444 Seventh Avenue SW Calgary, Alberta T2P 0X8

National Energy Board Onshore Pipeline Regulations (OPR) Final Audit Report of the TransCanada Environmental Protection Program

File Number: OF-Surv-OpAud-T211-2013-2014 01

TransCanada PipeLines Limited and National Energy Board-Regulated Subsidiaries (TransCanada) 450-1st Street SW Calgary, Alberta T2P 5H1

31 March 2014



Executive Summary

NEB-regulated companies must demonstrate a proactive commitment to continual improvement in safety, security, and environmental protection. Pipeline companies under the Board's regulation are required to incorporate effective and implemented Management Systems into their day-to-day operations. These systems include the tools, technologies and actions needed to ensure that pipelines are safe and remain that way over time. In the public interest, the Board holds companies accountable for safety and environmental outcomes.

This report documents the Board's comprehensive audit of TransCanada's Environmental Protection Program as it applies to its NEB-regulated subsidiaries and pipeline facilities. The audit was conducted using the *National Energy Board Onshore Pipeline Regulations* (OPR) as amended on 21 April 2013. The amendment, among other things, now requires companies to have an effective and well-documented Environmental Protection Program as a key component of their Management Systems. The OPR was promulgated with no implementation grace period for federally regulated companies.

The Board's audit has identified that TransCanada has developed and implemented an internal program to manage and control the environmental hazards associated with its facilities, processes and activities. The documents and records reviewed during this audit also demonstrate that TransCanada is ensuring that company personnel and contractors are appropriately informed and/or trained in Environmental Protection Program practices and procedures.

TransCanada's management demonstrated that the company has resourced the Environmental Protection Program and has involved itself in implementation and oversight at senior management levels. TransCanada has also demonstrated that it has established an appropriate inspection and monitoring program to ensure the adequacy and effectiveness of its Environmental Program.

The Board's audit was conducted following its Audit Protocol, which identifies five Management System elements. These five elements are further broken down into 17 sub-elements. Each sub-element reflects a number of regulatory requirements. The NEB requires companies to be compliant with one hundred per cent of the regulatory requirements of each of the Management System sub-elements being assessed. If a company's program is found to be deficient with respect to any regulatory requirement, the entire sub-element will be found in Non-Compliance.

The audit also identified a number of Non-Compliant findings, the majority of which fall into three general categories:

• the lack of documented, established and implemented processes that correspond with the Management System requirements as required by the OPR;



- the insufficient development and implementation of effective processes related to ongoing, internal evaluation of the compliance to legal requirements, and the adequacy and effectiveness of its Environmental Protection Program; and
- the inability to demonstrate full implementation of existing processes.

The Board has determined that no enforcement actions are immediately required to address the Non-Compliant findings identified in this audit. Within 30 days of the Final Audit Report being issued, TransCanada must develop and submit a Corrective Action Plan for Board approval detailing how it intends to resolve Non-Compliances identified by this audit. The Board will assess the implementation of the corrective actions to confirm they are completed in an expedient manner and on a system-wide basis. The Board will also continue to monitor the overall implementation and effectiveness of TransCanada's Management Systems through targeted compliance verification activities as a part of its ongoing regulatory mandate.



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1.0 Audit Terminology and Definitions

Audit: A systematic, independent and documented process for obtaining evidence and evaluating it objectively to determine the extent to which audit criteria are fulfilled.

Compliant: A program element meets legal requirements. The company has demonstrated that it has developed and implemented programs, processes and procedures that meet legal requirements.

Corrective Action Plan: Addresses the Non-Compliances identified in the Audit Report and explains the methods and actions which will be used to "correct" them.

Finding: The evaluation or determination of the adequacy of programs or elements in meeting the requirements of the *National Energy Board Act* and its associated regulations.

Non-Compliant: A program element does not meet legal requirements. The company has not demonstrated that it has developed and implemented programs, processes and procedures that meet the legal requirements. A corrective action must be developed and implemented.

Procedure: A documented series of steps followed in a regular and defined order allowing individual activities to be completed in an effective and safe manner. The procedure will also outline roles, responsibilities and authorities required for completing each step.

Process: A systematic series of actions or changes taking place in a definite order and directed towards a result.

Program: A documented set of processes and procedures to regularly accomplish a result. The program outlines how plans and procedures are linked, and how each one contributes towards the result.



2.0 Abbreviations

CAP: Corrective Action Plan

CLC: Canada Labour Code Part II

COHSR: Canada Occupational Health and Safety Regulations

EM: Emergency Management EP: Environmental Protection

GOT: Goals, Objectives and Targets HS&E: Health Safety & Environment

IIT: Incident and Issue Tracking NEB: National Energy Board

NGTL: Nova Gas Transmission Ltd.

OPR: National Energy Board Onshore Pipeline Regulations

Public Awareness Program: Public Awareness Program

SM: Safety Management

TOPs: TransCanada Operating Procedures

TransCanada: TransCanada PipeLines Limited and its NEB-regulated subsidiaries

TQM: TransCanada Québec & Maritimes Pipeline Inc.



3.0 Introduction: NEB Purpose and Framework

The NEB's purpose is to promote safety and security, environmental protection, and efficient energy infrastructure and markets in the Canadian public interest within the mandate set by Parliament in the regulation of pipelines, energy development and trade.

To evaluate a regulated company's compliance with its regulations, the NEB undertakes Management System audits of its regulated companies. The NEB requires that each company demonstrate the adequacy and implementation of the methods the company has selected and employed in order to proactively identify and manage hazards and risks to achieve compliance.

Following the audits, companies are required to submit and implement a Corrective Action Plan to address all findings of Non-Compliance. The results of the audits are considered as a part of the NEB's risk-informed life cycle approach to compliance assurance.

4.0 Background

TransCanada operates approximately 42,000 km of federally regulated pipeline from British Columbia to Quebec. In order for the audit of TransCanada to reflect the way it runs its operations, the NEB audited each program separately. Therefore, this audit is one of a series of six program audits having been undertaken by the Board with respect to NEB regulated facilities operated within TransCanada's organization. The audits are titled:

- TransCanada Integrity Management Program Audit; (Final Audit Report released February 2014)
- TransCanada Safety Management Program Audit;
- TransCanada Environmental Protection Program Audit;
- TransCanada Emergency Management Program Audit;
- TransCanada Third Party Crossings Program Audit; and
- TransCanada Public Awareness Program Audit.

These audits identified that TransCanada operates its facilities using a common organizational and technical management structure for all of the facilities noted. Some findings are therefore similar in each audit and the individual audit reports reflect this.



5.0 Audit Objectives and Scope

The objective of the audit was to determine the adequacy and effectiveness of TransCanada's Environmental Protection Program. The requirements against which TransCanada was audited are contained within:

- National Energy Board Act;
- National Energy Board Onshore Pipeline Regulations; and
- TransCanada's policies, programs, practices and procedures.

In utilising the OPR, the Board notes its amendment on 21 April 2013, which clarified the Board's expectations with respect to establishing and implementing formal Management Systems and Environmental Protection Programs. These amendments were preceded by consultation between the Board and its regulated companies, and accordingly the OPR was not promulgated with an implementation grace period. As a result, the audit of TransCanada's Environmental Protection Program made use of the OPR, as amended.

The scope of the audit included TransCanada PipeLines Limited and its subsidiaries including specifically:

- TransCanada PipeLines Limited;
- TransCanada Keystone Pipeline GP Ltd.;
- Trans Québec & Maritimes Pipeline Inc. (TQM);
- Foothills Pipe Lines Ltd.; and
- NOVA Gas Transmission Ltd. (NGTL).

These subsidiaries hold the certificates for TransCanada's NEB-regulated facilities, which include the Canadian Mainline (operating under TransCanada PipeLines Limited), Keystone Pipeline (operating under TransCanada Keystone Pipeline GP Ltd.), TQM Pipeline System (operating under TQM), Foothills System (operating under Foothills Pipe Lines Ltd.), and the Alberta System (operating under NGTL). For more TransCanada facility information, refer to Appendix II of this report.





6.0 Audit Process and Methodology

TransCanada and its subsidiaries operate their facilities using a common organizational and technical management structure. Accordingly, and in order to complete an assessment of its Management System in a reasonable timeframe, the Board elected to audit and assess a representative sample of TransCanada and its subsidiaries utilizing a risk-informed approach that included a review of previous compliance history. The Board reviewed and evaluated a selection of facilities within the representative sample based on the individual activities conducted at those facilities, as well as the associated hazards and risks. For this audit, the Board chose to use NGTL and the Alberta System as its representative sample.

TransCanada has divided its Canadian facilities and assets into five operational regions. These regions are the Wildrose Region, Rocky Mountain Region, Central Region, Northern Ontario Region and Eastern Region. As TransCanada applies the same Environmental Protection Program across all of its systems, any findings and corrective actions required will be applied across all of TransCanada's systems and subsidiaries. The NEB will verify the implementation of any corrective actions with subsequent compliance verification activities at each subsidiary once TransCanada's Corrective Action Plan has been approved and implemented.

TransCanada's utilization of one set of policies and procedures for its Environmental Protection Program also guided the implementation of the Board's audit process. Interviews and document review on the Environmental Protection Program were conducted at the Head Office in Calgary, Alberta. Site visits were conducted at select NGTL, TransCanada Mainline and Keystone facilities. During these site visits, activities were evaluated for each Management System element through interviews with a number of personnel at various levels, as well as document and record review.

7.0 Audit Activities

The audit involved Board review of TransCanada company documents, interviewing company representatives at all levels of the organization, and conducting field verification of Compliance with NEB requirements at selected sites.

On 19 June 2013, an opening meeting was conducted with representatives from TransCanada in Calgary, Alberta to discuss the Board's audit objectives, scope and process. A schedule for conducting the staff interviews and site verifications was also developed at this meeting. Throughout the audit, daily summaries with action items were provided to TransCanada.

On 24 October 2013, the Board held an audit Pre-Close-Out meeting with TransCanada to discuss additional information that could be of value to the Board prior to compiling its draft audit report. An audit Close-Out meeting was held on 6 November 2013.



For a list of TransCanada representatives interviewed, refer to Appendix III. For a list of documents and records reviewed, refer to Appendix IV.

Environmental Protection Program audit related field activities, including staff interviews and document review, were conducted 19 June 2013 to 7 October 2013:

Environmental Protection Program Audit Field Activities

- Audit Opening Meeting (Calgary, Alberta) 19 June 2013
- Head Office Interviews (Calgary, Alberta) 20 to 29 August 2013
- Field Verification activities for the EP Program:
 - Inspection Central Region, various areas in southern Manitoba 8 to 11 July 2013
 - Inspection Eastern Region, Les Cedres, Quebec to US Border 15 to 18 July 2013
 - Inspection Wildrose Region, Grande Prairie, Alberta 15 to 19 July 2013
 - Inspection Rocky Mountain Region, Torrington and Lethbridge, Alberta 22 to 25 July 2013
 - Inspection Eastern Region, Maple and Niagara Falls, Ontario 22 to 25 July 2013
 - Inspection Central Region, various areas in southern Saskatchewan 12 to 15 August 2013
 - Interviews Central Region, Winnipeg, Manitoba 9 to 10 September 2013
 - Interviews Wildrose Region, Spruce Grove, Alberta 11 to 12 September 2013
 - Interviews Rocky Mountain House Area, Rocky Mountain House, Alberta –
 13 September 2013
 - Interviews Lakeland Area, Athabasca, Alberta 16 September 2013
 - Interviews Rocky Mountain Region, Airdrie 17 to 18 September 2013
 - Inspection Central Region, Medicine Hat, Alberta 19 September 2013
 - Interviews Palliser Area, Medicine Hat, Alberta 20 September 2013
- Head Office Interviews (Calgary, Alberta) 30 September to 5 October 2013
- Audit Pre-Close-Out Meeting (NEB Office Calgary, Alberta) 24 October 2013
- Audit Close-Out Meeting (TransCanada Head Office Calgary, Alberta) 6 November 2013

8.0 **Program Summary**

TransCanada's Environmental Protection Program applies to all TransCanada corporate entities and the operation of all TransCanada natural gas and oil pipelines and associated facilities in Canada.

The Environmental Protection Program oversees environmental considerations from both construction related projects as well the operational phase of their pipeline systems. Overall



management of the Environmental Protection Program resides in the TransCanada head office in Calgary in addition to the majority of the subject matter expertise. To assist in the oversight of its Environmental Protection Program from an operation aspect, TransCanada has established regional environmental specialists across its pipeline system.

9.0 Summary of Audit Findings

The Board's audit was conducted following its Audit Protocol, which identifies five Management System elements. These five elements are further broken down into 17 sub-elements. Each sub-element reflects a number of regulatory requirements. The NEB requires companies to be compliant with one hundred percent of the regulatory requirements of each of the Management System sub-elements being assessed. If a company's program is found to be deficient with respect to any regulatory requirement, the entire sub-element will be found in Non-Compliance. A Corrective Action Plan will be required in order to demonstrate to the Board that appropriate actions will be taken to achieve full compliance.

The following summary represents a high-level overview of the Board's audit findings for TransCanada's Environmental Protection Program based on information provided for the audit. Details of how each of the audited elements impacts the Environmental Protection Program and a full description of the Board's assessment for each of its Management System sub-elements can be found in Appendix I of this report.

Element 1.0 - Policy and Commitment

<u>Sub-element 1.1 - Leadership and Accountability</u>

As the position of accountable officer was introduced into the OPR in April of 2013, there has not been time for a full planning cycle to allow for the evaluation of the substantive responsibilities attached to this position. Therefore, in determining compliance to this element, the Board is satisfied that TransCanada has appointed an accountable officer and outlined the responsibilities of this position to the Board in accordance with the regulations and submission deadlines. As a result, the Board views this process as being Compliant in meeting its expectations for this sub-element.

Sub-element 1.2 - Policy and Commitment Statements

The Board determined that TransCanada's Health, Safety and Environment Commitment Statement provides clear policies and goals towards environmental protection. However, it is not clear from TransCanada's Code of Business Ethics that TransCanada staff who report hazards, potential hazards, incidents and near-misses would be granted immunity from disciplinary action as required by the Board's expectations. As a result, the Board finds TransCanada to be Non-Compliant with this sub-element.





Element 2.0 - Planning

Sub-element 2.1 - Hazard Identification, Risk Assessment and Control

TransCanada demonstrated that it has developed an inventory of its environmental hazards related to its activities associated with normal operations. However, these hazards were identified informally through corporate knowledge and not as the result of a documented process. As a result, the Board finds TransCanada to be Non-Compliant with this sub-element.

<u>Sub-element 2.2 - Legal Requirements</u>

TransCanada demonstrated that it is tracking, listing and communicating some of its legal requirements. However, TransCanada did not demonstrate that it has a complete inventory of specific legal requirements. Therefore, TransCanada did not demonstrate that it has an established, implemented and effective process for identifying and monitoring compliance with all legal requirements that are applicable to the company in matters of safety, security and protection of the environment as required in the Board's expectations. As a result, the Board finds TransCanada to be Non-Compliant with this sub-element.

<u>Sub-element 2.3 - Goals, Objectives and Targets</u>

TransCanada demonstrated that it has developed a corporate objective to remain Compliant with environmental regulations. However, it did not demonstrate that specific environmental protection goals, objectives and targets were developed or discussed at management meetings. Furthermore, linkages between TransCanada's varied internal terminology and regulatory requirements were not confirmed. During the audit, Board auditors requested clarification from TransCanada via a table of concordance, but this table was not provided to Board auditors. Therefore, TransCanada did not demonstrate that it has an established, implemented and effective process for developing, and setting goals, objectives and specific targets relevant to the risks and hazards associated with its facilities and activities. As a result, the Board finds TransCanada to be Non-Compliant with this sub-element.

Sub-element 2.4 - Organizational Structure, Roles and Responsibilities

The Board views TransCanada's processes for resource evaluation and its established hierarchy of responsibility within the Environmental Protection Program as being Compliant with this subelement.

Element 3.0 - Implementation

Sub-element 3.1 - Operational Control-Normal Operations

The Board views TransCanada's processes for developing and implementing corrective, mitigative, preventive and protective controls associated with its Environmental Protection Program as being Compliant with this sub-element.



Sub-element 3.2 - Operational Control-Upset or Abnormal Operating Conditions

TransCanada was able to demonstrate that its Environmental Protection Program staff plays a role in supporting the Emergency Management Program by fulfilling and being trained on various technical roles within the Incident Command Structure framework. As a result, the Board views this process as being Compliant in meeting its expectations for this sub-element.

Sub-element 3.3 - Management of Change

TransCanada has implemented some aspects of a Management of Change process. However, TransCanada did not demonstrate that it has established and implemented a process for proactively identifying and managing any change that could affect safety, security or protection of the environment. This includes any new hazard or risk, any change in design, specification or standard or procedure and any change in the company's organizational structure or applicable legal requirements. As a result, the Board finds TransCanada to be Non-Compliant with this sub-element.

<u>Sub-element 3.4 - Training, Competence and Evaluation</u>

TransCanada was able to demonstrate that it invested a significant amount of resources in developing and implementing a formal training process. However, it was not able to demonstrate that it has effectively established and implemented processes for developing and verifying competency requirements in order to ensure the protection of the environment. As a result, the Board finds TransCanada to be Non-Compliant with this sub-element.

Sub-element 3.5 - Communication

TransCanada demonstrated appropriate, ongoing communication practices, procedures and activities between TransCanada and its external stakeholders. However, it did not demonstrate the communication of environmental Non-Compliances (in particular Board Non-Compliances) vertically and horizontally across the organization in order to prevent reoccurrences of the same issue. As a result, the Board finds TransCanada to be Non-Compliant with this sub-element.

Sub-element 3.6 - Documentation and Document Control

TransCanada demonstrated that it has established and implemented a process for the development, revision and management of operational procedures. However, it was not able to demonstrate that other pertinent Environmental Protection Program documents (design standards, manuals, etc.) being used across the organization were periodically reviewed and revised to ensure its adequacy and effectiveness. As a result, the Board finds TransCanada to be Non-Compliant with this sub-element.



Element 4.0 - Checking and Corrective Action

Sub-element 4.1- Inspection, Measurement and Monitoring

TransCanada demonstrated established processes for inspecting and monitoring its activities and facilities in order to evaluate the adequacy and effectiveness of its Environmental Protection Program. However, it could not demonstrate that these processes are being consistently implemented as records provided to the Board were either not provided or incomplete. As a result, the Board finds TransCanada to be Non-Compliant with this sub-element.

