging equipment; and processing plant regulations, we do regulate some midstream and upstream gas processing plants in Alberta and BC, and a variety of other regulatory aspects.

So companies must comply with all of those. It's a complex and comprehensive regulatory framework that applies. The NEB evaluates regulated companies, their facilities and activities on an ongoing basis to make sure that this is all going well and that compliance is achieved. We use a risk-informed approach that analyses and considers incident data, the compliance history of the company, industry trends in terms of technology and practice and procedural risks and threats that may be arising; complexity of the activities that are involved; and safety and environmental impacts.

We do this to focus on areas that have the highest priority when planning compliance verification activities. Highest priority could be in terms of potential impacts or the potential risk or the nature and history of our compliance engagement with a company.

When non-compliances are identified, the NEB uses its enforcement tools to obtain compliance, to deter future non-compliance and to prevent harm. These tools include for example, things like safety orders, administrative monetary penalties that Sandy mentioned. We can revoke authorizations to operate, and we can initiate prosecutions with the Government of Canada.

A common technique if we have concerns about the safety of a line is to issue a pressure restriction, which is, immediately increases safety significantly, provides opportunity for a company to get it together if we've detected deficiencies, and because the pipeline is not operating with the throughput it's designed for, they have a large incentive to get things fixed to our satisfaction. The NEB will always take all necessary enforcement actions to ensure compliance, protect the safety of Canadians and the environment.

Regarding land matters, I'll note that for major projects, the NEB public hearing typically assesses a corridor and the corridor can vary in width, can be from a few tens, hundreds of metres, up to a kilometre in some cases, for a brand new pipeline. But once a certificate has been issued, the NEB must then decide on a detailed route within an approved corridor for a pipeline. Companies must apply to the NEB with a detailed plan, profile and book of reference. These are things that are set out in the act. It's

basically a metre scale detailed map of the entire right of way with all detailed features and basically the proposed blueprint for the pipeline on the ground.

And they must also notify land owners and the public when we get to this stage so that anyone who owns land or controls land and is affected by it will have notice that the detailed route process is beginning. Once a detailed route has been determined, the company may need to acquire lands for the pipeline and the NEB Act sets out the requirements for land acquisition agreements, which includes compensation for acquisition of lands and compensation for any damages caused by the company's operations.

The Board has the authority to grant an immediate right of entry for any lands on specified terms and conditions. This is, in many ways, a, this is where you may end up if things don't go well. When things go well, companies negotiate easements with land owners and compensation can be negotiated and agreements can be reached. In a small proportion of cases, and we're finding that the frequency of this is decreasing with time, land owners may not be able to reach an agreement with a company and in some cases, there are, there's a requirement in the public interest to, say out of 1,000 land owners along a line, there may be one or two who are unable to reach agreements.

The company can apply to the National Energy Board to make a case, and the Board will decide whether the company can be granted the right to built its pipeline pending either a negotiated or facilitated agreement. And there are mechanisms in the federal – Natural Resources Canada runs a, an arbitration process in those cases. The NEB does not get involved in the financial aspects of that.

Because this is an issue, Peter mentioned it in his remarks, the NEB is working with a multi-stakeholder land matters group to obtain feedback on these kinds of issues and how the Board and companies can do a better job of getting ahead of disputes before they reach the point where things like a right of entry are required. The better the relationship, the more strategic the relationship that the company and the NEB has with land owners, so that the process is understood and compensation, fair compensation can be reached, the less likely this fairly intrusive kind of decision like a right of entry can be made.

I'll point out that rights of entry may also be required later in the life cycle for maintenance, for example. Sometimes land owners own land they may not even know they have a pipeline and maintenance must be done and companies need to do a good job respecting the rights and expectations of land owners. In a very small proportion of cases, an agreement cannot be reached and the Board, in the interest, public interest, may direct, give the company right of entry to enter lands and do maintenance, preventative maintenance or repairs on the pipeline.

