



Office of the Chairman

Bureau du Président

22 March 2005

To: Workshop Attendees

**National Energy Board Regulatory Improvement Workshop, 8 November 2004**

I would like to extend my personal thanks and appreciation for your participation in the Regulatory Improvement Workshop of 8 November past. Our purpose was to engage with people representing a range of interests in NEB matters to gain a better understanding of their challenges and any actions we might take to address them. We found the discussions to be very helpful and were able to immediately and directly apply what we learned.

At the workshop we received many important messages that influenced our objectives and the activities we plan to undertake (Attachment 1). This feedback, and our subsequent planning, has led to important learnings for us. We have incorporated the learnings into our *Strategic Plan 2005-2008*. The Strategic Plan encompasses our Vision, Purpose, Values, Goals, Objectives, and Measures (Attachment 2).

The Board's vision calls on us to lead, and to execute our work in a way that looks ahead and adapts to meet changing needs. After the workshop discussions, and as we completed our strategic plan, it became clear that a new organizational structure for the NEB would help us to deliver on your expectations. This new structure consolidates key functions to better focus our efforts on meeting new objectives and improving clarity and accountability while also reducing overlap and simplifying our internal processes (Attachment 3).

In summary, the workshop and follow-up work was a very positive step in obtaining your feedback and views on the Board's direction. I am confident that what we have learned, and our new structure, will help us to protect the things that are important to Canadians and to enable positive outcomes in the public interest. In pursuing our Vision, the Board will continually strive to find innovative ways to achieve balance, and ideally, the potential synergies between protecting and enabling.

For your information, the Facilitators' report on the workshop, as well as the *Strategic Plan 2005-2008*, are available on our web site [www.neb-one.gc.ca](http://www.neb-one.gc.ca) under 'What's New'. If you have any questions, please contact Brenda Kenny at (403) 299-2748 or [bkenny@neb-one.gc.ca](mailto:bkenny@neb-one.gc.ca).

Again, thank you for your participation.

Yours truly,

A handwritten signature in black ink, appearing to read 'Ken Vollman'.

Kenneth W. Vollman  
Chairman

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Canada The word 'Canada' in a bold, serif font, with a small Canadian flag icon to its right.

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