Sub-element 4.2 - Investigating and Reporting Incidents and Near-misses

TransCanada demonstrated that it has a process in place to identify, track, analyze and resolve issues and incidents throughout its Incident and Issue Management Program that reflects the Board's expectations for this sub-element. As a result, the Board views these processes as being Compliant in meeting its expectations for this sub-element.

Sub-element 4.3 - Internal Audit

TransCanada demonstrated that its quality assurance program is implemented on a scale that exceeds the Board's expectations with respect to frequency. However, the audits focused on conformance to internal requirements rather than compliance with statutory requirements. There was also a lack of guidance to enable senior management to prioritize and manage corrective and preventive actions for deficiencies identified in audits. As a result, the Board finds TransCanada to be Non-Compliant with this sub-element.

Sub-element 4.4 - Records Management

TransCanada demonstrated that it has established effective processes for generating, retaining, and maintaining records that document the implementation of its Environmental Protection Program, and for providing access to those who require them. As a result, the Board views these processes as meeting its expectations, and finds TransCanada to Complaint with this subelement.

Element 5.0 – Management Review

Sub-element 5.1 - Management Review

TransCanada demonstrated that it is undertaking a significant number of management review activities consistent with the descriptions included in its internal Health Safety & Environment Framework document. However, TransCanada did not demonstrate that it has a documented and comprehensive process for conducting a consistent management review of the Environmental Protection Program and for ensuring continual improvement as described in the Board's



expectations. As a result, the Board finds TransCanada to be Non-Compliant with this subelement.

10.0 Conclusions

NEB-regulated companies must demonstrate a proactive commitment to continual improvement in safety, security, and environmental protection. Pipeline companies under the Board's regulation are required to incorporate effective and implemented Management Systems into their day-to-day operations. These programs include the tools, technologies and actions needed to ensure that pipelines are safe and remain that way over time. Environmental Protection Programs enable pipeline companies to ensure environmental hazards are identified, mitigated and managed throughout the life cycle of the pipeline system.

The Board's audit has identified that TransCanada has developed and implemented an internal program to manage and control the environmental hazards associated with its facilities, processes and activities. The documents and records reviewed during this audit also demonstrate that TransCanada is ensuring that company personnel and contractors are appropriately informed and/or trained in environmental protection practices and procedures.

TransCanada's management demonstrated that the company has resourced the Environmental Protection Program and has involved itself in implementation and oversight at senior management levels. TransCanada has also demonstrated that it has established an appropriate inspection and monitoring program to ensure the adequacy and effectiveness of its Environmental Protection Program.

Notwithstanding this, the audit has also identified areas of Non-Compliance with NEB requirements. The Board concludes that a majority of the Non-Compliant findings fall into three general categories:

- the lack of documented, established and implemented processes that correspond with the Management System requirements as required by the OPR;
- the insufficient development and implementation of effective processes related to ongoing, internal evaluation of the compliance to legal requirements, and the adequacy and effectiveness of its Environmental Protection Program; and
- the inability to demonstrate full implementation of existing processes.

The Board has determined that while no enforcement actions are immediately required to address these non-compliant findings, as per the Board's standard audit practice, TransCanada must develop and submit a corrective action plan describing its proposed methods to resolve the non-compliances identified and the timeline in which corrective actions will be completed. TransCanada will be required to submit its corrective action plan for approval within 30 days of





the final Audit Report being issued by the Board. The Board will make its final Audit Report and TransCanada's approved corrective action plan public on the Board's website.

The Board will assess the implementation of all of TransCanada's corrective actions to confirm they are completed in a timely manner and on a system wide basis until they are fully implemented. The Board will also continue to monitor the overall implementation and effectiveness of TransCanada's Environmental Protection Program and management system as a whole through targeted compliance verification activities as a part of its ongoing regulatory mandate.



APPENDIX I

Environment Program Audit Evaluation Tableⁱ

1.0 POLICY AND COMMITMENT

1.1 Leadership Accountability

Expectations: The company shall have an accountable officer appointed who has the appropriate authority over the company's human and financial resources required to establish, implement and maintain its management system and protection programs, and to ensure that the company meets its obligations for safety, security and protection of the environment. The company shall have notified the Audit Team of the identity of the accountable officer within 30 days of the appointment and ensure that the accountable officer submits a signed statement to the Audit Team accepting the responsibilities of their position.

References: OPR section 6.2

Finding:

Following the release of the amended OPR on 10 April 2013, the National Energy Board (Board or NEB) gave its regulated companies 30 days to submit written notice of both the identity of their accountable officers and the acceptance by these persons of the responsibilities attached to this position. On 10 May 2013, TransCanada submitted its written notice to the NEB indicating that its Executive Vice President of Operations and Major Projects had been appointed as accountable officer for TransCanada and all of its subsidiaries. In its submission, TransCanada confirmed that its accountable officer has the authority over the human and financial resources required to meet the Board's substantive expectations.

The Board notes that the legal requirement to appoint an accountable officer was introduced into the OPR in April of 2013 with the audit commencing in June 2013. As a result, this role at TransCanada had only been in effect for approximately two months and the accountable officer was not able to complete an annual planning cycle that would allow for the Board's evaluation of the substantive responsibilities attached to this position. In this context, the Board is satisfied in its assessment that TransCanada has appointed an accountable officer and outlined the responsibilities of this position to the Board in accordance with the regulatory requirements and submission deadlines. As a result, the Board finds TransCanada to be Compliant with this sub-element.

1.2 Policy and Commitment Statements

Expectations: The company shall have documented policies and goals intended to ensure activities are conducted in a manner that ensures the safety and security of the public, workers, the pipeline, and protection of property and the environment. The company shall base its management system and protection programs on those policies and goals. The company shall include goals for the prevention of ruptures, liquids and gas releases, fatalities and injuries and for the response to incidents and emergency situations.

The company shall have a policy for the internal reporting of hazards, potential hazards, incidents and near-misses that includes the conditions under which a person who makes a report will be granted immunity from disciplinary action.

The company's accountable officer shall prepare a policy statement that sets out the company's commitment to these policies and goals and shall communicate that statement to the company's employees.

References: OPR section 6.3

Finding:

As part of TransCanada's Health, Safety and Environment (HS&E) Management System Framework, the Environmental Protection Program (EP Program) is aligned with its HS&E Commitment Statement which includes the statement "we conduct our business so it meets or exceeds all applicable laws and regulations and minimize risk to our employees, the public and the environment". TransCanada demonstrated that its HS&E Commitment Statement is:

- current and signed by the accountable officer and other officers of the company;
- posted at the regional offices visited as part of this audit;
- communicated to all employees by senior leaders, managers and program owners;
- communicated at the annual safety stand down meetings conducted at all regions and areas;
- reviewed by new employees as part of the onboarding process and also includes the review of the Health Safety and Environment Management System; and
- reviewed during the annual Health, Safety and Environment Committee meeting.

The commitment statement and accompanying documentation outline TransCanada's management principles and provides clear program goals. The

EP Program is guided by these documents. Interviews with company representatives at all levels revealed a consistent awareness of the commitment statement as well as a clear understanding of its intent.

In addition to its HS&E Commitment Statement, TransCanada provided its Code of Business Ethics for review, which includes the requirement for TransCanada staff to report any actual or suspected violation of the law without fear of retaliation. In the Board's view, however, these documents do not meet the Board's expectations as hazards and potential hazards associated with the EP Program are not necessarily identifiable as violations of the law. TransCanada has also implemented an Incident Management Program to manage the reporting of violations, hazards and potential hazards that "encourages notification of all incidents". The Board has determined that it is not clear from this code or the Incident Management Program that TransCanada staff who report hazards, potential hazards, incidents or near-misses associated with the EP Program would be protected from disciplinary action. Thus, the Board finds TransCanada to be Non-Compliant with this sub-element.

2.0 PLANNING

2.1 Hazard Identification, Risk Assessment and Control¹

Expectations: The company shall have an established, implemented and effective process for identifying and analyzing all hazards and potential hazards. The company shall establish and maintain an inventory of hazards and potential hazards. The company shall have an established, implemented and effective process for evaluating the risks associated with these hazards, including the risks related to normal and abnormal operating conditions. As part of its formal risk assessment, a company shall keep records to demonstrate the implementation of the hazard identification and risk assessment processes.

The company shall have an established, implemented and effective process for the internal reporting of hazards, potential hazards, incidents and near-misses, and for taking corrective and preventive actions, including the steps to manage imminent hazards. The company shall have and maintain a data management system for monitoring and analyzing the trends in hazards, incidents, and near-misses.

The company shall have an established, implemented and effective process for developing and implementing controls to prevent, manage and mitigate the identified hazards and risks. The company shall communicate those controls to anyone exposed to the risks.

References: OPR section 6.5(1)(c),(d),(e),(f),(r),(s)

Finding:

Through the company's Issue and Incident Management System, TransCanada was able to demonstrate that it has an established, implemented and effective process for the reporting of hazards, incidents and near-misses. Environmental related incidents were reviewed by the auditors for their cause and appropriate corrective and preventive actions were implemented by TransCanada.

TransCanada was able to demonstrate that at the project level (i.e., new construction), environmental hazard identification and associated risk assessments are completed either through the development of an Environmental Site Assessment or an Environmental Protection Plan, Job Safety Analyses and, review of incidents, etc. The company also demonstrated that it has developed an inventory of its environmental hazards related to its activities associated with normal operations; however, through interviews with company representatives, these hazards were identified informally through corporate knowledge and not as the result of a documented process as required by the OPR. While the inventory of hazards appeared adequate, the lack of a documented process for establishing, maintaining and updating this inventory could lead to the company's inability to

¹ Hazard: Source or situation with a potential for harm in terms of injury, ill health, damage to property, damage to workplace and environment, or a combination of these. Risk: Combination of the likelihood and consequence(s) of a specified hazardous event occurring.

proactively and repeatedly identify and manage new environmental hazards as they arise.

TransCanada also demonstrated through document review and interviews that a Health, Safety and Environment Risk Assessment process has been developed but has yet to be fully implemented. Due to the infancy of this process, the auditors were unable to assess the effectiveness of this process.

While TransCanada demonstrated that it has implemented elements of a hazard identification process, it lacks an established and documented process to ensure ongoing review and maintenance of its inventory. In addition, TransCanada was unable to demonstrate an implemented risk assessment process for the EP Program. As a result, TransCanada was not able to demonstrate that it had met the Board's requirements with respect to these requirements and thus, the Board has determined that this sub-element is Non-Compliant.

2.2 Legal Requirements

Expectations: The company shall have an established, implemented and effective process for identifying and monitoring compliance with all legal requirements that are applicable to the company in matters of safety, security and protection of the environment. The company shall have and maintain a list of those legal requirements. The company shall have a documented process to identify and resolve non-compliances as they relate to legal requirements, which includes updating the management and protection programs as required.

References: OPR section 6.5(1)(g),(h),(i)

Finding:

Interviews with TransCanada staff indicated that the monitoring of legal requirements is conducted through multiple methods, with examples including contracts with external providers and staff participation in industry associations. The company has also recently developed a process to assess changes to environmental related legislative requirements that could impact their operations. While the process appears to be adequate, the auditors were unable to assess its effectiveness as the process has not been implemented.

TransCanada also provided a copy of its Legislative Monitoring Process document in support of its process for identifying and monitoring legal requirements. Last revised in 2011, this document outlines the steps TransCanada takes to monitor legislation for any regulatory changes that could impact its pipe, energy and gas storage in Canada. The document also outlines that the Director or Vice President of a business unit impacted by a regulatory change is accountable to ensure conformance of company standards and specifications with the regulatory requirements. The process document formally indicates that it provides direction and describes the services and resources available for the review and management of identified regulatory requirements. It also includes a management of change process to affect changes where required. Substantively, however, the Board notes that the Legislative Monitoring Process is limited to listing legislation, and does not capture the legal requirements included in regulatory certificates. As such, the Board views its scope as not meeting the Board's expectations.

TransCanada was able to demonstrate that the identification of legal requirements occurs for construction projects through the development of a site specific Environmental Site Assessment and/or Environment Protection Plan. TransCanada also incorporated the management of legal requirements directly into its operating procedures through the TransCanada Operations Procedures (TOPs) Program. TransCanada implemented this document control program to manage and control its over two hundred operational procedures and the related documentation. TransCanada indicated that within the TOPs Program database it has included the list of the legal requirements. According to TransCanada staff, the TOPs database lists all of the relevant legislation associated with the procedures as well as the as the legislative driver, the contact who is responsible for managing the TOP and any changes that are required. The TOPs Program database lists the regulations and has the functionality that allows staff to electronically access the listed regulations. According to staff, TOP owners in their respective business units are responsible for monitoring the legal requirements that

will impact its procedures during annual reviews.

Through reviewing a sampling of these operating procedures, the company demonstrated that each operating procedure includes legislation references; however, the references did not specify the relevant provisions nor summarize the expectations of the requirements. In addition, certain legal requirements were absent from these operating procedures. As an example, inspections of several of the company's compressor stations in Alberta observed domestic water wells operating without the necessary approvals as per the Government of Alberta Water Act. Of particular note was the exclusion of the NEB OPR EP Program requirements and as a result, lack of expectations that could be used in the development and evaluation of the company's operating procedures, as well as audit, inspection and investigation processes. While the current process may function to track changes to legal requirements and integrate them to some degree, the Board has determined that it is not effective to address all changes that would affect the EP Program, given the legislation it lists for consideration includes predominantly legislative titles without reference to their particular provisions. As the Board's regulations are process and outcome focused, a clear interpretation and description of the requirements in relation to TransCanada's facilities and associated activities is required to ensure compliance.

While TransCanada demonstrated that it is tracking, listing and conducting internal notifications regarding some regulatory changes, it did not demonstrate that it has a complete list of legal requirements. Therefore, TransCanada did not demonstrate that it has an established, implemented and effective process for identifying and monitoring compliance with all legal requirements that are applicable to the company in matters of protection of the environment as the Board expects. As a result, the Board has determined that this sub-element is Non-Compliant.

2.3 Goals, Objectives and Targets

Expectations: The company shall have an established, implemented and effective process for developing and setting goals, objectives and specific targets relevant to the risks and hazards associated with the company's facilities and activities (i.e., construction, operation and maintenance). The company's process for setting objectives and specific targets shall ensure that the objectives are those required to achieve its goals, and shall ensure that the objectives and targets are reviewed annually.

The company shall include goals for the prevention of ruptures, liquid and gas releases, fatalities and injuries, and for the response to incidents and emergency situations. The company's goals shall be communicated to employees.

The company shall develop performance measures for assessing the company's success in achieving its goals, objectives, and targets. The company shall annually review its performance in achieving its goals, objectives and targets and the performance of its management system. The company shall document the annual review of its performance, including the actions taken during the year to correct any deficiencies identified in its quality assurance program, in an annual report, signed by the accountable officer.

References: OPR sections 6.3, 6.5(1)(a),(b),6.6

Finding:

Company staff indicated through interviews that, on an annual basis, senior management sets corporate Key Performance Areas, Key Performance Indicators and performance standards that are applied and measured at every level within the organization through each individual's performance agreement and corporate environmental scorecard (also referred to as the Annual Business Plan - Environment). TransCanada has also established annual environmental strategies, objectives and tactics for the operations aspect of the pipeline system of which the environmental specialists can then also establish specific tactics based on the needs within their region.

During interviews at the management level, TransCanada staff articulated multiple terms interchangeably in their description of their performance measurement. For example, in reviewing the information TransCanada provided, the Board noted that it links its HS&E Programs to the Key Focus Area titled "Safety & Environmental Compliance" which can be found in the Peak Performance insert card. However, TransCanada also refers to the Corporate Performance Scorecard which uses the term "Key Performance Area". It was not clearly explained how the Key Focus Areas differ from Key Performance Areas or how either of these terms equate to goals, targets or objectives, as required by the Board. Consequently, during the audit, and to advance the Board's assessment of this sub-element, Board auditors requested clarification from TransCanada via a table of concordance to confirm the appropriate correlation between TransCanada's varied internal terminology and the regulatory requirements. This table was not, however, provided to Board auditors during the audit. As a result, the Board is not in a position to find TransCanada compliant with the Board's expectations in this sub-element. In developing any Corrective Action Plan for this finding, TransCanada will have to demonstrate clearly how it is

meeting these expectations.

TransCanada could also not demonstrate that it has established corporate Goals Objectives and Targets GOTs that refer to the ongoing protection of environment as per section 6.3(1) and 6(c) of the OPR. In reviewing the 2013 environmental scorecard provided by the company, the auditors noted that the only objective specific to the performance of the EP Program is to ensure compliance with the appropriate regulations. While the Board recognizes that compliance is the primary objective of any environmental protection program, the Board also expects its regulated companies to identify and seek out opportunities for continual improvement within their management system and protection programs. It should be noted that the TransCanada has embarked in developing a Corporate Environmental Strategy which will provide a framework for establishing future goals, objectives and targets specific to environmental protection.

While TransCanada demonstrated that it has developed a corporate objective to remain compliant with environmental regulations, it did not demonstrate that specific environmental protection GOTs were documented nor discussed at management meetings. Furthermore, linkages between TransCanada's varied internal terminology and regulatory requirements were not confirmed. Therefore, TransCanada did not demonstrate that it has an established, implemented and effective process for developing and setting goals, objectives and specific targets relevant to the risks and hazards associated with its facilities and activities. As a result, the Board has determined that this sub-element is Non-Compliant.

2.4 Organizational Structure, Roles and Responsibilities

Expectations: The company shall have a documented organizational structure that enables it to meet the requirements of its management system and its obligations to carry out activities in a manner that ensures the safety and security of the public, company employees and the pipeline, and protection of property and the environment. The documented structure shall enable the company to determine and communicate the roles, responsibilities and authority of the officers and employees at all levels. The company shall document contractors' responsibilities in its construction and maintenance safety manuals.

The documented organizational structure shall also enable the company to demonstrate that the human resources allocated to establishing, implementing and maintaining the management system are sufficient to meet the requirements of the management system and to meet the company's obligations to design, construct, operate or abandon its facilities to ensure the safety and security of the public and the company's employees, and the protection of property and the environment. The company shall complete an annual documented evaluation in order to demonstrate adequate human resourcing to meet these obligations.