Regarding indigenous engagement, be very, very clear for us it's very important. Meaningful indigenous engagement is a critical component of our, of our activities. All of Canada, of course, is shared with particularly traditional territories and big linear

projects cross hundreds of them, in the case of the larger ones. The Crown relies on the NEB process to the extent possible to meet its duty to consult. Federal departments will undertake any additional consultation necessary on matters that may be outside of the NEB's mandate.

And the NEB's mandate and the evidence and facts that we'll collect in a hearing typically include things like the use of the land, activities on the land, traditional and other kinds of uses of the land. And because NEB regulates the pipeline, we can condition the company to do anything to mitigate or minimize effects on uses and activities on the land. But there are other things that we can't that are more nation to nation conversations and that's the, the things the Crown of course focuses on.

Our process is developed and our contributions to the Crown process is, of course, shaped by all the applicable federal legislation, including the constitution. For pipeline applications, the NEB requires proponents to undertake consultation with indigenous peoples early in the design phase, as early as possible to provide information and opportunities to discuss the project, to identify any concerns, potential impacts on activities and uses of the land, for example, and to design mitigation measures.

We'll require the company to tell us how their engagement program was operated, what they heard and how they modified the project to respond to that. Through the National Energy Board's enhanced aboriginal engagement activities, the NEB proactively contacts all potentially impacted indigenous peoples along a proposed line that may be affected by an application, that may require a public hearing, and we provide information about the National Energy Board and how we operate. So that's a proactive process support function.

The NEB's process is open and transparent. It's designed to obtain as much relevant evidence as possible on indigenous concerns about the project and potential impacts on their interests and mitigation measures, and we make all efforts that we can to make sure the hearing processes are accessible to indigenous peoples, not the least by conducting public hearings close to communities that may be affected along the line.

The NEB assesses all of the information that's provided to it, including information on consultation that has been undertaken with indigenous groups, including the views of the indigenous groups and project impacts and proposed mitigation. The Board applies its technical expertise and regulatory experience to determine any residual impacts that may persist on indigenous interests once the mitigation has been applied, and it balances those along with other societal interests at play when assessing a project just like the broader public interest determination that Sandy outlined.

This is all documented in detail in the National Energy Board's recommendation report that it provides to Cabinet when the process is over: what we heard, who we talked to, what the views were and how the Board landed in terms of interpreting the information before it. The NEB recognizes the importance of strengthening our relationships with indigenous peoples. Peter mentioned this as well.

And with this in mind, and coming out of the Chair's national engagement initiative in 2014-2015, the Board made three commitments: to use a regional presence to build stronger relationships with indigenous peoples; to develop and deliver more consistent points of contact with the Board to develop and sustain really a place-based relationship rather than a project-based relationship.

We will be engaging indigenous peoples to deliver workshops on the life cycle of energy infrastructure, energy information, markets and supply, safety and environmental protection and the NEB's role in these areas. So basic NEB information, the things we do, and to continue a proactive dialogue with indigenous peoples on their unique viewpoints, their needs and requirements in the NEB's life cycle duties. And to continue to develop the NEB's indigenous engagement programs to make sure that they are appropriately designed and responsive to the needs of the communities. It's about developing and sustaining a relationship. The NEB has work underway to implement these commitments that I just mentioned, including and expanding our indigenous engagement strategy.

Regarding the more general public, the NEB specifically requires that for pipeline and power line applications, the NEB Act says we must hear from those who are directly affected and we may hear from those who have relevant information or expertise. And of course, there's trade-offs involved in how long a process will go and the level of detail it gets into and who participates. We faithfully implement the direction of Parliament that it's in the NEB Act, but we have to take into account the efficiency and effectiveness of the process as well.

In addition to our hearing processes, the Board believes it's essential to engage with a broader Canadian public as part of its ongoing oversight of energy facilities and regulated activities. This is the broader engagement life cycle based engagement we've been speaking about.

