

National Energy
Board



Office national
de l'énergie

Lessons Learned from the Express Pipeline Project

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Canada



Outline

- ♦ **National Energy Board (NEB) – Roles and Responsibilities**
- ♦ **Overview of Express Pipeline Project**
- ♦ **What lessons were learned?**
- ♦ **How does the NEB learn?**
- ♦ **How can we improve our learning process?**
- ♦ **Conclusions**
- ♦ **Questions**



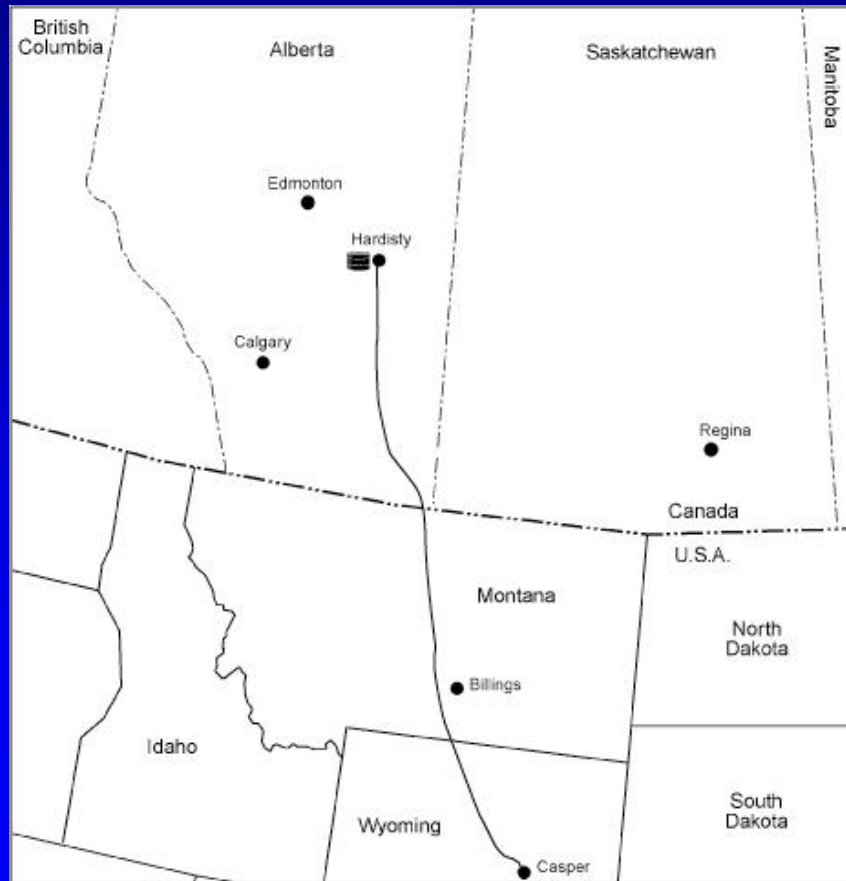
NEB Roles and Responsibilities

The NEB regulates:

- ◆ **Inter-provincial and international pipelines**
- ◆ **Pipeline transportation, tolls and tariffs**
- ◆ **International and designated inter-provincial power lines**
- ◆ **Exports of oil, natural gas and electricity**
- ◆ **Frontier oil and gas outside of Accord areas**



Express Pipeline Project





Express Pipeline Project (con't)

- ♦ loss of native prairie in southern Alberta
- ♦ experimental/unproven mitigation measures
- ♦ 5 years of environmental monitoring and follow-up post-construction





Lessons Learned

- ◆ **Express Environmental Advisory Committee**
- ◆ **“minimum disturbance” construction techniques**
- ◆ **reclamation and re-vegetation measures**
- ◆ **5 years of post-construction monitoring**



Lessons Learned (con't)

- ◆ **“experimental” techniques effective at protecting and reclaiming native prairie**
- ◆ **effectiveness compromised by drought and cattle grazing**
- ◆ **Best Management Practices**
- ◆ **qualified environmental inspectors critical to successful implementation**



Environmental Learning Process

How do we identify and share lessons?

- ♦ Informal “communities of practice”
- ♦ Individuals and the organization





Environmental Learning Process (con't)

Challenges:

- ♦ Information and knowledge management – access and exchange
- ♦ Process accountabilities
- ♦ Succession planning





Continual Improvement

Overcoming our challenges:

- ◆ “One window” approach to information and knowledge management
- ◆ Clarifying expectations



Conclusions

An organization where

“...people are continually learning how to learn together.”
(Senge 1990)



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Questions?



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