References: OPR sections 6.4, 20, 31

Finding:

Through interviews as well as document and record review, TransCanada was able to demonstrate that all staff with environmental responsibilities has clear role and responsibility statements applicable to their positions within the environmental or organizational structure. The company was also able to demonstrate that it had an organizational structure that would allow its EP Program to effectively function. For the operational aspects of their pipeline system, regional environmental specialist positions have been created and filled and these staff members are also supported by subject matter experts in the corporate office. For construction or other non-routine projects, the company demonstrated through interviews that sufficient resources were available to ensure environmental protection objectives were met. Further to this, a formal assessment of the resources required to successfully implement the EP Program occurs on an annual basis through the budgeting process and includes both direct (i.e., subject matter expert) and indirect (i.e., operational staff carrying out environmental tasks through Avantis Work Order System) resource requirements.

While Board inspections conducted prior to both the audit and interviews resulted in a few environmental non-compliances, the Board is of the view that these non-compliances are not the result of a lack of environmental resources. Rather, they are the result of other management system deficiencies (i.e., understanding appropriate legal requirements and communications of previous non-compliances).

The Board did not identify any non-compliance with TransCanada's documented organizational structure relating to the protection of the environment. As a result, the Board views the sub-element as being Compliant.

3.0 IMPLEMENTATION

3.1 Operational Control-Normal Operations

Expectations: The company shall have an established, implemented and effective process for developing and implementing corrective, mitigative, preventive and protective controls associated with the hazards and risks identified in elements 2.0 and 3.0, and for communicating these controls to anyone who is exposed to the risks.

The company shall have an established, implemented and effective process for coordinating, controlling and managing the operational activities of employees and other people working with or on behalf of the company.

References: OPR section 6.5(1)(e),(f),(q)

Finding:

Review of the TOPs Framework and associated environmentally focused procedures/controls (Surface Water Sampling, Vegetation Management, etc.) indicated that the process appears to be adequate and is being implemented as designed. Company representatives throughout the organization were aware of their responsibilities as they pertain to the controls, whether it is technical specialists who are tasked with maintaining and evaluating the effectiveness of each procedure or operations staff who are tasked with the implementation of the procedure.

The Board determined that, in accordance with its expectations, TransCanada communicates controls to staff that may be exposed to risks through project kick-off and tailgate meetings. For contractors, controls are communicated initially through the internal procurement and review process for prequalification and then evaluated on site while completing various activities. Performance is then assessed for compliance with TransCanada requirements, issues are entered and ranked in Incident and Issue Tracking (IIT) and evaluation of contractor performance is tracked. Where performance does not meet TransCanada requirements, corrective actions are required by the contractor. As an example, records from an environmental remediation project at the Didsbury Compressor Station that was being completed by a TransCanada qualified contractor were reviewed with no issues noted.

The Board did not identify any non-compliances with TransCanada's processes for developing and implementing corrective, mitigative, preventive and protective controls associated with the hazards and risks of its operations. As a result, the Board views these processes as being Compliant in meeting its expectations for this sub-element.

The Board notes that the corrective actions implemented by TransCanada to address findings in sub-elements 2.1 and 2.2 will trigger the updating of the operational controls discussed in this section to introduce appropriate controls for any newly identified hazards, risks and legal requirements.

3.2 Operational Control-Upset or Abnormal Operating Conditions

Expectations: The company shall establish and maintain plans and procedures to identify the potential for upset or abnormal operating conditions, accidental releases, incidents and emergency situations. The company shall also define proposed responses to these events and prevent and mitigate the likely consequence and/or impacts of these events. The procedures must be periodically tested and reviewed, and revised where appropriate (for example, after upset or abnormal events). The company shall have an established, implemented and effective process for developing contingency plans for abnormal events that may occur during construction, operation, maintenance, abandonment or emergency situations.

References: OPR section 6.5(1)(c),(d),(e),(f),(t)

Finding:

Review of TransCanada's documents and records, as well as interviews with EP Program staff indicated that the company was able to demonstrate that it has appropriate controls to minimize, respond to or mitigate the environmental effects associated with upset or abnormal operating conditions of its operating processes. The formal procedures, including emergency management, that have been developed included the high-risk hazards that should be addressed. Similarly, TransCanada was able to demonstrate that certain EP Program staff are trained as first responders and as well as other roles within the Incident Command Structure (ICS). Further, it was noted that environmental-related processes and procedures included practices to be implemented if abnormal or upset conditions were detected or were occurring.

TransCanada was able to demonstrate that its EP Program staff plays a role in supporting the Emergency Management Program by fulfilling and being trained on various technical roles within the ICS framework. As a result, the Board has determined this sub-element to be Compliant.

3.3 Management of Change

Expectations: The company shall have an established, implemented and effective process for identifying and managing any change that could affect safety, security or protection of the environment, including any new hazard or risk, any change in a design, specification, standard or procedure and any change in the company's organizational structure or the legal requirements applicable to the company.

References: OPR section 6.5(1)(i)

Finding:

At the time of the audit, TransCanada had developed and implemented two separate MOC processes to manage and document changes that affect its EP Program. The first process was developed and implemented as part of its Integrity Management Program, and is captured in a MOC form (Integrity MOC). This Integrity MOC is asset based and therefore is triggered by changes to equipment or software. Changes are described and tracked using a standardized form that documents both the description of the rationale for the change being managed, as well as internal and external stakeholder notifications that need to be considered under its process.

The second process used to manage changes in TransCanada's EP Program relies on the TOPs database and the TOPs Program Framework Document. The TOPs database contains various environmental related operating procedures and some documents that pertain to the EP Program.

As per the TOPs Program Framework Document, when the TransCanada TOP owner modifies a specific procedure and reloads it into the database, the TOPs database automatically notifies a list of pre-identified internal stakeholders of the new version of the document in order to systematically solicit comments on the changes. Further, once changes have been finalized, the TOPs Program automatically disseminates a monthly report for all employees outlining the TOPs that have been modified during the previous period.

The Board notes that these processes only capture changes that have materialized and do not include steps to proactively identify change that could affect safety, security or the protection of the environment. The Board has determined that by using the Integrity MOC and TOP framework processes, TransCanada has operationalized some aspects necessary for an MOC process by documenting and communicating some types of change through document versioning, however, these processes are not adequate either separately or in combination to satisfy the OPR requirements.

In considering the MOC process as it integrates the HS&E management system, during the audit, TransCanada staff indicated that, while the company considers its presently implemented MOC processes to be compliant with the Board's requirements, it has a project underway to implement a singular MOC process which will better meet the Board's requirements. The new MOC process is scheduled to be fully implemented by the end 2014. TransCanada staff provided an overview presentation of the new MOC process. Initial review indicates that it could potentially address the OPR requirements.

During interviews TransCanada indicated that the company has developed the new MOC process as the result of a corrective action arising from an internal audit completed in 2009. While the Board acknowledges the improvements that the new process represents, the Board notes that that the 2014 implementation date represents approximately 5 years from identification through to correction. The Board has addressed this issue in its evaluation of sub-elements 4.3 Internal Audits and 5.1 Management Review.

While TransCanada has implemented some aspects of a MOC, at the time of the audit, TransCanada did not demonstrate that it has an established and implemented a process for identifying and managing change that could affect safety, security or protection of the environment, including new hazards or risks, changes in design, specifications, standards or procedures, and change in the company's organizational structure or the legal requirements. As a result, the Board has determined that this sub-element is Non-Compliant.

The Board notes that the corrective actions implemented by TransCanada to address findings in sub-elements 2.1 and 2.2 will trigger the updating of the MOC discussed in this sub-element.

3.4 Training, Competence and Evaluation

Expectations: The company shall have an established, implemented and effective process for developing competency requirements and training programs that provide employees and other persons working with or on behalf of the company with the training that will enable them to perform their duties in a manner that is safe, ensures the security of the pipeline and protects the environment.

The company shall have an established, implemented and effective process for verifying that employees and other persons working with or on behalf of the company are trained and competent, and for supervising them to ensure that they perform their duties in a manner that is safe, ensures the security of the pipeline and protects the environment. The company shall have an established, implemented and effective process for making employees and other persons working with or on behalf of the company aware of their responsibilities in relation to the processes and procedures required by the management system or the company's protection programs.

The company shall have an established, implemented and effective process for generating and managing training documents and records.

References: OPR section 6.5(1)(j),(k),(l),(p)

Finding:

Through documentation and record review, and during interviews with staff, the company demonstrated that it has dedicated training staff that have developed a formalized training process within its Learning Management System. The process involves formal identification, assignment and monitoring of training requirements. All training records reviewed were current and individual training profiles reviewed appeared adequate for the position. The company has developed an Environmental Training and Awareness Program that provides the framework for all required environmental related training, including modules related to the various operational procedures that staff could be involved with. With respect to the assurance of contractor training and competence, TransCanada has also established a pre-qualification process that includes both safety performance and environmental technical considerations. These formal processes and practices were appropriate in managing a training program to meet the Board's requirements.

While training modules for EP Program areas and procedures have been established to include testing, the company was not able to demonstrate that operations staff is assessed to verify their competency in completing environmental related tasks. As an example, members of the regional operations management team along with a representative from the regional Joint Health Safety Environment Committee are tasked with completing annual inspections at their compressor stations and other aboveground facilities. Interviews indicated that environmental specialists can participate in these inspections, but in those cases where environmental expertise is absent, TransCanada could not confirm through document review that the designated internal inspectors are competent in assessing environmental conditions at these facilities. Also, the training module for other environmental related tasks such as the sampling and discharging of accumulated surface and/or groundwater in underground valve culverts at facilities does not include a

competency component.

TransCanada could not demonstrate that it has effectively established and implemented processes for developing and verifying competency requirements in order to ensure the protection of the environment. As a result, the Board has determined that this sub-element is Non-Compliant.

The Board notes the corrective actions implemented by TransCanada to address findings in sub-elements 2.1 and 2.2 may trigger the updating of the training program to address any newly identified legal requirements or hazards.

3.5 Communication

Expectations: The company shall have an established, implemented and effective process for the internal and external communication of information relating to safety, security and environmental protection. The process should include procedures for communication with the public, company employees, contractors, regulatory agencies and emergency responders.

References: OPR section 6.5(1),(m)

Finding:

Environmental staff was able to demonstrate appropriate, ongoing communication practices, procedures and activities between TransCanada and its external stakeholders. The stakeholders involved included corporate and private individuals surrounding the facilities. The company was also able to demonstrate through document review that a significant amount of meetings occur at all of levels within the organization.

Where the company was not able to demonstrate compliance with the Board's requirements was in the communication of environmental non-compliances (in particular Board non-compliances) vertically and horizontally across the organization. As an example, Board inspectors have issued several non-compliances since the fall of 2011. In reviewing corporate and regional management records in this time frame, references to these non-compliances were neither on the agenda nor included in the meeting minutes. The Board is of the view that this transfer of information, whether positive or negative, would assist in confirming the EP Program is effective and could identify areas for improvement.

TransCanada also indicated through interviews that non-compliances are tracked and communicated through its Incident and Issue Management program. However, repeat Board non-compliances (integrity testing of underground storage tanks) have occurred since 2011 and in multiple regions across the organization. The Board is of the view that these repeat non-compliances are the result of a deficient communication process.

TransCanada could not demonstrate that it has effectively established and implemented a process relating to external and internal communication requirements. As a result, the Board has determined that this sub-element is Non-Compliant.

3.6 Documentation and Document Control

Expectations: The company shall have an established, implemented and effective process for identifying the documents required for the company to meet its obligations to conduct activities in a manner that ensures the safety and security of the public, company employees and the pipeline, and protection of property and the environment. The documents shall include all of the processes and procedures required as part of the company's management system.

The company shall have an established, implemented and effective process for preparing, reviewing, revising and controlling documents, including a process for obtaining approval of the documents by the appropriate authority. The documentation should be reviewed and revised at regular and planned intervals.

Documents shall be revised where changes are required as a result of legal requirements. Documents should be revised immediately where changes may result in significant negative consequences.

References: OPR sections 6.5(1)(i),(n),(o),6.5(3)

Finding:

In order to manage and control its over two hundred procedures and the related operational documentation, TransCanada has developed and implemented the TOPs Program. The TOPs Program owner is the Vice President of Engineering and Asset Reliability and TransCanada has outlined the TOPs Program in a framework document (TOPs Program Framework Document). According to this document, "the objective of the TransCanada TOPs Program is to create a framework for the development and maintenance of the documentation necessary for TransCanada employees and contractors to efficiently and correctly conduct the operational and maintenance activities associated with TransCanada's facilities". Also the TOPs Program Framework Document clarifies that, "the TOP Program applies to all TransCanada TOPs when being created, revised, reviewed or retired."

In addition to identifying documents, the Board also expects companies to have a process for preparing, reviewing, revising and controlling those documents, and a process for obtaining approval of the documents by the appropriate authority. TransCanada has developed and implemented a database to house all of the TOPs documents. Available to staff at all locations through the corporate Intranet, the TOPs database has the functionality to generate a monthly report to track and alert internal stakeholders to any updates to TOPs and produces a monthly report listing the TOPs that have been updated.

The audit identified that the TOPs Program Framework Document provides for planning, document development, alignment with management systems, review, measurement, analysis, control, audits and improvement of the TOPs.

TransCanada demonstrated that it has a documented process for the development, revision and management of operational procedures. Records

reviewed demonstrated that this process has been implemented. However, other pertinent environmental protection documents (design standards, manuals, plans, etc.) outside of the TOPs Framework do not have documented review and revision cycles. Also, in some cases observed by the auditor, review and revision cycles were established but not followed. Examples include:

- Mainline and BC System Environmental Design Standard last updated in 2003 but internal guidance states that the standard is to be reviewed and modified annually;
- Post Construction Reclamation and Monitoring Integrity Plan last updated in 2009 but internal guidance states that the plan is to be reviewed annually;
- Site Assessment and Remediation Program was updated during the audit to incorporate Board Remediation Process Guide that has been in place since 2011. Previous review of this document was completed in 2003;
- Environmental Noise Design Philosophy Directive, List of Selected References and Noise Design Procedure all dated 2001 with no internal guidance for review and revision; and
- Waste and Hazardous Material Management Manual was last revised in 2009 with no internal guidance for review and revision.

While these documents primarily function as over-arching guidance documents with respect to the various environmental hazards that the company will or could affect, it was noted during interviews that these documents are used across the organization and thus should be periodically reviewed and revised to ensure its adequacy and effectiveness.

TransCanada did not demonstrate that it has effectively established and implemented a process relating to the management of documents required to meet its OPR obligations. As a result, the Board has determined that this sub-element is Non-Compliant.

4.0 CHECKING AND CORRECTIVE ACTION

4.1 Inspection, Measurement and Monitoring

Expectations: The company shall have an established, implemented and effective process for inspecting and monitoring the company's activities and facilities to evaluate the adequacy and effectiveness of the protection programs and for taking corrective and preventive actions if deficiencies are identified. The evaluation shall include compliance with legal requirements.

The company shall have an established, implemented and effective process for evaluating the adequacy and effectiveness of the company's management system, and for monitoring, measuring and documenting the company's performance in meeting its obligations to perform its activities in a manner that ensures the safety and security of the public, company employees and the pipeline, and protection of property and the environment.

The company shall have an established, maintained and effective data management system for monitoring and analyzing the trends in hazards, incidents and near-misses. The company shall have documentation and records resulting from the inspection and monitoring activities for its programs.

The company management system shall ensure coordination between its protection programs, and the company should integrate the results of its inspection and monitoring activities with other data in its hazard identification and analysis, risk assessments, performance measures and annual management reviews, to ensure continual improvement in meeting the company's obligations for safety, security and protection of the environment.

References: OPR sections 6.1(d), 6.5(1)(g),(s),(u),(v),(w),56

Finding:

During the audit, company staff indicated that inspection and monitoring consists of a four-tiered governance model, with each tier focused on a different level of activity. As a result, there are a number of established methods that TransCanada implements in order to inspect and monitor its right-of-way and associated facilities. These include:

- Annual Planned Inspection Compressor Station;
- Planned Inspection Meter Stations;
- Monthly Waste Storage Inspection and Inventory;
- Monthly Facility Inspection;

- Underground Storage Tank Integrity Testing;
- Dry Well Water Testing;
- Building Spill Containment System Integrity Inspection; and
- Aerial Patrol Checklists.

TransCanada was able to demonstrate that it uses several methods to monitor and measure the performance of its EP Program. It also demonstrated that the records of the inspections are captured and maintained in its Electronic Document Management System. In addition to the annual performance measures established by TransCanada for the EP Program, the actions resulting from the Tier 1, 2, 3 and 4 inspections and audits are captured in scorecards and IIT to track their management and resolution. The scorecards are reported to program management, senior management and through the annual management review process, to executive leadership.

In reviewing the aforementioned process, procedures and their associated documents (i.e., forms), the Board is of the view that the technical content is appropriate to ensure that the inspection and monitoring program can assess the adequacy and effectiveness of the EP Program. However, TransCanada could not demonstrate that these procedures have been consistently implemented. As an example, the Board auditors requested records from the Planned Inspection Compressor Station for several compressor stations within the Wildrose Region for the years of 2011-13. Upon reviewing the records, the section containing environmental considerations was blank for all facilities and for all years. In addition, similar records were requested for a compressor station in the Central Region. Review of the records indicated that all three annual inspections were completed in the winter months and thus environmental considerations could not be assessed. Finally, similar records were requested for compressor stations in the Rocky Region but these records were not made available for the auditors to review.

The Board's auditors also requested records from the aerial patrol overflights. While TransCanada did provide records demonstrating that aerial vegetation surveys are being completed in the Rocky Region, TransCanada could not consistently demonstrate across its pipeline system that it is proactively evaluating and assessing the condition of its pipeline right-of-way.

TransCanada could not demonstrate that it has effectively established and implement a process for inspecting and monitoring its activities and facilities and for evaluating the adequacy and effectiveness of its EP program. As a result, the Board has determined that this sub-element is Non-Compliant. The Board notes that the corrective actions for sub-elements 2.1 and 2.2 may affect the processes described in this element.

Compliance Status: Non-Compliant

4.2 Investigating and Reporting Incidents and Near-misses

Expectations: The company shall have an established, implemented and effective process for reporting on hazards, potential hazards, incidents and near-misses, and for taking corrective and preventive actions. This should include conducting investigations where required or where hazards, potential hazards, incidents and near-misses have or could have resulted in the safety and security of the public, company employees and the pipeline, and protection of property and the environment, being significantly compromised.

The company shall have an established, maintained and effective data management system for monitoring and analyzing the trends in hazards, incidents and near-misses.

