

Assessing adaptive management in the Keeyask EIS

A report prepared for the Consumers Association of
Canada (Manitoba Branch)

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Adaptive Management

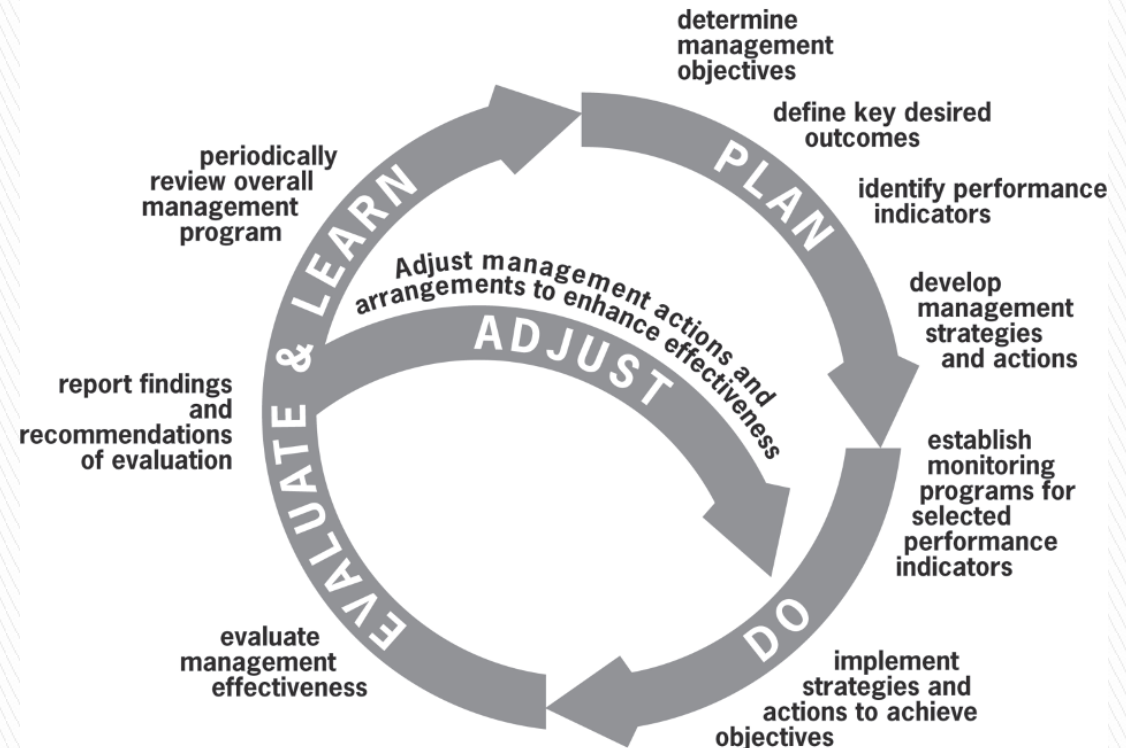
Section 1

Adaptive Management

▶ Core Features

- Iterative
- On-going experimentation
- System monitoring
- Feedback & learning

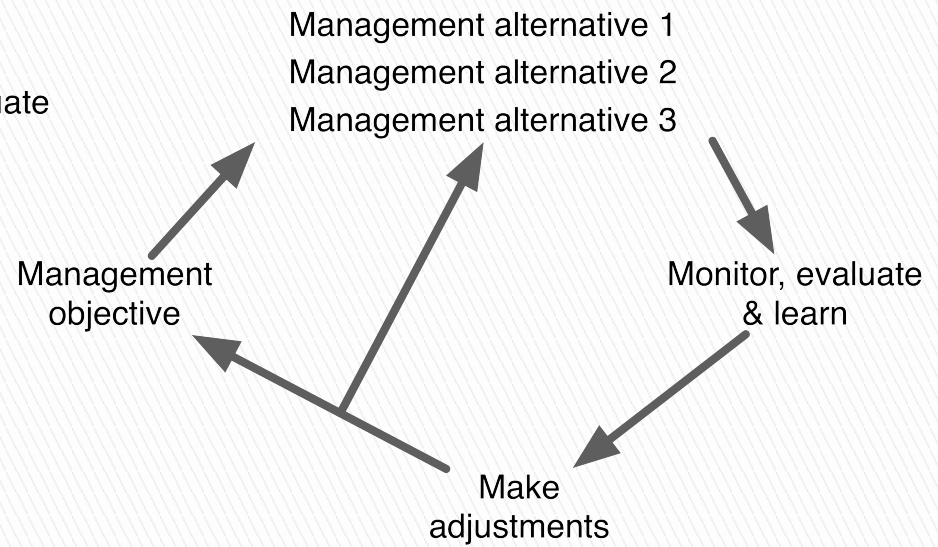
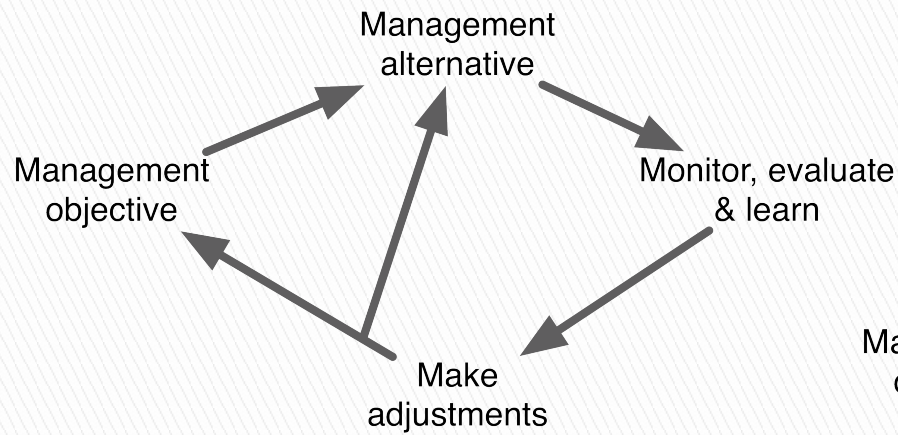
The adaptive management cycle



