

GUIDANCE FROM ADAPTIVE ENVIRONMENTAL MANAGEMENT, MONITORING & INDEPENDENT OVERSIGHT

BIPOLE III TRANSMISSION PROJECT
CLEAN ENVIRONMENT COMMISSION
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Outline

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- Adaptive environmental management
- Monitoring
- Independent oversight
- Conclusion and recommendations

Adaptive environmental management

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□ Outline

- The basic model
- Two more essential components
- Our methods
- Our analytic framework
- The results

AEM: the basic model

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- An iterative, circular model
 - ▣ Plan (and hypothesize)
 - ▣ Do (and monitor)
 - ▣ Evaluate (and learn)
 - ▣ Adjust (as necessary)

AEM: two more essential components

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- Active and ongoing participation
 - ▣ Adaptive collaborative management
- Institutional capacity and support for safe and rewarding conditions

AEM: our methods

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- Literature review
- Document review
 - ▣ Selected chapters of the EIS
 - ▣ Various IR responses
 - ▣ Hydro's October 29 mitigation commitment table
- Interview with two Hydro managers

AEM: our analytic framework

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□ Principles for best practice

1. Understanding context is crucial
2. Understanding adaptive approaches
3. Purposeful and deliberate
4. Careful documentation
5. Designed to promote learning translating into action
6. Supporting the “right” people

AEM: the results

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1. Understanding context is crucial

- ▣ +ve: sound intentions regarding planning and doing; **community-based monitoring**
- ▣ -ve: lack of detailed plans; **active and ongoing participation throughout the full AEM cycle?**

2. Understanding adaptive approaches

- ▣ +ve: touches all the AEM bases
- ▣ -ve: lack of public discussion of uncertainty and the challenges to AEM; **safe and rewarding conditions?**

AEM: the results

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3. Purposeful and deliberate

- ▣ +ve: touches all the AEM bases; intentions regarding active experimentation
- ▣ -ve: lack of (public) detailed plans regarding active experimentation

4. Careful documentation

- ▣ +ve: robust EPIMS; good intentions for ongoing communication
- ▣ -ve: lack of participation plans; lack of discussion of uncertainty, AEM challenges & experimentation

AEM: the results

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5. Designed to promote learning translating into action
 - ▣ +ve: supportive corporate policy and EMS; EPP review and renewal process; examples of adjustments
 - ▣ -ve: lack of public discussion of uncertainty, AEM challenges, and experimentation

AEM: the results

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6. Supporting the “right” people

- ▣ +ve: suitable EPP positions, job descriptions, and lines of authority;
- ▣ -ve: authority for active and ongoing participation throughout the full AEM cycle?
sufficient resources?

Monitoring & Independent Oversight

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□ Outline

- Our methods
- Monitoring: a short review
- Independent Oversight: a short introduction
- Factors contributing to effective independent oversight
- Manitoba Hydro & the case for independent oversight

Monitoring & IO: our methods

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- Document review
 - ▣ Select documentation (Wuskwatim Projects)
 - ▣ Select documentation (Bipole III project)
- Literature review
 - ▣ Including 11 cases
- 5 case studies
 - ▣ Semi-structured interviews with key informants (*)

(*) funding for this portion provided through the SSHRC

Cases

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- Shetland Oil Terminal Advisory Group
- Prince William Sound CAC (*)
- Cook Inlet Regional CAC
- Deep Water Horizon (**)
- Mackenzie Valley Gas Project (**)
- Sydney Tar Ponds RMOB (*) and CLC
- Stillwater and East Boulder GNA
- BHP Ekati IEMA (*)
- Diavik EMAB (*)
- Snap Lake EMAB (*)
- Happy Valley- Goose Bay IEMR

(*) case studies

(**) proposed, but not implemented

Monitor for what?

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- Compliance
- Verification
- Effects
 - ▣ Additional baseline
 - ▣ Public engagement
 - ▣ Unforeseen changes
 - ▣ Address data gaps
 - ▣ Progress for sustainability

What is Independent Oversight?

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□ What

- Autonomous or semi-autonomous
- Watch-dog
- Demonstrate accountability

□ Why

- Limits of vertical and horizontal accountability mechanisms

Why Independent Oversight?

Concerns ... “about ensuring that development proceeds in a *responsible fashion*, that it *provides the benefits*, that it results in *minimum harm* and, frankly, ... *skepticism that can be entrusted to government and industry alone to ensure it happens....* The *transparency of the process*, the ensuring that *information is readily available* so that people can confirm for themselves that things are going well is a big part of it,” (MGP Joint Panel Review, 2007, p. 9135)

Effective Independent Oversight

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- ❑ Strong legal foundation
- ❑ Clear mandate
- ❑ Effective communication
- ❑ Independent authority
- ❑ Independent composition
- ❑ Adequate, long-term funding
- ❑ Experience

Manitoba Hydro & the case for Independent Oversight

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- Hinterland footprint
- Administrative capacity
- Trust issues
- Questions regarding project implementation
- Overlapping mandate
- Opportunity to advance the state of the art

Conclusion and recommendations

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□ Adaptive environmental management

- Plan (and hypothesize)

- Do (and monitor)

- Evaluate (and learn)

- Adjust (as necessary)

PLUS

- Active and ongoing participation

- Institutional capacity and support for safe and rewarding conditions

Moving forward

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- Strive for excellence in corporate environmental performance
- Strive for state of the art in AEM
 - ▣ Adaptive collaborative management
- Harness the power of active experimentation
- Publically discuss uncertainty
 - ▣ Create safe and rewarding conditions for AEM
- Avoid the implementation gap
 - ▣ Avoid disconnects between intentions and actions
 - ▣ Consider the case for independent oversight