The company should integrate the results of its reporting on hazards, potential hazards, incidents and near-misses with other data in hazard identification and analysis, risk assessments, performance measures and annual management reviews, to ensure continual improvement in meeting the company's obligations for safety, security and protection of the environment.

References: OPR sections 6.5(1)(r),(s),(u),(w),(x),52

Finding:

The audit identified that TransCanada has implemented its Incident and Issue Management Program in order to track, document, analyze, communicate and report hazards, near-misses, and injuries. The Incident and Issue Management Program is supported by tools and procedures designed to promote the reporting, tracking, resolution, communication, and sharing of learnings for events that cause loss or had the potential to cause loss or injury. Events such as injury and illness, spill or release, environmental related issues and Tier 1, Tier 2 and Tier 3 audit findings are tracked and managed by the Incident and Issue Management Program as well.

The Incident and Issues Management Program TOP documents the procedures for how incidents and issues are managed by TransCanada. The main components of the program include incident notification and reporting, investigation, follow-up and sharing. In support of this TOP, TransCanada has implemented an internal web-based Incident Management System (IMS) that defines how incidents are managed and to ensure that TransCanada meets its commitments and satisfies regulatory requirements. The IMS provides for incident response, notification, investigation, documentation, follow-up and sharing information and includes links to incident investigation processes, checklists policies, guides, tools and regulations.

An integral component of the IMS is the IIT Process. The IIT Process is an incident management process that provides for incident response, notification, investigation, documentation, follow-up and sharing of learnings. The IIT is an internal web-based electronic database tool that is available to TransCanada employees. The IIT tracks internal and external compliance reporting of incidents and near misses and corrective actions. It is used to implement actions to address hazards and risks and features two types of notifications that are sent to pre-determined notification profiles (e-mail lists). The profiles are for event notifications (incidents, issues) and action notifications sent to accountable parties. The IIT generates reports

on incidents, events and causes and can search events by categories including: classification counts (incidents by classification), spills, gas releases, hazard analysis and controls, and abnormal operations. A training module for IIT is presented to employees as part of the Learning Management System. The Board also noted TransCanada's established and implemented procedures for external reporting of incidents in accordance with regulatory requirements.

TransCanada was able to demonstrate that its process for reporting on hazards, potential hazards, incidents and near-misses, and for taking corrective and preventive actions with respect to the EP Program, was effective to meet the Board's expectations. A sampling of completed and outstanding environmental related IIT records was reviewed from different regions of the pipeline system and all issues/incidents had appropriate corrective actions and were implemented in an acceptable timeframe.

As TransCanada was able to demonstrate that it has a process in place to identify, track, analyze and resolve issues and incidents throughout its Incident and Issue Management Program, the Board views this process as being Compliant in meeting its expectations for this sub-element.

Compliance Status: Compliant

4.3 Internal Audits

Expectations: The company shall have an established, implemented and effective quality assurance program for its management system and for each protection program, including a process for conducting regular inspections and audits and for taking corrective and preventive actions if deficiencies are identified. The audit process should identify and manage the training and competency requirements for staff carrying out the audits.

The company should integrate the results of its audits with other data in hazard identification and analysis, risk assessment, performance measures and annual management review, to ensure continual improvement in meeting the company's obligations for safety, security and protection of the environment.

References: OPR sections 6.5(1)(w),(x),53

Finding:

Review of the documentation and records provided by TransCanada demonstrated that it has established and implemented an audit program to assess its management programs and provide quality assurance of same. This multi-level approach consists of:

- Tier 1 Conformance reviews;
- Tier 2 Inspections: Planned inspections;
- Tier 3 Internal system audits and targeted audits focused on maintenance and equipment suitability; and
- Tier 4 External audits and assessments.

Records provided by TransCanada during the audit demonstrated that the audit program is presently being implemented at a frequency exceeding the OPR requirements to audit on a maximum three-year interval. Review of TransCanada's audit program documentation and records of audits indicated that TransCanada's audits are not meeting the requirements for audits outlined in OPR section 53. Specifically, TransCanada could not demonstrate that the audits are being conducted to ensure that their pipelines are designed, constructed, operated and abandoned in compliance with the legal requirements outlined in that section. Review of the internal audit standard and audit specific internal audit protocols and records indicated that TransCanada focuses almost exclusively on evaluating the implementation of its existing programs, procedures and practices, as designed, as opposed to statutory compliance. TransCanada did provide records indicating that some of the content was covered during the external audit processes (Tier 4); however, TransCanada was unable to provide appropriate records of the external audit protocols or working files. As a result, it could not clearly demonstrate the content and extent of the review. Further, review of records outlining the direction provided by TransCanada to its external auditors outlined a focus on conformance to internal requirements or conformance to external ISO standards. While the Board encourages the practice of comparing performance relative to international standards in order to improve audit programs, conformance to internal procedures and external ISO standards alone is not sufficient for a quality assurance program because it does not include all relevant legal requirements. Without an evaluation of compliance to its legal requirements, TransCanada has not

established an audit program that can determine the adequacy and effectiveness of its management system.

TransCanada has also established and implemented a process for developing and implementing corrective and preventive actions if deficiencies are noted during Tier 3 audits. This process utilizes its IIT database for assignment, tracking and closeout for all internal audit findings that have associated corrective or preventative actions identified.

Findings from the Tier 4, third party audits are discussed, prioritized and managed at the senior management level. However, the Board noted deficiencies in relation to quality assurance and corrective and preventive actions. The Board was unable to view, as part of a process, how TransCanada and its management consistently evaluated and prioritized the findings, recommendations and the development of preventive and corrective actions resulting from the internal and external audits. While management must have some latitude to manage the results of findings, there must be proceduralized guidelines to consider and prioritize the findings to ensure timely statutory compliance and the safety of public, workers and the environment. The Board was unable to find clear direction to guide managers during the development of corrective and preventive action plans provided within the processes reviewed. This may have contributed to unacceptable implementation periods for some of the identified deficiencies contained within the audit documents provided by TransCanada. For example, TransCanada's 2009 audit identified the need to develop and implement an MOC process across the company. During the Board's 2013 audit (this audit) it was noted that the MOC process would not be fully implemented until after the beginning of 2014. This is a lag period of at least 5 years from identification through to correction. The Board clearly described its MOC requirements in its 2009 Audit Protocol. The Board is of the view that all findings related to compliance must be acted on in a timely manner. As another example, the Board notes that the 2009 third party audit provided recommendations to management that they conduct third party audits of the internal programs to measure compliance. This recommendation is consistent with the Board's findings in this audit; however, as per records provided during the audit, TransCanada management decided not to act on the recommendation. Regardless of the third party audit recommendation to implement another third party review of compliance, an issue relating to compliance or assurance of compliance was identified during the audit. Review of TransCanada's internal audit processes indicated that there are no clear requirements to act on known or potential non-compliance findings during the management review of the audit results. This particular example could have led to compliant findings being made in other sub-elements in the Board's audit if TransCanada had acted on the recommendation.

While TransCanada was able to demonstrate that its quality assurance program is implemented on a scale that exceeds the Board's expectations with respect to frequency, its audits focused on conformance to internal requirements rather than compliance with statutory requirements. There was also a lack of guidance to enable senior management to prioritize and manage corrective and preventive actions for deficiencies identified in audits. This sub-element has therefore been found by the Board to be Non-Compliant.

Compliance Status: Non-Compliant

4.4 Records Management

Expectations: The company shall have an established, implemented and effective process for generating, retaining, and maintaining records that document the implementation of the management system and its protection programs, and for providing access to those who require them in the course of their duties.

References: OPR section 6.5(1)(p)

Finding:

TransCanada has established a Business Information Management Program to manage the records that are generated either in support of, or by, its operational activities. The Records Classification System and Records Retention Schedule document has been developed to address regulatory and business information retention requirements.

During the document review and site visits, Board auditors observed the electronic data management system that TransCanada has implemented to manage its EP Program related records. This system adheres to the TransCanada Records Classification System and Retention Schedule, which categorizes and assigns codes to records, and sets out the schedule for retention of records based on category and type.

The records management program includes the management of policies, procedures, guidelines, and documents related to departmental activities and functions. Documents and record types include email correspondence, Tier 1 and 2 inspections, Tier 3 and 4 audits, drawings, etc.

While some records requested by the auditors were not made available for review (please refer to 4.1 Inspection, Measurement and Monitoring), the Board is of the view that this is not as a result of a systemic deficiency in the company's ability to maintain and ensure the accessibility of records, as a significant amount of records were provided throughout the audit process.

The Board did not identify any non-compliances with TransCanada's process relating to establishing and implementing effective processes for generating, retaining, and maintaining records that document the implementation of the management system and its protection programs and for providing access to those who require them. As a result, the Board views these processes as being Compliant in meeting its expectations for this sub-element.

Compliance Status: Compliant

5.0 MANAGEMENT REVIEW

5.1 Management Review

Expectations: The company shall have an established, implemented and effective process for conducting an annual management review of the management system and each protection program and for ensuring continual improvement in meeting the company's obligations to perform its activities in a manner that ensures the safety and security of the public, company employees and the pipeline, and protection of property and the environment. The management review should include a review of any decisions, actions and commitments which relate to the improvement of the management system and protection programs, and the company's overall performance.

The company shall complete an annual report for the previous calendar year, signed by the accountable officer, that describes the performance of the company's management system in meeting its obligations for safety, security and protection of the environment and the company's achievement of its goals, objectives and targets during that year, as measured by the performance measures developed under the management system and any actions taken during that year to correct deficiencies identified by the quality assurance program. The company shall submit to the Board a statement, signed by the accountable officer, no later than April 30 of each year, indicating that it has completed its annual report.

References: OPR sections 6.5(1)(w), (x), 6.6

Finding:

Interviews with TransCanada staff and review of the supporting documentation and records provided by TransCanada indicated that the company undertakes a significant amount of work in the oversight of its EP program. Interviews also indicated that aspects related to the EP Program undergo regular review by TransCanada's regional and senior management teams. Members of TransCanada's senior management also participate in meetings on a regular basis at different field locations to evaluate the operations of the pipeline and associated facilities. The Board is also of the view that senior management has allocated the appropriate amount of resources to ensure the protection of the environment.

The HS&E Management System Framework document, dated 18 July 2011, outlines a high level overview of processes for collecting HS&E management system (HS&E MS) metrics, evaluating the HS&E MS, developing recommendations, communicating findings to senior management, and for the implementation of program and management system modifications. Interviews indicated there are several processes that TransCanada utilizes for reviewing environmental related performance including, a management scorecard, and a process for the review of audit findings. Review of the management scorecards indicated that they include and monitor a large number of program metrics. Review of documents and records indicates that the various reviews are being performed on a regular basis at several organizational levels within TransCanada and that the information flows vertically and across the organization.

The HS&E Management System Framework document also describes the HS&E governance structure for TransCanada. The structure includes a Corporate HS&E Committee (HS&E Committee) comprised of members of TransCanada's senior management. Part of the HS&E Committee's mandate is to provide

leadership and review the performance of the health, safety, wellness and environmental policies, programs and processes. The HS&E Committee also reviews implementation and effectiveness of policies, procedures and programs and makes recommendations to the HS&E Committee's Board of Directors. The HS&E Committee meets monthly, validates HS&E performance and goals, and conducts a review of incidents and incident trends. Annually, the HS&E Committee identifies key performance areas, sets the internal program goals and objectives, including the key performance indicators to monitor progress.

TransCanada provided records of the HS&E Committee meetings conducted on a monthly basis over the last two years. While the records demonstrated that a significant amount of health and safety topics are being discussed, it did not include a review of the EP Program nor was there sufficient environmental content discussed. While the Board acknowledges the amount of informal review of the EP Program conducted by TransCanada senior management, the company was not able to provide records demonstrating that this review is being completed on an annual basis as required by the OPR.

In reviewing this sub-element, the Board also considers companies' senior management involvement in prioritizing activities on behalf of the company in order to continually improve the EP Program. Specifically, these include evaluating and managing the results of: internal inspection and monitoring programs, investigations of incidents, audits, and the results of compliance verification activities conducted by regulatory agencies.

As noted above, TransCanada's senior management and Board of Directors are significantly involved in the direction and review of the company's HS&E related management system programs, including the EP Program. This audit, however, has made findings that could be partly attributed to management review and action requirements. These include findings relating to the development of the scope of company audits, the evaluation of audit findings and recommendations, and the development and implementation Corrective Action Plans to address some of the deficiencies identified by the audits. Upon reviewing the results of TransCanada's internal and external audits from 2009 and 2012, the company could not demonstrate that the findings were incorporated into the continual improvement of the EP Program nor provide evidence to why these findings were not actioned. As one example, a consistent finding relating to the development and implementation of an environmental risk assessment process was identified in the 2009 internal, 2009 external and 2012 external audits respectively and to this date, has yet to be fully implemented. The Board is of the view that senior management is ultimately responsible for ensuring that corrective actions related to internal and external audits are fully implemented in a timely matter, especially when they pertain to the company being in compliance with the appropriate regulations.

While TransCanada is undertaking a significant number of management review activities consistent with the descriptions included in the HS&E Framework document, it was not able to demonstrate a documented and comprehensive process for conducting a consistent management review of the EP Program and for ensuring continual improvement as described in the Board's expectations. As a result, the Board has determined that this sub-element is Non-Compliant.

Compliance Status: Non-Compliant

The "References" in this table contain specific examples of the legal requirements applicable to each element but are not exhaustive and do not represent a complete list of all applicable legal requirements audited to, which are found within the NEB Act and its associated regulations, as well as other applicable legislation, technical and other standards including the *Canada Labour Code* and CSA Z662, and any conditions contained within applicable certificates or orders enforced by the Board.

APPENDIX II

TRANSCANADA PIPELINES LIMITED AND NEB-REGULATED SUBSIDIARIES (TRANSCANADA)

MAPS AND SYSTEM DESCRIPTIONS

TransCanada PipeLines Limited and its subsidiaries included in the scope of this audit included specifically:

- TransCanada PipeLines Limited;
- TransCanada Keystone Pipeline GP Ltd.;
- Trans Québec & Maritimes Pipeline Inc.;
- Foothills Pipe Lines Ltd.; and
- NOVA Gas Transmission Ltd.

These subsidiaries hold the certificates for TransCanada's NEB-regulated facilities, which include the Canadian Mainline, Keystone Pipeline, TQM Pipeline System, Foothills System, and the Alberta (NGTL) System.

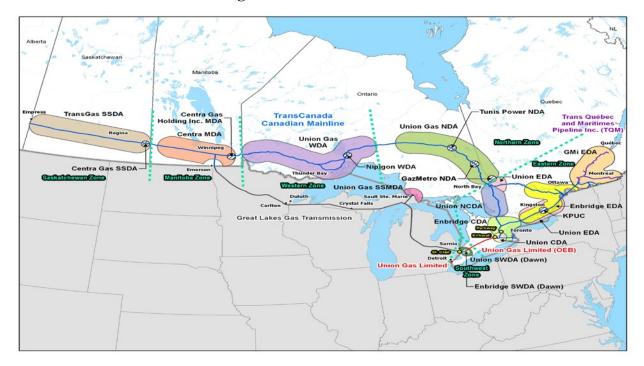


Figure 1: Canadian Mainline

The Canadian Mainline, shown in Figure 1, is a 14,100 km natural gas pipeline that extends from the Alberta/Saskatchewan border east to the Quebec/Vermont border and connects with other natural gas pipelines in Canada and the United States.

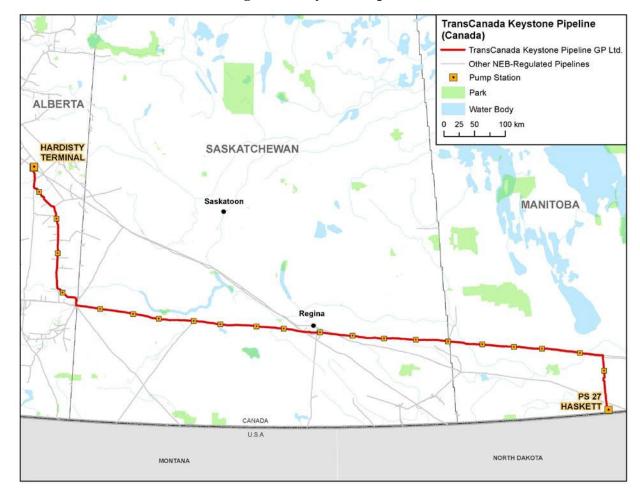


Figure 2: Keystone Pipeline

The Keystone Pipeline, shown in Figure 2, is a 1,251 km pipeline that transports crude oil from Hardisty, Alberta to the Manitoba/North Dakota border. The Keystone Pipeline continues into the United States.

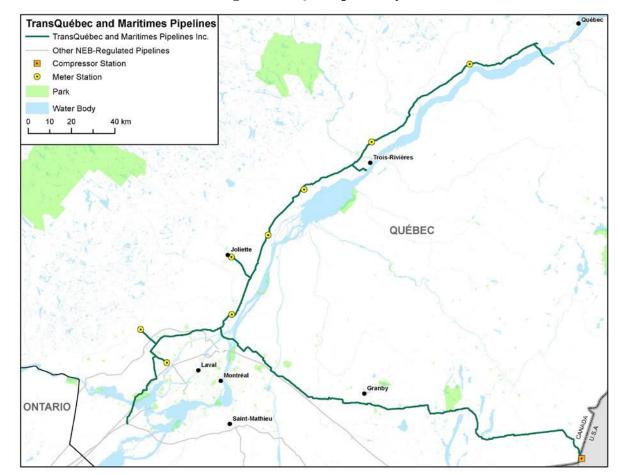


Figure 3: TQM Pipeline System

The TQM Pipeline System, shown in Figure 3, is a 573 km natural gas pipeline network in the Province of Quebec between Saint-Lazare, located west of Montreal, and Saint-Nicolas, located on the South Shore of Quebec City, and between Lachenaie, located East of Montreal, and East Hereford on the New Hampshire border.