Our active engagement within an outside the hearing process helps the NEB to ensure that we are operating in the public interest. It's how we can track and hear and listen and adapt to evolving public interests and opinions about energy systems for Canada. It helps us collaborate on the most effective means to ensure that any energy facilities are safe for the public and for workers and for the environment. It helps us to identify and proactively respond to emerging issues, although some of them are so fast that it can be difficult. That's partly what we're here for today, to talk about. And to be an effective regulator of all facilities under our jurisdiction over their entire life cycle which can be many decades in many cases.

We're focused on providing more opportunities for Canadians to participate meaningfully in our hearing processes and we're looking for ways to increase public input into those processes.

So I'll stop there, and Shelley will talk about energy information.

**Hélène Lauzon:** Thank you Dr. Steedman.

**Shelley Milutinovic:** Thank you. I'm just going to speak briefly about the Energy Information Program, and there's really two aspects of the Board's Energy Information Program. One is information on energy markets and supply, and the second one is pipeline information covering infrastructure, safety information, regulatory and so on.

So with respect to the first one, the Board monitors energy markets and assesses energy requirements and trends of oil and natural gas, but also other energy forms, including renewables, natural gas liquids, coal and nuclear because energy markets are so interrelated, you have to understand all of them. If there's changes in supply and demand in one, it affects the others. So you really need to understand it from a holistic perspective.

So this responsibility, the Energy Information Program, supports the Board's responsibilities under Part 6 of the act, which is approving exports for hydrocarbons or electricity and imports for natural gas, but it is also very relevant to other aspects of the Board's regulatory responsibilities around economic and financial regulation. So a thorough understanding of supply and demand for example is needed when the Board makes decisions about tolls on pipelines, whether it's tolls, whether it's adjudicating a relatively small issue between a pipeline and its shippers or if it's looking at very far-reaching and significant decisions like recent decisions on the TransCanada mainline.

Information on supply and markets is also relevant to other decisions such as what's the appropriate rate of return for a pipeline, what should be the charges that are included in pipeline tolls to pay for abandonment or what financial resources company should demonstrate in case they have to pay the costs of a spill or a release. So all of those are things that are also relevant to the Energy Information Program.

The Board periodically publishes assessments of Canadian energy supply, demand and markets. These may be very brief, one issue items or they might be 25-year projections covering all energy forms and by province and territory. They also could be resource assessments, which we do, often in conjunction with different provinces or territories.

As mentioned earlier, Part 2 of the act states that the Board shall study and keep under review energy markets over which Parliament has jurisdiction, and the Minister can ask for advice or an analysis on these, and that's happened a number of times in recent years.

And lastly, I just want to mention that the Board has been using its advice, or its information and competency to expand what's available on the website. And with respect to energy information, this can involve data visualization so that you can go in and look graphically at thousands of different configurations of energy information at the national or the provincial and territorial level. And with respect to pipeline information, as mentioned earlier, pipeline maps, conditions, tables and inspection reports have been put online recently.

So with that, I'll turn it over to Sandy Lapointe for concluding comments.

**Hélène Lauzon:** Thank you Mrs. Milutinovic. And then, Mrs. Lapointe for the conclusion.

**Sandy Lapointe:** So in conclusion, the National Energy Board recognizes that rebuilding public trust is critical. We have embarked on an ambitious transformation agenda to help achieve this objective. The work that is underway is under the existing legislative framework that we have. The NEB's role is to implement, not set policies affirmed by federal legislation. As it has done with previous legislative changes, the NEB will faithfully implement any future changes to the NEB Act and CEEA 2012.

Changes to and actions by the NEB alone will not be sufficient. It is important to understand that the NEB is only one part of the broader energy system in Canada. There are other issues outside the NEB's mandate that are also very important to the public. For example, climate change and the rights of indigenous peoples. The NEB takes its responsibilities seriously and Board members and staff are talented and dedicated professionals who work hard to help ensure the safety of Canadians and the protection of the environment.

Thank you.

**Hélène Lauzon:** Thank you very much to all of you. We are now ready to ask you questions.