

Pipeline Projects: Are We Getting It Right?

Risks and Challenges in a Changing World

IPLOCA Conference
September 2023



FLUOR[®]

Pipeline Projects – A Canadian Perspective

**Cost of Trans Mountain expansion pipeline keeps climbing,
now \$30.9B**

Financial Turbulence for Trans
Mountain Expansion: From \$7.4
Billion Estimate to \$30.9 Billion
Reality

**Coastal GasLink price tag climbs to \$14.5
billion and could go even higher**

Could cost a further \$1.2 billion if construction is extended into 2024

**Canadian Trans Mountain Pipeline Expansion
Cost Increases by 44% to \$22.35 Billion**



Operation Overlord

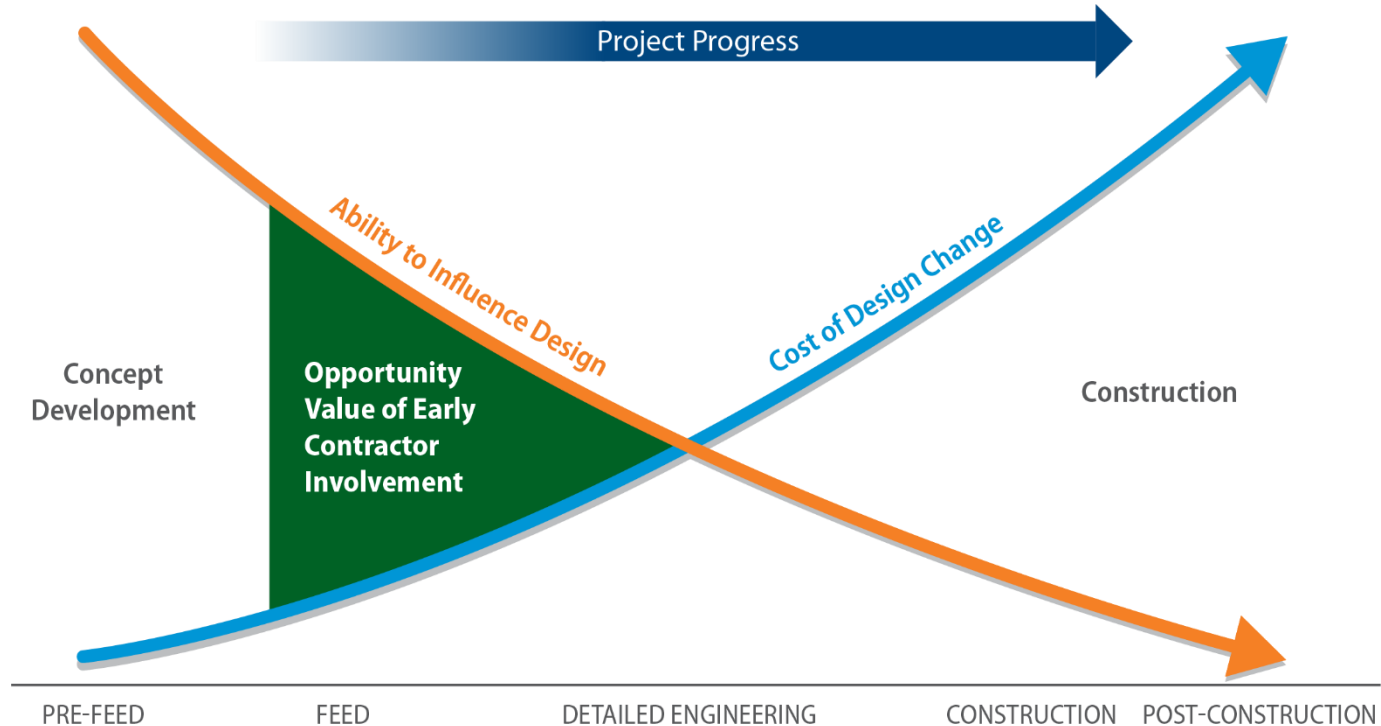
- ▶ Normandy beaches selected because established ports were too well defended (Dieppe 1942)
- ▶ Invasion day June 6, 1944
 - 150,000 soldiers from 12 nations
 - 5 beaches – total of 80 km (50 miles) in length
 - Largest naval, land, and air operation in history
 - Established a beach head for ongoing support of invasion efforts
 - Over 12,000 airplanes and 7,000 naval vessels
 - Two portable harbors were prefabricated and moved to France



“In preparing for battle I have found plans are useless, but planning is indispensable.”

D. Eisenhower,
Supreme Allied Commander
Operation Overlord

Value of Early Contractor Involvement



Typical Pipeline Project Components



Summary

In a time of global challenges and the need to reshape the world we share, pipelines will remain a key component to solving these challenges, but we need to figure out ways to improve outcomes and execute our work differently if we want to drive towards a different outcome.