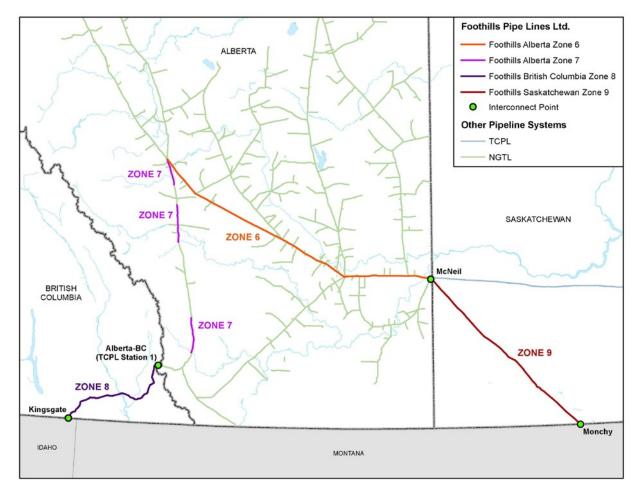


Figure 4: The Foothills System

The Foothills System, shown in Figure 4, is a 1,046 km natural gas pipeline system which carries natural gas from central Alberta to the United States.

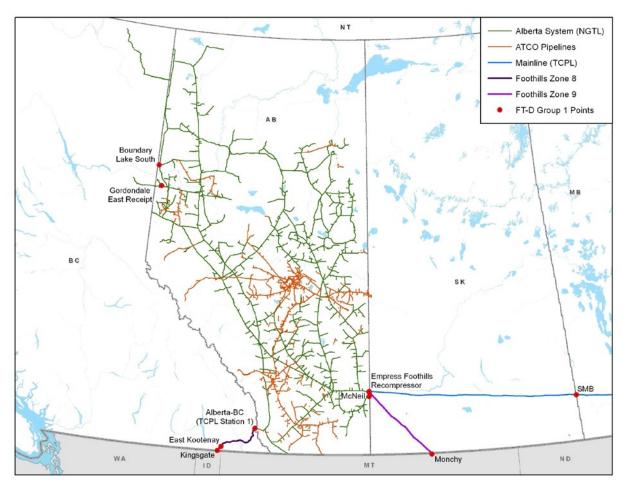


Figure 5: Alberta (NGTL) System

The Alberta (NGTL) System, shown in Figure 5, is a 24,828 km natural gas system which gathers natural gas for use within the province of Alberta. It delivers to provincial boundary points for connection with TransCanada's Canadian Mainline and Foothills natural gas pipelines and with the natural gas pipelines of other companies.

APPENDIX III

$Trans Canada\ Pipe Lines\ Limited\ and\ NEB-Regulated\ Subsidiaries\ (Trans Canada)$

Company representatives interviewed – Environmental Management

Company Representative Interviewed	Job Title
Greg Lohnes	Executive Vice-President, Operations and Major
	Projects / Accountable Officer as per the NEB Act
Bryce Lord	Vice President of Canadian Gas Pipelines and Storage
•	Operations
	Area Manager, Rocky Mountain House
James Baggs	Senior Vice President Operation & Engineering
Andrea Jalbert	Vice President, Community, Safety and Environment
	Senior Advisor, HSE Management Systems,
	Community, Safety & Environment
	Palliser Area Manager, Central Canada Region
_	Senior Damage Prevention Specialist
	Regional Director, Rocky Mountain Region
	Pilot (contract) Airborne Energy Solutions
	Senior Regulatory Compliance Specialist
	Electrical, Instrument and Controls Technician,
	Lakeland Area
	Manager, Lakeland Area
	Electrical, Instrument and Controls Technician, Rocky
	Mountain House Area
	Regional Environmental Specialist, Rocky Mountain
	Region
	Manager – Regional Asset Reliability, Rocky Mountain
	Region
	Pipeline/Measurement Technician, Palliser Area
	Regional Director, Central Region
	Regional Environmental Specialist, Central Region
	Environmental Project Manager, Central & Alberta
	Regional Director, Wildrose Region
	Regional Environmental Specialist, Wildrose Region
	Manager – Regional Asset Reliability, Wildrose Region
	Program Manager, Civil & Environmental Engineering
	Manager – Environment, Community, Safety &
	Environment
	Senior Environmental Advisor, Community, Safety &
	Environment
	Manager, Strategy & Governance, Community, Safety
	& Environment

	Manager, Canadian & Mexican Environmental
	Services, Community, Safety & Environment
	Environmental Advisor, Canadian & Mexican
	Environmental Services
	Environmental Engineer, Civil & Environmental
	Engineering
	Manager, Civil & Environmental Engineering
	Environmental Advisor, Canadian & Mexican
	Environmental Services
Dan King	Vice- President, Engineering & Asset Reliability
	US Gas IMP Program Manager
	Manager – Occupational Safety & Emergency
	Management, Community, Safety & Environment
	Environmental Advisor, Community, Safety &
	Environment
	Director, Environment

APPENDIX IV

TransCanada PipeLines Limited and NEB-Regulated Subsidiaries (TransCanada) Documents Reviewed – Environmental Protection

Name	Path
Audits	NEB/Document Library/Daily Audit Observations - Requests for
	Information/2013-08-20
Committees	NEB/Document Library/Daily Audit Observations - Requests for
	Information/2013-08-20
Daily Audit Observations 2013-08-20.pdf	NEB/Document Library/Daily Audit Observations - Requests for
	Information/2013-08-20
General	NEB/Document Library/Daily Audit Observations - Requests for
	Information/2013-08-20
Incident and Emergency	NEB/Document Library/Daily Audit Observations - Requests for
-	Information/2013-08-20
Inventories	NEB/Document Library/Daily Audit Observations - Requests for
	Information/2013-08-20
Management Review	NEB/Document Library/Daily Audit Observations - Requests for
-	Information/2013-08-20
Planned Inspection Form.pdf	NEB/Document Library/Daily Audit Observations - Requests for
	Information/2013-08-20/Audits
Planned Inspection Task Package.pdf	NEB/Document Library/Daily Audit Observations - Requests for
-	Information/2013-08-20/Audits
Planned Inspection TOP.pdf	NEB/Document Library/Daily Audit Observations - Requests for
	Information/2013-08-20/Audits
Tier 3 Audit Handbook.pdf	NEB/Document Library/Daily Audit Observations - Requests for
	Information/2013-08-20/Audits
Tier 3 Audit Procedure.pdf	NEB/Document Library/Daily Audit Observations - Requests for
	Information/2013-08-20/Audits
Tier 3 Audit Report.pdf	NEB/Document Library/Daily Audit Observations - Requests for
	Information/2013-08-20/Audits
Tier 3 Audit Task Package.pdf	NEB/Document Library/Daily Audit Observations - Requests for
	Information/2013-08-20/Audits
Tier 3 HSE MS Audit Protocol.pdf	NEB/Document Library/Daily Audit Observations - Requests for
	Information/2013-08-20/Audits
12591 - CDN Schedule A Scope of	NEB/Document Library/Daily Audit Observations - Requests for
Work.pdf	Information/2013-08-20/General
General Emergency Response Plan	NEB/Document Library/Daily Audit Observations - Requests for
template.pdf	Information/2013-08-20/General
Site Specific Planning.pdf	NEB/Document Library/Daily Audit Observations - Requests for
	Information/2013-08-20/General
TCPL Emergency Line Report August	NEB/Document Library/Daily Audit Observations - Requests for
5th to August 11th 2013.pdf	Information/2013-08-20/General

TCPL Recap August 5th to August 11th	NEB/Document Library/Daily Audit Observations - Requests for
2013.pdf	Information/2013-08-20/General
TCPLTest Call August 5th to August	NEB/Document Library/Daily Audit Observations - Requests for
11th_RSL.pdf	Information/2013-08-20/General
TCPLTest Call August 5th to August	NEB/Document Library/Daily Audit Observations - Requests for
11th_WMF.pdf	Information/2013-08-20/General
WO-718617-1-EMS-Local-Plans-M12-	NEB/Document Library/Daily Audit Observations - Requests for
LKLND-2012.pdf	Information/2013-08-20/General
WO-726153-2-Tabletop-M12-2012-	NEB/Document Library/Daily Audit Observations - Requests for
LKLND.pdf	Information/2013-08-20/General
WO-741925-1-EMS-EOC-M06-2012-	NEB/Document Library/Daily Audit Observations - Requests for
LKLND.pdf	Information/2013-08-20/General
C08338 IMP - Classification v3.pdf	NEB/Document Library/Daily Audit Observations - Requests for
	Information/2013-08-20/Incident and Emergency
C08709 IMP Coordinator Access.pdf	NEB/Document Library/Daily Audit Observations - Requests for
	Information/2013-08-20/Incident and Emergency
C08710 Create-Edit Events in IIT.pdf	NEB/Document Library/Daily Audit Observations - Requests for
	Information/2013-08-20/Incident and Emergency
C08710 IMP - Report-Searches IIT.pdf	NEB/Document Library/Daily Audit Observations - Requests for
	Information/2013-08-20/Incident and Emergency
Copy of IIT Causation Table.pdf	NEB/Document Library/Daily Audit Observations - Requests for
	Information/2013-08-20/Incident and Emergency
Debrief-Carman Seal Failure-EOC	NEB/Document Library/Daily Audit Observations - Requests for
Site.pdf	Information/2013-08-20/Incident and Emergency
EMS Audit - LMS Report for RMR	NEB/Document Library/Daily Audit Observations - Requests for
Employee - Aug 14 2013.pdf	Information/2013-08-20/Incident and Emergency
EMS Program Training Requirements	NEB/Document Library/Daily Audit Observations - Requests for
2013 - EDMS No 007923809.pdf	Information/2013-08-20/Incident and Emergency
FW_ Carman PS Clean-up.pdf	NEB/Document Library/Daily Audit Observations - Requests for
	Information/2013-08-20/Incident and Emergency
FW_ Carman PS incident and our annual	NEB/Document Library/Daily Audit Observations - Requests for
exercise for Central Region.pdf	Information/2013-08-20/Incident and Emergency
FW_ Carman PS incident and our annual	NEB/Document Library/Daily Audit Observations - Requests for
exercise for Central Region2.pdf	Information/2013-08-20/Incident and Emergency
Guideline to Select Potential Severity.pdf	NEB/Document Library/Daily Audit Observations - Requests for
	Information/2013-08-20/Incident and Emergency
HSE Performance Update July _V1.pdf	NEB/Document Library/Daily Audit Observations - Requests for
	Information/2013-08-20/Incident and Emergency
IIT Causation Table.pdf	NEB/Document Library/Daily Audit Observations - Requests for
	Information/2013-08-20/Incident and Emergency
IMP High Potential Guidelines.pdf	NEB/Document Library/Daily Audit Observations - Requests for
	Information/2013-08-20/Incident and Emergency
Incident ID 253639 - Carmen Pump	NEB/Document Library/Daily Audit Observations - Requests for
Station.pdf	Information/2013-08-20/Incident and Emergency

Incident2012_Guide_EN.PDF	NEB/Document Library/Daily Audit Observations - Requests for
	Information/2013-08-20/Incident and Emergency
Issue2012_Guide_EN.PDF	NEB/Document Library/Daily Audit Observations - Requests for
	Information/2013-08-20/Incident and Emergency
NEB Audit Environmental	NEB/Document Library/Daily Audit Observations - Requests for
Noise_Snapshots from TOPs	Information/2013-08-20/Incident and Emergency
Database.pdf	,
Operation Tecumseh - 2012 Field	NEB/Document Library/Daily Audit Observations - Requests for
Emergency Exercise - Rocky Mountain	Information/2013-08-20/Incident and Emergency
Region V1.1 (Final).pdf	
TransCanada High Potential Tracking.ppt	NEB/Document Library/Daily Audit Observations - Requests for
811	Information/2013-08-20/Incident and Emergency
W08216 IMP - Incident Management	NEB/Document Library/Daily Audit Observations - Requests for
Process_November 2011 update.pdf	Information/2013-08-20/Incident and Emergency
Risk Registry from .pdf	NEB/Document Library/Daily Audit Observations - Requests for
rush registry fromper	Information/2013-08-20/Inventories
Policies.pdf	NEB/Document Library/Daily Audit Observations - Requests for
T offices.par	Information/2013-08-20/Management Review
Emergency Management and PA	NEB/Document Library/Daily Audit Observations - Requests for
Emergency Wanagement and 171	Information/2013-08-21
TOPs	NEB/Document Library/Daily Audit Observations - Requests for
	Information/2013-08-21
2012 Regional Plan Summary Final	NEB/Document Library/Daily Audit Observations - Requests for
_Jan.21 2013pdf	Information/2013-08-21/Emergency Management and PA
BRC example.pdf	NEB/Document Library/Daily Audit Observations - Requests for
Bree example.put	Information/2013-08-21/Emergency Management and PA
Emergency Responder Process 4 w EMS	NEB/Document Library/Daily Audit Observations - Requests for
(3).pdf	Information/2013-08-21/Emergency Management and PA
Q4 Total Regional Reports Table (Jan 23)	NEB/Document Library/Daily Audit Observations - Requests for
2013) - Issued.pdf	Information/2013-08-21/Emergency Management and PA
Audit Reportpdf	NEB/Document Library/Daily Audit Observations - Requests for
.pui	Information/2013-08-21/TOPs
Contractor Safety Management	NEB/Document Library/Daily Audit Observations - Requests for
Program_130816.pdf	Information/2013-08-21/TOPs
Excavation Specificatio.pdf	NEB/Document Library/Daily Audit Observations - Requests for
Excavation Specificatio.pdf	Information/2013-08-21/TOPs
field audit protocol_	NEB/Document Library/Daily Audit Observations - Requests for
_Appendix D_13061.pdf	Information/2013-08-21/TOPs
_Appendix D_13001.pdf	Information/2013-06-21/1018
field audit protocolHSE	NEB/Document Library/Daily Audit Observations - Requests for
Field Audit Protocol_13061.pdf	Information/2013-08-21/TOPs
NCP4698-TCP-SA-PLN-001 Rev 1	NEB/Document Library/Daily Audit Observations - Requests for
SSMP-plan only.pdf	Information/2013-08-21/TOPs
SSSPV12_12-14-1.pdf	NEB/Document Library/Daily Audit Observations - Requests for
DDD1	Information/2013-08-21/TOPs
	Information/2015-00-21/TOLS

Code of Business Ethics (COBE).pdf	NEB/Document Library/Environmental Program/1.2 Policy and Commitment Statements
Contractor Alcohol and Drug Policy.pdf	NEB/Document Library/Environmental Program/1.2 Policy and Commitment Statements
Contractor Safety Management Guiding Principles.pdf	NEB/Document Library/Environmental Program/1.2 Policy and Commitment Statements
Contractor Safety Management Program 130816.pdf	NEB/Document Library/Environmental Program/1.2 Policy and Commitment Statements
Harassment Free Workplace Policy.pdf	NEB/Document Library/Environmental Program/1.2 Policy and Commitment Statements
HSE Commitment Statement.pdf	NEB/Document Library/Environmental Program/1.2 Policy and Commitment Statements
Stakeholder Engagement Commitment Guding Principle .pdf	NEB/Document Library/Environmental Program/1.2 Policy and Commitment Statements
11631 Contracting Strategy Memo Executed 20120312.pdf	NEB/Document Library/Environmental Program/2.1 Hazard Identification, Risk Assessment and Control
2013 Environmental Engineering Annual Plan FINAL.pdf	NEB/Document Library/Environmental Program/2.1 Hazard Identification, Risk Assessment and Control
2013 KS PH 1 CAD Risk Register 12- 12-12.pdf	NEB/Document Library/Environmental Program/2.1 Hazard Identification, Risk Assessment and Control
2013 KS PH 1 CAD Risk Register 12- 12-12a.pdf	NEB/Document Library/Environmental Program/2.1 Hazard Identification, Risk Assessment and Control
2013 PCRM Canada Approved PSP Includes Top Variances.pdf	NEB/Document Library/Environmental Program/2.1 Hazard Identification, Risk Assessment and Control
AbBCML PEP.pdf	NEB/Document Library/Environmental Program/2.1 Hazard Identification, Risk Assessment and Control
DRA PHA Plan - What If.pdf	NEB/Document Library/Environmental Program/2.1 Hazard Identification, Risk Assessment and Control
DRA What If HAZID Action Item Close Out Master.pdf	NEB/Document Library/Environmental Program/2.1 Hazard Identification, Risk Assessment and Control
Example of a Project Execution Plan.pdf	NEB/Document Library/Environmental Program/2.1 Hazard Identification, Risk Assessment and Control
FINAL 2013 CPO Environment Plan.pdf	NEB/Document Library/Environmental Program/2.1 Hazard Identification, Risk Assessment and Control
General Work Permit.pdf	NEB/Document Library/Environmental Program/2.1 Hazard Identification, Risk Assessment and Control
Handover to OPs Proj Turnover Memo_Keystone Phase I and II Noise Mngt Strategy.pdf	NEB/Document Library/Environmental Program/2.1 Hazard Identification, Risk Assessment and Control
Hardisty HAZOP.pdf	NEB/Document Library/Environmental Program/2.1 Hazard Identification, Risk Assessment and Control
Health Safety and Environment Risk Assessment.pdf	NEB/Document Library/Environmental Program/2.1 Hazard Identification, Risk Assessment and Control
HS200-002-JHA-0001 Environmental Drilling.pdf	NEB/Document Library/Environmental Program/2.1 Hazard Identification, Risk Assessment and Control

	<u> </u>
HS200-002-JHA-0002 Environmental	NEB/Document Library/Environmental Program/2.1 Hazard
Site Monitoring (Groundwater).pdf	Identification, Risk Assessment and Control
HS200-002-JHA-0007 Working in or	NEB/Document Library/Environmental Program/2.1 Hazard
Near Excavations.pdf	Identification, Risk Assessment and Control
HS200-002-JHA-0012 Sampling	NEB/Document Library/Environmental Program/2.1 Hazard
Asbestos Containing Materials	Identification, Risk Assessment and Control
(ACMs).pdf	
HS200-002-JHA-0013 Sampling Toxic	NEB/Document Library/Environmental Program/2.1 Hazard
and Poisonous Substances.pdf	Identification, Risk Assessment and Control
HS200-002-JHA-0014 Surface Water	NEB/Document Library/Environmental Program/2.1 Hazard
and Sediment Sampling.pdf	Identification, Risk Assessment and Control
HS200-002-JHA-0015 Hydrovac	NEB/Document Library/Environmental Program/2.1 Hazard
Excavation.pdf	Identification, Risk Assessment and Control
HSE Risk Assessment Inventory	NEB/Document Library/Environmental Program/2.1 Hazard
Form_Pipeline Construction.pdf	Identification, Risk Assessment and Control
IssuesTrackingList.pdf	NEB/Document Library/Environmental Program/2.1 Hazard
	Identification, Risk Assessment and Control
JSA.pdf	NEB/Document Library/Environmental Program/2.1 Hazard
	Identification, Risk Assessment and Control
KS Alberta EPPTables.pdf	NEB/Document Library/Environmental Program/2.1 Hazard
115 1 116 6 1 th	Identification, Risk Assessment and Control
Memo of Understanding_Noise	NEB/Document Library/Environmental Program/2.1 Hazard
Management_April 6 2011.pdf	Identification, Risk Assessment and Control
Merrick_Risk_Register_20130925_BT.p	NEB/Document Library/Environmental Program/2.1 Hazard
df	Identification, Risk Assessment and Control
PCRM Integrity Plan - April 09 -	NEB/Document Library/Environmental Program/2.1 Hazard
Signed.pdf	Identification, Risk Assessment and Control
PCRMProgramPlan.pdf	NEB/Document Library/Environmental Program/2.1 Hazard
	Identification, Risk Assessment and Control
PHA Close Out Report.pdf	NEB/Document Library/Environmental Program/2.1 Hazard
	Identification, Risk Assessment and Control
RiskRegister.pdf	NEB/Document Library/Environmental Program/2.1 Hazard
Triskregister.pur	Identification, Risk Assessment and Control
	24071120112011211211211211211211211211211211
Safety Risk Matrix.pdf	NEB/Document Library/Environmental Program/2.1 Hazard
	Identification, Risk Assessment and Control
Supplier Information Questionnaire.pdf	NEB/Document Library/Environmental Program/2.1 Hazard
~ approx miorination Questionnuire.put	Identification, Risk Assessment and Control
1213340049_NGTL_Saddle_ECTL_Fina	NEB/Document Library/Environmental Program/2.2 Legal
1.pdf	Requirements
2013 PCRM Canada Approved PSP	NEB/Document Library/Environmental Program/2.2 Legal
Includes Top Variances.pdf	Requirements
Alberta EPP rev3-filed November 18-	NEB/Document Library/Environmental Program/2.2 Legal
2008 PART2.pdf	Requirements
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2008 PART3.pdf	Requirements
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Alberta_EPP_rev_3-filed November_18-	NEB/Document Library/Environmental Program/2.2 Legal
2008_PART_1.pdf	Requirements
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2008_PART_2.pdf	Requirements
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2008_PART_3.pdf	Requirements
Alberta_EPP_rev_3-filed November_18-	NEB/Document Library/Environmental Program/2.2 Legal
2008_PART_4.pdf	Requirements
AlbertaEPP rev 3-filed November18-	NEB/Document Library/Environmental Program/2.2 Legal
2008 PART1.pdf	Requirements
AlbertaEPP rev3-filed November 18-	NEB/Document Library/Environmental Program/2.2 Legal
2008 PART4.pdf	Requirements
Copy of Excerpt from the Canadian	NEB/Document Library/Environmental Program/2.2 Legal
Enviro Legislation Monitoring	Requirements
Spreadsheet.pdf	
CSE Strategy Governance TOPs	NEB/Document Library/Environmental Program/2.2 Legal
Regulations List.pdf	Requirements
Environment Regulatory Impact	NEB/Document Library/Environmental Program/2.2 Legal
Statement Form.pdf	Requirements
Environmental Operations Gudie (EOG)	NEB/Document Library/Environmental Program/2.2 Legal
- Meter Stations and Pipelines Rocky	Requirements
Region.pdf	
Environmental Regulatory Impact	NEB/Document Library/Environmental Program/2.2 Legal
Statement Procedure.pdf	Requirements
Environmental Services TOPs	NEB/Document Library/Environmental Program/2.2 Legal
Regulations List.pdf	Requirements
Filtered Top Update July 2013.pdf	NEB/Document Library/Environmental Program/2.2 Legal
	Requirements
FW_ Ref. Canada Gazette Part I	NEB/Document Library/Environmental Program/2.2 Legal
Amending the National Energy Board	Requirements
Onshore Pipeline Regulations, 1999.pdf	
Gold Creek_AENV_Registration.pdf	NEB/Document Library/Environmental Program/2.2 Legal
	Requirements
KS Alberta Enviro Ops Guide.pdf	NEB/Document Library/Environmental Program/2.2 Legal
	Requirements
NEB 2013 Gap Analysis.pdf	NEB/Document Library/Environmental Program/2.2 Legal
	Requirements
NEB OPR Gap analysis Version 2.pdf	NEB/Document Library/Environmental Program/2.2 Legal
	Requirements
Potable Water Cistern and Well	NEB/Document Library/Environmental Program/2.2 Legal
Maintenance Program.pdf	Requirements
Project Transfer Embedded Link 1.pdf	NEB/Document Library/Environmental Program/2.2 Legal
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Project Transfer Embedded Link 2.pdf	NEB/Document Library/Environmental Program/2.2 Legal

Project Transfer Embedded Link 3.pdf	NEB/Document Library/Environmental Program/2.2 Legal
	Requirements
Proposed Regulatory Change - Management Systems March 2011.pdf	NEB/Document Library/Environmental Program/2.2 Legal Requirements
Regulatory Monitoring Procedure V 0	NEB/Document Library/Environmental Program/2.2 Legal
20121213.pdf	Requirements
TOPs Process.pdf	NEB/Document Library/Environmental Program/2.2 Legal
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11631 Contracting Strategy Memo	NEB/Document Library/Environmental Program/2.3 Goals,
Executed 20120312.pdf	Objectives and Targets
2013 Key Focus Areas -Peak	NEB/Document Library/Environmental Program/2.3 Goals,
Performance.pdf	Objectives and Targets
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2013 Performance Agreement_R Phernambucq_Aug 2013.pdf	NEB/Document Library/Environmental Program/2.3 Goals, Objectives and Targets
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2008_PART_1.pdf	Objectives and Targets
Alberta_EPP_rev_3-filed November_18-	NEB/Document Library/Environmental Program/2.3 Goals,
2008_PART_2.pdf	Objectives and Targets
Alberta_EPP_rev_3-filed November_18-	NEB/Document Library/Environmental Program/2.3 Goals,
2008_PART_3.pdf	Objectives and Targets
Alberta_EPP_rev_3-filed November_18-	NEB/Document Library/Environmental Program/2.3 Goals,
2008_PART_4.pdf	Objectives and Targets
Canadian Pipeline Operations 2013	NEB/Document Library/Environmental Program/2.3 Goals,
Environment Plan.pdf	Objectives and Targets
Central Region JHSEC 2013 Plan.pdf	NEB/Document Library/Environmental Program/2.3 Goals,
	Objectives and Targets
Copy of Central Region JHSEC 2013	NEB/Document Library/Environmental Program/2.3 Goals,
Tracker.pdf	Objectives and Targets
Corporate Scorecard Folder - FINAL.pdf	NEB/Document Library/Environmental Program/2.3 Goals,
	Objectives and Targets
Enviro Metrics and Reporting	NEB/Document Library/Environmental Program/2.3 Goals,
Inventory_Aug 14 2013.pdf	Objectives and Targets
Environmental Strategy - 1 pager (3).pdf	NEB/Document Library/Environmental Program/2.3 Goals,
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Example of a Project Execution Plan.pdf	NEB/Document Library/Environmental Program/2.3 Goals,
	Objectives and Targets
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Objectives and Targets Overview.pdf	NEB/Document Library/Environmental Program/2.3 Goals,
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Turne Court of CDD 2012 (C. 1) 10	Objectives and Targets
TransCanada CDP 2013 (final).pdf	NEB/Document Library/Environmental Program/2.3 Goals,
	Objectives and Targets

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Items.pdf	Organizational Structure, Roles and Responsibilities
2012 Performance Agreement Shannon	NEB/Document Library/Environmental Program/2.4
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AbBCML PEP.pdf	NEB/Document Library/Environmental Program/2.4
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Environmental Operations Gudie (EOG)	NEB/Document Library/Environmental Program/2.4
- Meter Stations and Pipelines Rocky	Organizational Structure, Roles and Responsibilities
Region.pdf	
Environmental Operations Manual	NEB/Document Library/Environmental Program/2.4
(EOM) - Acme Station (final).pdf	Organizational Structure, Roles and Responsibilities
Environmental Protection Programs Org	NEB/Document Library/Environmental Program/2.4
Chart - Air.pdf	Organizational Structure, Roles and Responsibilities
Environmental Protection Programs Org	NEB/Document Library/Environmental Program/2.4
Chart - Noise.pdf	Organizational Structure, Roles and Responsibilities
Environmental Protection Programs Org	NEB/Document Library/Environmental Program/2.4
Chart - Reclamation.pdf	Organizational Structure, Roles and Responsibilities
Environmental Protection Programs Org	NEB/Document Library/Environmental Program/2.4
Chart.pdf	Organizational Structure, Roles and Responsibilities
Environmental Technologist or Engineer	NEB/Document Library/Environmental Program/2.4
Posting_Aug 24 2011.pdf	Organizational Structure, Roles and Responsibilities
ERC Position Description_061713	NEB/Document Library/Environmental Program/2.4
(2).pdf	Organizational Structure, Roles and Responsibilities
Example of a Project Execution Plan.pdf	NEB/Document Library/Environmental Program/2.4
	Organizational Structure, Roles and Responsibilities
Health Safety and Environment	NEB/Document Library/Environmental Program/2.4
Management System.pdf	Organizational Structure, Roles and Responsibilities
HSE Committee Mandate.pdf	NEB/Document Library/Environmental Program/2.4
	Organizational Structure, Roles and Responsibilities
JHSEC June Meeting Minutes.pdf	NEB/Document Library/Environmental Program/2.4
	Organizational Structure, Roles and Responsibilities
JHSEC Meeting Minutes July 2013.pdf	NEB/Document Library/Environmental Program/2.4
	Organizational Structure, Roles and Responsibilities
JHSEC Minutes Calgary July 2013.pdf	NEB/Document Library/Environmental Program/2.4
	Organizational Structure, Roles and Responsibilities
JHSEC Roles and Responsibilities.pdf	NEB/Document Library/Environmental Program/2.4
	Organizational Structure, Roles and Responsibilities
KeystonePEP.pdf	NEB/Document Library/Environmental Program/2.4
	Organizational Structure, Roles and Responsibilities
KS Alberta Enviro Ops Guide.pdf	NEB/Document Library/Environmental Program/2.4
	Organizational Structure, Roles and Responsibilities
LMS Profile Trevor Guay 2012.pdf	NEB/Document Library/Environmental Program/2.4
	Organizational Structure, Roles and Responsibilities

LMS profile- 2013 10	NEB/Document Library/Environmental Program/2.4
06_Redacted.pdf	Organizational Structure, Roles and Responsibilities
ProgramManagerLMSProfile.pdf	NEB/Document Library/Environmental Program/2.4
	Organizational Structure, Roles and Responsibilities
ProgramManagerRoleProfile.pdf	NEB/Document Library/Environmental Program/2.4
	Organizational Structure, Roles and Responsibilities
LMS Qualifications Profile (Sept	NEB/Document Library/Environmental Program/2.4
9 2013).pdf	Organizational Structure, Roles and Responsibilities
raci-matrix.pdf	NEB/Document Library/Environmental Program/2.4
	Organizational Structure, Roles and Responsibilities
RecInspectorLMSProfile.pdf	NEB/Document Library/Environmental Program/2.4
	Organizational Structure, Roles and Responsibilities
Revised RACI Chart Draft rmb 2-20-13	NEB/Document Library/Environmental Program/2.4
(2).pdf	Organizational Structure, Roles and Responsibilities
Role Profile .pdf	NEB/Document Library/Environmental Program/2.4
	Organizational Structure, Roles and Responsibilities
SM-13 2012 Update.pdf	NEB/Document Library/Environmental Program/2.4
	Organizational Structure, Roles and Responsibilities
Soil Management TOP.pdf	NEB/Document Library/Environmental Program/2.4
	Organizational Structure, Roles and Responsibilities
Visio-Facility Projects Process Flow	NEB/Document Library/Environmental Program/2.4
V4.pdf	Organizational Structure, Roles and Responsibilities
2011 Cdn Fed GHG Process Docv1	NEB/Document Library/Environmental Program/3.1 Operational
Redacted.pdf	Control - Normal Operations
2012 Cdn Federal GHG Report.pdf	NEB/Document Library/Environmental Program/3.1 Operational
	Control - Normal Operations
2012 NGTL Quantification	NEB/Document Library/Environmental Program/3.1 Operational
Methodology.pdf	Control - Normal Operations
Aerial Pipeline Patrol TOP.pdf	NEB/Document Library/Environmental Program/3.1 Operational
	Control - Normal Operations
Air and Greenhouse Gas emissions	NEB/Document Library/Environmental Program/3.1 Operational
	Control - Normal Operations
Biodiversity Management	NEB/Document Library/Environmental Program/3.1 Operational
	Control - Normal Operations
Brush Control Procedures.pdf	NEB/Document Library/Environmental Program/3.1 Operational
	Control - Normal Operations
Cavendish final Apr 2013.pdf	NEB/Document Library/Environmental Program/3.1 Operational
	Control - Normal Operations
CDN Operational Guidance Final Nov 09	NEB/Document Library/Environmental Program/3.1 Operational
.pdf	Control - Normal Operations
CPMS Manage Project Regulatory and	NEB/Document Library/Environmental Program/3.1 Operational
Environmental Permitting.pdf	Control - Normal Operations
Cultural and Historical Management	NEB/Document Library/Environmental Program/3.1 Operational
	Control - Normal Operations

Emergency Management Corporate	NEB/Document Library/Environmental Program/3.1 Operational
Program Manual.pdf	Control - Normal Operations
Environmental Complaint Investigation	NEB/Document Library/Environmental Program/3.1 Operational
Form.pdf	Control - Normal Operations
Environmental Complaint Investigation	NEB/Document Library/Environmental Program/3.1 Operational
Procedure.pdf	Control - Normal Operations
Environmental Field Analysis Checklist	NEB/Document Library/Environmental Program/3.1 Operational
Canada.pdf	Control - Normal Operations
Environmental Field Analysis Procedure	NEB/Document Library/Environmental Program/3.1 Operational
Canada.pdf	Control - Normal Operations
Environmental Noise	NEB/Document Library/Environmental Program/3.1 Operational
	Control - Normal Operations
Environmental Noise Complaint	NEB/Document Library/Environmental Program/3.1 Operational
Screening and Investigation.pdf	Control - Normal Operations
Environmental Operation Management	NEB/Document Library/Environmental Program/3.1 Operational
System	Control - Normal Operations
Environmental Operations Gudie (EOG)	NEB/Document Library/Environmental Program/3.1 Operational
- Meter Stations and Pipelines Rocky	Control - Normal Operations
Region.pdf	
Environmental Operations Guide	NEB/Document Library/Environmental Program/3.1 Operational
Keystone Pipeline Alberta Operations.pdf	Control - Normal Operations
Environmental Project Management	NEB/Document Library/Environmental Program/3.1 Operational
	Control - Normal Operations
Excerpt from the Planned Inspection	NEB/Document Library/Environmental Program/3.1 Operational
Form.pdf	Control - Normal Operations
Gold Creek_AENV_Registration.pdf	NEB/Document Library/Environmental Program/3.1 Operational
	Control - Normal Operations
Invasive Vegetation Weed Control	NEB/Document Library/Environmental Program/3.1 Operational
Management Canada.pdf	Control - Normal Operations
Job Safety Analysis Procedure.pdf	NEB/Document Library/Environmental Program/3.1 Operational
	Control - Normal Operations
Keystone EOP Sep 3 FINAL.pdf	NEB/Document Library/Environmental Program/3.1 Operational
	Control - Normal Operations
Pipeline Right Of Way Procedures	NEB/Document Library/Environmental Program/3.1 Operational
Canada.pdf	Control - Normal Operations
Planned Inspection Form.pdf	NEB/Document Library/Environmental Program/3.1 Operational
DI II (B I IC	Control - Normal Operations
Planned Inspection Procedure.pdf	NEB/Document Library/Environmental Program/3.1 Operational
	Control - Normal Operations
Planned Inspection Task Package.pdf	NEB/Document Library/Environmental Program/3.1 Operational
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Reclamation Management	NEB/Document Library/Environmental Program/3.1 Operational
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Remediation Management	NEB/Document Library/Environmental Program/3.1 Operational
	Control - Normal Operations

SM-13 2012 Update.pdf	NEB/Document Library/Environmental Program/3.1 Operational
	Control - Normal Operations
SMS Commodity Listing Aug 8.pdf	NEB/Document Library/Environmental Program/3.1 Operational Control - Normal Operations
Socio-Economic Management	NEB/Document Library/Environmental Program/3.1 Operational
-	Control - Normal Operations
Soil and Land Use Management	NEB/Document Library/Environmental Program/3.1 Operational
	Control - Normal Operations
Vegetation Management	NEB/Document Library/Environmental Program/3.1 Operational
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Wandering PEP Draft Rev C .pdf	NEB/Document Library/Environmental Program/3.1 Operational
	Control - Normal Operations
Waste and Hazardous Materials	NEB/Document Library/Environmental Program/3.1 Operational
Management	Control - Normal Operations
Water Management	NEB/Document Library/Environmental Program/3.1 Operational
	Control - Normal Operations
2011 Cdn Fed GHG Process Docv1.pdf	NEB/Document Library/Environmental Program/3.1 Operational
	Control - Normal Operations/Air and Greenhouse Gas emissions
2012 Cdn Federal GHG Report.pdf	NEB/Document Library/Environmental Program/3.1 Operational
	Control - Normal Operations/Air and Greenhouse Gas emissions
2012 NGTL Quantification	NEB/Document Library/Environmental Program/3.1 Operational
Methodology.pdf	Control - Normal Operations/Air and Greenhouse Gas emissions
2012 NGTL Verification Report.pdf	NEB/Document Library/Environmental Program/3.1 Operational
1 1	Control - Normal Operations/Air and Greenhouse Gas emissions
Copy of 2012 NGTL SGER Summary	NEB/Document Library/Environmental Program/3.1 Operational
v3.pdf	Control - Normal Operations/Air and Greenhouse Gas emissions
Fugitive Emissions Field Data Collection	NEB/Document Library/Environmental Program/3.1 Operational
Sheet.pdf	Control - Normal Operations/Air and Greenhouse Gas emissions
Fugitive Emissions High Flow Reporting	NEB/Document Library/Environmental Program/3.1 Operational
Procedures.pdf	Control - Normal Operations/Air and Greenhouse Gas emissions
Fugitive Emissions Inspection High Flow	NEB/Document Library/Environmental Program/3.1 Operational
Sampling.pdf	Control - Normal Operations/Air and Greenhouse Gas emissions
National Pollutant Release Inventory	NEB/Document Library/Environmental Program/3.1 Operational
Form.pdf	Control - Normal Operations/Air and Greenhouse Gas emissions
National Pollutant Release Inventory	NEB/Document Library/Environmental Program/3.1 Operational
Procedures Canada.pdf	Control - Normal Operations/Air and Greenhouse Gas emissions
Fish and Wildlife Protection Procedure	NEB/Document Library/Environmental Program/3.1 Operational
Canada.pdf	Control - Normal Operations/Biodiversity Management
Heritage Resource Protection Procedure	NEB/Document Library/Environmental Program/3.1 Operational
Canada TOP.pdf	Control - Normal Operations/Cultural and Historical Management
Environmental Noise Complaint	NEB/Document Library/Environmental Program/3.1 Operational
Investigation Form Part 1.pdf	Control - Normal Operations/Environmental Noise
Environmental Noise Complaint	NEB/Document Library/Environmental Program/3.1 Operational
Investigation Form Part 2.pdf	Control - Normal Operations/Environmental Noise

Environmental Noise Complaint	NEB/Document Library/Environmental Program/3.1 Operational
Screening and Investigation.pdf	Control - Normal Operations/Environmental Noise
Environmental Noise Integrity Plan.pdf	NEB/Document Library/Environmental Program/3.1 Operational
pur	Control - Normal Operations/Environmental Noise
Environmental Noise Surveillance	NEB/Document Library/Environmental Program/3.1 Operational
Inspection Task Package.pdf	Control - Normal Operations/Environmental Noise
TED Environmental Noise Design	NEB/Document Library/Environmental Program/3.1 Operational
Philosophy.pdf	Control - Normal Operations/Environmental Noise
TEL Environmental Noise Design	NEB/Document Library/Environmental Program/3.1 Operational
Philosophy.pdf	Control - Normal Operations/Environmental Noise
TEP Environmental Noise Design	NEB/Document Library/Environmental Program/3.1 Operational
Procedure.pdf	Control - Normal Operations/Environmental Noise
Emergency Management System	NEB/Document Library/Environmental Program/3.1 Operational
Maintenance.pdf	Control - Normal Operations/Environmental Operation
_	Management System
Environmental Operations Manual	NEB/Document Library/Environmental Program/3.1 Operational
(EOM) Acme.pdf	Control - Normal Operations/Environmental Operation
-	Management System
Facility Spill Control Plan and Review	NEB/Document Library/Environmental Program/3.1 Operational
Ont.pdf	Control - Normal Operations/Environmental Operation
	Management System
Facility Spill Control Plan Form	NEB/Document Library/Environmental Program/3.1 Operational
Ontario.pdf	Control - Normal Operations/Environmental Operation
	Management System
Facility Spill Control Plan Procedure	NEB/Document Library/Environmental Program/3.1 Operational
Ontario.pdf	Control - Normal Operations/Environmental Operation
	Management System
GWD170 EDB 29Jan2013 R0.pdf	NEB/Document Library/Environmental Program/3.1 Operational
	Control - Normal Operations/Environmental Operation
	Management System
GWD170_EDB_29Jan2013_R0.pdf	NEB/Document Library/Environmental Program/3.1 Operational
	Control - Normal Operations/Environmental Operation
	Management System
Natural Gas Release Reporting Procedure	NEB/Document Library/Environmental Program/3.1 Operational
Can.pdf	Control - Normal Operations/Environmental Operation
	Management System
Oil PL Emerg. Management System	NEB/Document Library/Environmental Program/3.1 Operational
Maintenance.pdf	Control - Normal Operations/Environmental Operation
	Management System
Planned Inspection Procedure.pdf	NEB/Document Library/Environmental Program/3.1 Operational
	Control - Normal Operations/Environmental Operation
	Management System
Planned Inspection Task Package.pdf	NEB/Document Library/Environmental Program/3.1 Operational
	Control - Normal Operations/Environmental Operation
	Management System

Release and Spill Response Form.pdf	NEB/Document Library/Environmental Program/3.1 Operational Control - Normal Operations/Environmental Operation
Release and Spill Response Procedure.pdf	Management System NEB/Document Library/Environmental Program/3.1 Operational Control - Normal Operations/Environmental Operation Management System
Release Response Written Report Not AB.pdf	Management System NEB/Document Library/Environmental Program/3.1 Operational Control - Normal Operations/Environmental Operation Management System
Release Response Written Report Template AB.pdf	NEB/Document Library/Environmental Program/3.1 Operational Control - Normal Operations/Environmental Operation Management System
RRAS Nat Gas Release Reporting Procedure Can.pdf	NEB/Document Library/Environmental Program/3.1 Operational Control - Normal Operations/Environmental Operation Management System
C08338 IMP - Classification v3.pdf	NEB/Document Library/Environmental Program/3.1 Operational Control - Normal Operations/Environmental Project Management
C08709 IMP Coordinator Access.pdf	NEB/Document Library/Environmental Program/3.1 Operational Control - Normal Operations/Environmental Project Management
C08710 Create-Edit Events in IIT.pdf	NEB/Document Library/Environmental Program/3.1 Operational Control - Normal Operations/Environmental Project Management
C08710 IMP - Report-Searches IIT.pdf	NEB/Document Library/Environmental Program/3.1 Operational Control - Normal Operations/Environmental Project Management
Environmental Operations Manual Acme.pdf	NEB/Document Library/Environmental Program/3.1 Operational Control - Normal Operations/Environmental Project Management
Example of Consultant Report.pdf	NEB/Document Library/Environmental Program/3.1 Operational Control - Normal Operations/Environmental Project Management
Mainline and BC system Environmental Design Standard.pdf	NEB/Document Library/Environmental Program/3.1 Operational Control - Normal Operations/Environmental Project Management
11631 Contracting Strategy Memo Executed 20120312.pdf	NEB/Document Library/Environmental Program/3.1 Operational Control - Normal Operations/Reclamation Management
2013 KS PH 1 CAD Risk Register 12- 12-12.pdf	NEB/Document Library/Environmental Program/3.1 Operational Control - Normal Operations/Reclamation Management
2013 KS PH 1 CAD Risk Register 12- 12-12a.pdf	NEB/Document Library/Environmental Program/3.1 Operational Control - Normal Operations/Reclamation Management
2013 PCRM Canada Approved PSP Includes Top Variances.pdf	NEB/Document Library/Environmental Program/3.1 Operational Control - Normal Operations/Reclamation Management
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AbBCML PEP.pdf	NEB/Document Library/Environmental Program/3.1 Operational Control - Normal Operations/Reclamation Management
Alberta EPP rev3-filed November 18-2008 PART2.pdf	NEB/Document Library/Environmental Program/3.1 Operational Control - Normal Operations/Reclamation Management
Alberta EPP rev3-filed November 18-2008 PART3.pdf	NEB/Document Library/Environmental Program/3.1 Operational Control - Normal Operations/Reclamation Management
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2008_PART_1.pdf	Control - Normal Operations/Reclamation Management
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2008_PART_2.pdf	Control - Normal Operations/Reclamation Management
Alberta_EPP_rev_3-filed November_18-	NEB/Document Library/Environmental Program/3.1 Operational
2008_PART_3.pdf	Control - Normal Operations/Reclamation Management
Alberta_EPP_rev_3-filed November_18-	NEB/Document Library/Environmental Program/3.1 Operational
2008_PART_4.pdf	Control - Normal Operations/Reclamation Management
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2008 PART1.pdf	Control - Normal Operations/Reclamation Management
AlbertaEPP rev3-filed November 18-	NEB/Document Library/Environmental Program/3.1 Operational
2008 PART4.pdf	Control - Normal Operations/Reclamation Management
AssessmentReport.pdf	NEB/Document Library/Environmental Program/3.1 Operational
	Control - Normal Operations/Reclamation Management
BearRiverTransferSignoff.pdf	NEB/Document Library/Environmental Program/3.1 Operational
	Control - Normal Operations/Reclamation Management
BHudson On Warranty Work.htm	NEB/Document Library/Environmental Program/3.1 Operational
	Control - Normal Operations/Reclamation Management
BHudson On Warranty Work.pdf	NEB/Document Library/Environmental Program/3.1 Operational
	Control - Normal Operations/Reclamation Management
Binder Index for Audit Prep.pdf	NEB/Document Library/Environmental Program/3.1 Operational
	Control - Normal Operations/Reclamation Management
Civil and Env Eng Monthly MOS	NEB/Document Library/Environmental Program/3.1 Operational
Summary 2012 12.pdf	Control - Normal Operations/Reclamation Management
Collicut Connector Pipeline Completion	NEB/Document Library/Environmental Program/3.1 Operational
Report (2).pdf	Control - Normal Operations/Reclamation Management
Enviro MOS 2013.08.01 Agenda.pdf	NEB/Document Library/Environmental Program/3.1 Operational
	Control - Normal Operations/Reclamation Management
ERC Position Description 061713 (2).pdf	NEB/Document Library/Environmental Program/3.1 Operational
	Control - Normal Operations/Reclamation Management
ERC Position Description_061713	NEB/Document Library/Environmental Program/3.1 Operational
(2).pdf	Control - Normal Operations/Reclamation Management
General Work Permit.pdf	NEB/Document Library/Environmental Program/3.1 Operational
	Control - Normal Operations/Reclamation Management
IIT 240760.pdf	NEB/Document Library/Environmental Program/3.1 Operational
	Control - Normal Operations/Reclamation Management
Indicator 3A Rec Land NEB 2013 DC	NEB/Document Library/Environmental Program/3.1 Operational
12-02-13.pdf	Control - Normal Operations/Reclamation Management
Indicator 3A Rec Land NEB_2013 DC	NEB/Document Library/Environmental Program/3.1 Operational
12-02-13.pdf	Control - Normal Operations/Reclamation Management
Inspection Reprot Daily PCRM Keystone	NEB/Document Library/Environmental Program/3.1 Operational
Ivey.pdf	Control - Normal Operations/Reclamation Management
Inspection Reprot Daily PCRMKeystone	NEB/Document Library/Environmental Program/3.1 Operational
Ivey.pdf	Control - Normal Operations/Reclamation Management
Inspection Reprot	NEB/Document Library/Environmental Program/3.1 Operational

Daily_PCRM_Keystone _Ivey.pdf	Control - Normal Operations/Reclamation Management
Inspection Reprot	NEB/Document Library/Environmental Program/3.1 Operational
Daily_PCRM_Keystone_Ivey.pdf	Control - Normal Operations/Reclamation Management
Investment Valuation.pdf	NEB/Document Library/Environmental Program/3.1 Operational
	Control - Normal Operations/Reclamation Management
IssuesTrackingList.pdf	NEB/Document Library/Environmental Program/3.1 Operational
	Control - Normal Operations/Reclamation Management
JSA.pdf	NEB/Document Library/Environmental Program/3.1 Operational
•	Control - Normal Operations/Reclamation Management
KeystonePEP.pdf	NEB/Document Library/Environmental Program/3.1 Operational
•	Control - Normal Operations/Reclamation Management
KeystonePhases1CanadaHandovertoPCR	NEB/Document Library/Environmental Program/3.1 Operational
MAp[proved.pdf	Control - Normal Operations/Reclamation Management
KeystonePhases1CanadaHandovertoPCR	NEB/Document Library/Environmental Program/3.1 Operational
MApproved.pdf	Control - Normal Operations/Reclamation Management
KS Alberta Enviro Ops Guide.pdf	NEB/Document Library/Environmental Program/3.1 Operational
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KS Alberta EPPTables.pdf	NEB/Document Library/Environmental Program/3.1 Operational
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PCRM Integrity Plan - April 09 -	NEB/Document Library/Environmental Program/3.1 Operational
Signed.pdf	Control - Normal Operations/Reclamation Management
PCRMProgramPlan.pdf	NEB/Document Library/Environmental Program/3.1 Operational
	Control - Normal Operations/Reclamation Management
PM Weekly Project Updates Report WO	NEB/Document Library/Environmental Program/3.1 Operational
5 August to 9 August 2013.pdf	Control - Normal Operations/Reclamation Management
Post Construction Reclamation Integrity	NEB/Document Library/Environmental Program/3.1 Operational
Plan.pdf	Control - Normal Operations/Reclamation Management
Post-Construction Reclamation	NEB/Document Library/Environmental Program/3.1 Operational
Monitoring Program Checklist.pdf	Control - Normal Operations/Reclamation Management
ProgramManagerLMSProfile.pdf	NEB/Document Library/Environmental Program/3.1 Operational
	Control - Normal Operations/Reclamation Management
ProgramManagerRoleProfile.pdf	NEB/Document Library/Environmental Program/3.1 Operational
	Control - Normal Operations/Reclamation Management
ProgramSchedule.pdf	NEB/Document Library/Environmental Program/3.1 Operational
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RiskRegister.pdf	NEB/Document Library/Environmental Program/3.1 Operational
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Soil Management TOP.pdf	NEB/Document Library/Environmental Program/3.1 Operational
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Topsoil Tracking Form.pdf	NEB/Document Library/Environmental Program/3.1 Operational
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Warranty 16-04-2012.pdf	NEB/Document Library/Environmental Program/3.1 Operational
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Work List Breakdown August 14, 2013	NEB/Document Library/Environmental Program/3.1 Operational
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Example of SARM Matrix.pdf	NEB/Document Library/Environmental Program/3.1 Operational
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Soils Management Procedure.pdf	NEB/Document Library/Environmental Program/3.1 Operational
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CPO Environmental Awareness Bulletin	NEB/Document Library/Environmental Program/3.1 Operational
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GeoFind Herbicide Task - Rumsey	NEB/Document Library/Environmental Program/3.1 Operational
MS.pdf	Control - Normal Operations/Vegetation Management
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IIT 251120.pdf	NEB/Document Library/Environmental Program/3.1 Operational
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Integrated Vegetation Management	NEB/Document Library/Environmental Program/3.1 Operational
Program for PF, RoW, EF and GS.pdf	Control - Normal Operations/Vegetation Management
Invasive Vegetation Weed Control	NEB/Document Library/Environmental Program/3.1 Operational
Management Procedure Canada.pdf	Control - Normal Operations/Vegetation Management
Vegetation Management Fact Sheet - for	NEB/Document Library/Environmental Program/3.1 Operational
internal use only.pdf	Control - Normal Operations/Vegetation Management
Air Conditioning and Refrigeration	NEB/Document Library/Environmental Program/3.1 Operational
Procedure.pdf	Control - Normal Operations/Waste and Hazardous Materials
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Ontario Spill Control Procedure (2).pdf	NEB/Document Library/Environmental Program/3.1 Operational Control - Normal Operations/Waste and Hazardous Materials Management
Straight Bill of Lading Form.pdf	NEB/Document Library/Environmental Program/3.1 Operational Control - Normal Operations/Waste and Hazardous Materials Management
TDG Shipping Document 500kg Mass Exemption.pdf	NEB/Document Library/Environmental Program/3.1 Operational Control - Normal Operations/Waste and Hazardous Materials Management
TDG Shipping Document Dangerous Goods Drum.pdf	NEB/Document Library/Environmental Program/3.1 Operational Control - Normal Operations/Waste and Hazardous Materials Management
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Waste Management Quiz.pdf	NEB/Document Library/Environmental Program/3.1 Operational Control - Normal Operations/Waste and Hazardous Materials Management
Waste Storage Inspection and Inventory Form.pdf	NEB/Document Library/Environmental Program/3.1 Operational Control - Normal Operations/Waste and Hazardous Materials Management
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Land Groundwater and Surface Water Integrity Plan Mar 2009.pdf	NEB/Document Library/Environmental Program/3.1 Operational Control - Normal Operations/Water Management
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Surface Run off Water Management Procedure.pdf	NEB/Document Library/Environmental Program/3.1 Operational Control - Normal Operations/Water Management
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Waste Management 2012.pdf	NEB/Document Library/Environmental Program/3.1 Operational Control - Normal Operations/Water Management

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Wetlands Watercourses and Waterbody Protection Procedure Canada.pdf	NEB/Document Library/Environmental Program/3.1 Operational Control - Normal Operations/Water Management
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Emergency Management System Maintenance.pdf	NEB/Document Library/Environmental Program/3.2 Operational Control - Upset or Abnormal Operating Conditions
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AbBCML PEP.pdf	NEB/Document Library/Environmental Program/3.3 Management of Change
Example of Scope Variance.pdf	NEB/Document Library/Environmental Program/3.3 Management of Change
JHSEC Environment update August 2013.pdf	NEB/Document Library/Environmental Program/3.3 Management of Change
Keystone ERP Revision List.pdf	NEB/Document Library/Environmental Program/3.3 Management of Change
Management of Change Procedure.pdf	NEB/Document Library/Environmental Program/3.3 Management of Change
Management of Change Report Form.pdf	NEB/Document Library/Environmental Program/3.3 Management of Change
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Permit SH 7425 v6 English and French expires May 31 2015.pdf	NEB/Document Library/Environmental Program/3.3 Management of Change
TOP Managment System Framework Document.pdf	NEB/Document Library/Environmental Program/3.3 Management of Change
TOPs Monthly Update Record Aug 2013.pdf	NEB/Document Library/Environmental Program/3.3 Management of Change
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AECOM Technical Signoff Form - Services (Mark Blundell).pdf	NEB/Document Library/Environmental Program/3.4 Training, Competence and Evaluation
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Competency Matrix Worksheet.pdf	NEB/Document Library/Environmental Program/3.4 Training, Competence and Evaluation
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EMS - Corporate Houston EOC	NEB/Document Library/Environmental Program/3.4 Training,
Management Training Rev P1pdf	Competence and Evaluation
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Environmental Training and Awareness	NEB/Document Library/Environmental Program/3.4 Training,
Program v1 2010.pdf	Competence and Evaluation
Example of Work Authorization.pdf	NEB/Document Library/Environmental Program/3.4 Training,
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EE88531 Qualification	NEB/Document Library/Environmental Program/3.4 Training,
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Halocarbon Management 2012.pdf	NEB/Document Library/Environmental Program/3.4 Training,
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Halocarbon Management LR test.pdf	NEB/Document Library/Environmental Program/3.4 Training,
	Competence and Evaluation
JHSEC Environment update August	NEB/Document Library/Environmental Program/3.4 Training,
2013.pdf	Competence and Evaluation
LMS Profile 2012.pdf	NEB/Document Library/Environmental Program/3.4 Training,
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LMS Qualification Profile_R	NEB/Document Library/Environmental Program/3.4 Training,
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Management of Releasespdf	Competence and Evaluation
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Dangerous Goodspdf	Competence and Evaluation
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Technical Qualification Signoff Form -	NEB/Document Library/Environmental Program/3.4 Training,
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Wildrose Environmental Awareness	NEB/Document Library/Environmental Program/3.4 Training,
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2012 CSE Environment Communication	NEB/Document Library/Environmental Program/3.5
Plan (draft).pdf	Communication
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Spreadsheet.pdf	Communication
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Ontario Spill Control Procedure (2).pdf	NEB/Document Library/Environmental Program/3.5
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Warranty 16-04-2012.pdf	NEB/Document Library/Environmental Program/3.5 Communication
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Enviro MOS 2013.08.01 Agenda.pdf	NEB/Document Library/Environmental Program/3.6
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Environmental Complaint Investigation	NEB/Document Library/Environmental Program/3.6
Form.pdf	Documentation and Document Control
Excerpt from Records Classification	NEB/Document Library/Environmental Program/3.6
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Program Framework Document.pdf	Documentation and Document Control
2011 Altona Meter Station Minor	NEB/Document Library/Environmental Program/4.1 Inspection,
Facilities M12 Planned Inspection low	Measurement and Monitoring
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2011 Cavendish planned inspection	NEB/Document Library/Environmental Program/4.1 Inspection,
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2012 NGTL Verification Report	NEB/Document Library/Environmental Program/4.1 Inspection,
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2012 PI _ REDC WEST, RALSTON	NEB/Document Library/Environmental Program/4.1 Inspection,
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2013 Exercise Information July 30th.pdf	NEB/Document Library/Environmental Program/4.1 Inspection,
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2013 Minor Facilities M12 Planned	NEB/Document Library/Environmental Program/4.1 Inspection,
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2013 Tanya Reid-Cormack TOPs Review	NEB/Document Library/Environmental Program/4.1 Inspection,
Requirements List.pdf	Measurement and Monitoring
2013 Tisa Perra TOPs Review	NEB/Document Library/Environmental Program/4.1 Inspection,
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History.pdf	Measurement and Monitoring
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Assessment.pdf	Review
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	Review
Agenda CPO E-Coordinators Meeting	NEB/Document Library/Environmental Program/5.0 Management
Sept 2013_Ver 3.pdf	Review
Civil and Env Eng Monthly MOS	NEB/Document Library/Environmental Program/5.0 Management
Summary 2012 12.pdf	Review
CSE PerformanceMgmt Final	NEB/Document Library/Environmental Program/5.0 Management
Redacted.pdf	Review
Environment Scorecard Redacted.pdf	NEB/Document Library/Environmental Program/5.0 Management Review
Environmental Operations Manual	NEB/Document Library/Environmental Program/5.0 Management
(EOM) - Acme Station (final).pdf	Review
HSE Committee Mandate.pdf	NEB/Document Library/Environmental Program/5.0 Management Review
July 30-Aug 1 Agenda Wildrose	NEB/Document Library/Environmental Program/5.0 Management
Management Team meeting.pdf	Review
July 30-Aug 1 Wildrose Management	NEB/Document Library/Environmental Program/5.0 Management
Team meeting Minutes.pdf	Review
Management Review Overview.pdf	NEB/Document Library/Environmental Program/5.0 Management
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Sept 10-12 Wildrose Management Team	NEB/Document Library/Environmental Program/5.0 Management
Meeting Agenda.pdf	Review
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TransCanada Corporate Health, Safety	NEB/Document Library/Environmental Program/5.0 Management
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TransCanada Corporate HSE Committee	NEB/Document Library/Environmental Program/5.0 Management
meeting April 30-2012.pdf	Review
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1314-127 - TQM Montreal - 15 to 19	NEB/Document Library/Environmental Protection Inspections
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1314-133 - Keystone, Winnipeg - 8 to 12 July 2013	NEB/Document Library/Environmental Protection Inspections
1314-142 - TCPL Montreal - 26 to 30	NEB/Document Library/Environmental Protection Inspections
August 2013	NEB/Document Library/Environmental Protection inspections
1314-143 - TCPL Toronto - 22 to 26 July	NEB/Document Library/Environmental Protection Inspections
2013	TVEB/ Document Library/ Environmental Protection Inspections
1314-144 - Station 58	NEB/Document Library/Environmental Protection Inspections
1314-177	NEB/Document Library/Environmental Protection Inspections
1314-179 - NGTL Grand Prairie - 15 to	NEB/Document Library/Environmental Protection Inspections
19 July 2013	
1314-180 - NGTL Calgary and	NEB/Document Library/Environmental Protection Inspections
Lethbridge - 22 to 26 July 2013	
1314-232	NEB/Document Library/Environmental Protection Inspections
2013-2014 TQM Brushing Plan	NEB/Document Library/Environmental Protection Inspections
Summary.pdf	
HSE Commitment Statement.pdf	NEB/Document Library/Environmental Protection Inspections
HSE Management System	NEB/Document Library/Environmental Protection Inspections
Framework.pdf	
Integrated Vegetation Management	NEB/Document Library/Environmental Protection Inspections
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Fish and Wildlife Protection	NEB/Document Library/Environmental Protection
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Heritage Resource Protection	NEB/Document Library/Environmental Protection
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Release and Spill Response	NEB/Document Library/Environmental Protection
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258097 - TransCanada Response - Activity 1314-133 - Memo.pdf	NEB/Document Library/Environmental Protection Inspections/1314-133 - Keystone, Winnipeg - 8 to 12 July 2013/NNCs 1, 3 and 4
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1314-142 - Response to NNC 18b.pdf	NEB/Document Library/Environmental Protection Inspections/1314-142 - TCPL Montreal - 26 to 30 August 2013
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Sealweld Odyssey Literature.pdf	NEB/Document Library/Environmental Protection Inspections/1314-142 - TCPL Montreal - 26 to 30 August 2013/NEB Direction 1 for 1314-142
Sealweld Odyssey MSDS.pdf	NEB/Document Library/Environmental Protection Inspections/1314-142 - TCPL Montreal - 26 to 30 August 2013/NEB Direction 1 for 1314-142
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1314-142 - Response to NNC 5 (30 Aug 2013) Final.pdf	NEB/Document Library/Environmental Protection Inspections/1314-142 - TCPL Montreal - 26 to 30 August 2013/NNCs for 1314-142

1314-142 - Response to NNCs (19 Aug 2013) V2.pdf	NEB/Document Library/Environmental Protection Inspections/1314-142 - TCPL Montreal - 26 to 30 August
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Integrity Inspection Log.pdf	Inspections/1314-143 - TCPL Toronto - 22 to 26 July 2013
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Facilities Integrity Inspections.pdf	NEB/Document Library/Environmental Protection
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Incident Management Classification	NEB/Document Library/Environmental Protection
Guide.pdf	Inspections/1314-143 - TCPL Toronto - 22 to 26 July 2013
Information Request 10	NEB/Document Library/Environmental Protection
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Management Manual.pdf	Inspections/1314-143 - TCPL Toronto - 22 to 26 July 2013
Waste Storage Inspection and Inventory	NEB/Document Library/Environmental Protection
Form.pdf	Inspections/1314-143 - TCPL Toronto - 22 to 26 July 2013
Waste Storage Inspection Inventory and	NEB/Document Library/Environmental Protection
Disposal.pdf	Inspections/1314-143 - TCPL Toronto - 22 to 26 July 2013
Report Dawn.pdf	NEB/Document Library/Environmental Protection
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Niagara Falls Cleanup.pdf	NEB/Document Library/Environmental Protection
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Niagara Parks Memo.pdf	NEB/Document Library/Environmental Protection
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Western Pipelines Work Permit.pdf	NEB/Document Library/Environmental Protection
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Integrity Inspection Canada.pdf	Inspections/1314-143 - TCPL Toronto - 22 to 26 July
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Analysis Certificate.pdf	NEB/Document Library/Environmental Protection
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1314-179 - Response for NNC 8.pdf	NEB/Document Library/Environmental Protection
	Inspections/1314-179 - NGTL Grand Prairie - 15 to 19 July 2013
1314-179 -Responses for Grande Prairie	NEB/Document Library/Environmental Protection
NNCs due Aug 30 Final.docx	Inspections/1314-179 - NGTL Grand Prairie - 15 to 19 July 2013
1314-179 -Update 6 Sep 2013 -	NEB/Document Library/Environmental Protection
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200	Inspections/1314-179 - NGTL Grand Prairie - 15 to 19 July 2013
Responses to NNCs 5 and 16	NEB/Document Library/Environmental Protection Inspections/1314-179 - NGTL Grand Prairie - 15 to 19 July 2013
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BCI project.pdf	Inspections/1314-179 - NGTL Grand Prairie - 15 to 19 July
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9358-1610-A02-001 Storage Tank.pdf	NEB/Document Library/Environmental Protection
7000 1010 1102 001 Storage Tank.pur	Inspections/1314-179 - NGTL Grand Prairie - 15 to 19 July
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1314-180 - Response to NNC 12.pdf	NEB/Document Library/Environmental Protection
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2013 Q2 CPO Newsletter (2).pdf	NEB/Document Library/Environmental Protection
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2013 Torrington Monitoring results.pdf	NEB/Document Library/Environmental Protection
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	July 2013
Canadian Pipeline Operations 2013	NEB/Document Library/Environmental Protection
Environment Plan.pdf	Inspections/1314-180 - NGTL Calgary and Lethbridge - 22 to 26
	July 2013
Photos for NNC 3a as at 22 Oct 2013	NEB/Document Library/Environmental Protection
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TOP Physical Security Incident Reporting.pdf	NEB/Document Library/Environmental Protection Inspections/1314-180 - NGTL Calgary and Lethbridge - 22 to 26 July 2013
TOP TC Signage Procedure Canada.pdf	NEB/Document Library/Environmental Protection Inspections/1314-180 - NGTL Calgary and Lethbridge - 22 to 26 July 2013
Torrington 12-2 CS - AENV Waterwell Drilling Report.pdf	NEB/Document Library/Environmental Protection Inspections/1314-180 - NGTL Calgary and Lethbridge - 22 to 26 July 2013
Torrington Cold Storage Building - previously issued drawing.pdf	NEB/Document Library/Environmental Protection Inspections/1314-180 - NGTL Calgary and Lethbridge - 22 to 26 July 2013
Torrington Figure.pdf	NEB/Document Library/Environmental Protection Inspections/1314-180 - NGTL Calgary and Lethbridge - 22 to 26 July 2013
Torrington NEB Audit Remediation- south side of yard beside fence 001.jpg	NEB/Document Library/Environmental Protection Inspections/1314-180 - NGTL Calgary and Lethbridge - 22 to 26 July 2013/Photos for NNC 3a as at 22 Oct 2013
Torrington NEB Audit Remediation- south side of yard beside fence 002.jpg	NEB/Document Library/Environmental Protection Inspections/1314-180 - NGTL Calgary and Lethbridge - 22 to 26 July 2013/Photos for NNC 3a as at 22 Oct 2013
Torrington NEB Audit Remediation- south side of yard beside fence 003.jpg	NEB/Document Library/Environmental Protection Inspections/1314-180 - NGTL Calgary and Lethbridge - 22 to 26 July 2013/Photos for NNC 3a as at 22 Oct 2013
1314-180_NNC 01_Monarch_Whitney_Scrubber_TDG_ Label.jpg	NEB/Document Library/Environmental Protection Inspections/1314-180 - NGTL Calgary and Lethbridge - 22 to 26 July 2013/Photos to Support Actions Taken to Address NNCs
1314-180_NNC 01_Orton_UST_TDG_label.jpg	NEB/Document Library/Environmental Protection Inspections/1314-180 - NGTL Calgary and Lethbridge - 22 to 26 July 2013/Photos to Support Actions Taken to Address NNCs
1314-180_NNC 07_Callum_Creek_LSDs.jpg	NEB/Document Library/Environmental Protection Inspections/1314-180 - NGTL Calgary and Lethbridge - 22 to 26 July 2013/Photos to Support Actions Taken to Address NNCs
1314-180_NNC 07_Monarch_Whitney_Orton_LSDs.jpg	NEB/Document Library/Environmental Protection Inspections/1314-180 - NGTL Calgary and Lethbridge - 22 to 26 July 2013/Photos to Support Actions Taken to Address NNCs
1314-180_NNC 07_Orton_LSDs.jpg	NEB/Document Library/Environmental Protection Inspections/1314-180 - NGTL Calgary and Lethbridge - 22 to 26

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09_Road_Crossing_Sign(3).jpg	Inspections/1314-180 - NGTL Calgary and Lethbridge - 22 to 26
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10_Monarch_Control_Valve_Exit_Sign(Inspections/1314-180 - NGTL Calgary and Lethbridge - 22 to 26
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11_Monarch_Whitney_Valves(2).jpg	Inspections/1314-180 - NGTL Calgary and Lethbridge - 22 to 26
11_wonarch_winthey_varves(2).jpg	July 2013/Photos to Support Actions Taken to Address NNCs
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11_Monarch_Whitney_Valves(3).jpg	Inspections/1314-180 - NGTL Calgary and Lethbridge - 22 to 26
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11_Monarch_Whitney_Valves(6).jpg	Inspections/1314-180 - NGTL Calgary and Lethbridge - 22 to 26
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Activity 1314-180 - Response to NNC 2 FINAL.pdf	NEB/Document Library/Environmental Protection Inspections/1314-180 - NGTL Calgary and Lethbridge - 22 to 26 July 2013/Response to NNC 2
Plan.pdf	NEB/Document Library/Environmental Protection Inspections/1314-180 - NGTL Calgary and Lethbridge - 22 to 26 July 2013/Response to NNC 2
1314-180 - Response to NNC 4a.pdf	NEB/Document Library/Environmental Protection Inspections/1314-180 - NGTL Calgary and Lethbridge - 22 to 26 July 2013/Response to NNC 4a
Corrective Action Plan.pdf	NEB/Document Library/Environmental Protection Inspections/1314-180 - NGTL Calgary and Lethbridge - 22 to 26 July 2013/Response to NNC 4a
Activity 1314-232 - Response to NNC 1d - 29 Nov 2013.pdf	NEB/Document Library/Environmental Protection Inspections/1314-232
Activity 1314-232 - Response to NNC 3 b and c.pdf	NEB/Document Library/Environmental Protection Inspections/1314-232
Activity 1314-232 - Response to NNC 4.pdf	NEB/Document Library/Environmental Protection Inspections/1314-232
Activity 1314-232 - Response to NNC 4b.pdf	NEB/Document Library/Environmental Protection Inspections/1314-232
Activity 1314-232 - Response to NNCs due Oct 25.pdf	NEB/Document Library/Environmental Protection Inspections/1314-232
Candiac CS Report.pdf	NEB/Document Library/Environmental Protection Inspections/1314-232
Response to Activity 1314-232 - 22 October 2013	NEB/Document Library/Environmental Protection Inspections/1314-232
Response to Activity 1314-232 NNC's - Les Cedres.pdf	NEB/Document Library/Environmental Protection Inspections/1314-232
Response to Activity 1314-232 Part 1 due 27 Sep.pdf	NEB/Document Library/Environmental Protection Inspections/1314-232
Response to Activity 1314-232 Part 2 due 27 Sep - Facilities Weekly Station 802.pdf	NEB/Document Library/Environmental Protection Inspections/1314-232
Response to Activity 1314-232 Part 3 due 27 Sep - Facilities Weekly Station 802.pdf	NEB/Document Library/Environmental Protection Inspections/1314-232
Activity 1314-232 - Response to NNC 1b and c - 22 Oct 2013.pdf	NEB/Document Library/Environmental Protection Inspections/1314-232/Response to Activity 1314-232 - 22 October 2013
Response 22 Oct 2013 - Attachment 1.pdf	NEB/Document Library/Environmental Protection Inspections/1314-232/Response to Activity 1314-232 - 22 October

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Environment_Occupational	
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EMS NEB Audit Presentation.pdf	NEB/Document Library/Presentations by TC Staff to NEB
Health and Safety Presentations	NEB/Document Library/Presentations by TC Staff to NEB
MOC Initiative Overview Presentation to NEB September 30 2013.pdf	NEB/Document Library/Presentations by TC Staff to NEB
MOC Initiative Technical Change Example Presentation to NEB September 30 2013.pdf	NEB/Document Library/Presentations by TC Staff to NEB
NEB Audit Aug 2013 PresentationUpdated finalrev.pdf	NEB/Document Library/Presentations by TC Staff to NEB
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TransCanada Operations Environmental Program Overview.pdf	NEB/Document Library/Presentations by TC Staff to NEB
01 WCB Intro Final.pdf	NEB/Document Library/Presentations by TC Staff to NEB/Health and Safety Presentations
02 WCB Physician Letter Final.pdf	NEB/Document Library/Presentations by TC Staff to NEB/Health and Safety Presentations
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	and Safety Presentations
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	and Safety Presentations
ECM Referral.pdf	NEB/Document Library/Presentations by TC Staff to NEB/Health
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Health Services Leader Toolkit - Final	NEB/Document Library/Presentations by TC Staff to NEB/Health
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HSE Coordinators Vehicle Ergo	NEB/Document Library/Presentations by TC Staff to NEB/Health
Assessment Form.pdf	and Safety Presentations
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	and Safety Presentations
Occupational Injury and Illness Response	NEB/Document Library/Presentations by TC Staff to NEB/Health

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	and Safety Presentations
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	and Safety Presentations
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	and Safety Presentations
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	and Safety Presentations
TC Eqpt list Jan 2012.pdf	NEB/Document Library/Presentations by TC Staff to NEB/Health
	and Safety Presentations
TC setting up your workstation.pdf	NEB/Document Library/Presentations by TC Staff to NEB/Health
	and Safety Presentations
TC stats Q1_Q2_2012.pdf	NEB/Document Library/Presentations by TC Staff to NEB/Health
	and Safety Presentations
TC stats Q1_Q2_2013.pdf	NEB/Document Library/Presentations by TC Staff to NEB/Health
	and Safety Presentations
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	and Safety Presentations
Time Away From Work Disability	NEB/Document Library/Presentations by TC Staff to NEB/Health
Webpage.pdf	and Safety Presentations
TransCanada Calgary Office Ergo	NEB/Document Library/Presentations by TC Staff to NEB/Health
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ECM.pdf	and Safety Presentations