Section 1.0

Jones (2009, p.237)

Key Concept: Experimentation



Passive AM

Active AM

Best Practice AM (selected)

- ▶ Plan
 - Recognize uncertainty
 - Long-term view
 - Flexible
 - Transparent
- ▶ Do (and monitor)
 - Right people
 - Timelines
 - Transparent
 - Effects-based
- ▶ Evaluate (and learn)
 - Right people
 - Suitable approaches
 - Transparent processes
- ▶ Adjust
 - Organizational structures
 - Processes for adjustment
 - Transparent decisions

Box 1: Best Practice AM

Keeyask Project and Adaptive Management

Highlights

Recognition of AM in material

- ▶ Improvement over Bipole III documentation
 - Access to information
 - Evidence of consideration of four stages of AM
 - Commitment to research and development
- ▶ Supporting material (section 2.1.1)
 - AM definition (e.g. Project Description p.7-1)
 - Recognition of uncertainty (e.g. Response to EIS Guidelines p. 5-14; CEC Rd 1 CAC-0061)
 - Limited examples of predetermined AM (e.g. CEC Rd 1 MMF-0013) and experimentation (e.g. CEC Rd 2 CEC 173)

Gap: Incomplete information

- ▶ Incomplete record
 - Draft monitoring plans remain outstanding
 - No compliance audits for key external verification system (e.g., CEC Rd 1 CAC 0064; CEC Rd2 CAC 172; CEC Rd2 CAC 172)
- ▶ Lost opportunities for data analysis
 - Linking externally funded research with known data gaps
 - Linking research with technical or management uncertainties

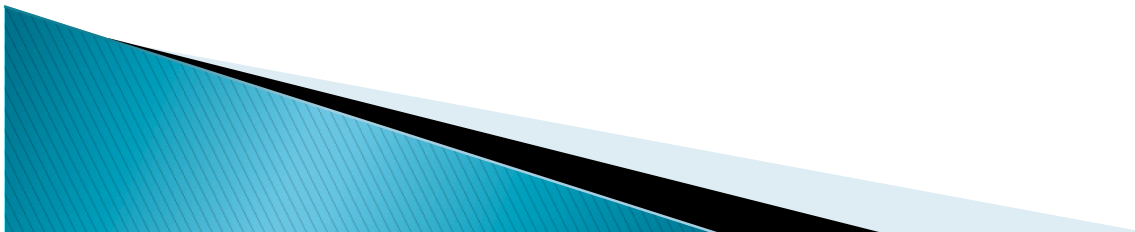


Monitoring Advisory Committee

- ▶ Positive feature: Monitoring Advisory Committee
- ▶ Missed opportunity
 - Broad mandate (communication, reviewing results, providing advice)
 - No budget for engaging outside experts
 - “...not an entity charged with a duty to challenge, or oppose decision that are the responsibility of those it advises” (CEC Rd 2 CAC 164)
 - No dispute resolution mechanism

Process for reconciling discrepancies

- ▶ Recognition of integration (Section 2.1.2)
 - Between some monitoring programs (e.g. mercury results in SEMP)
 - Coordination through Resource Use Monitoring Plan
 - ATK results in TEMP and PEMP
- ▶ Reconciling discrepancies
 - Extent to which the MAC will be involved is uncertain
 - No clear process for resolution if findings of ATK and technical science differ

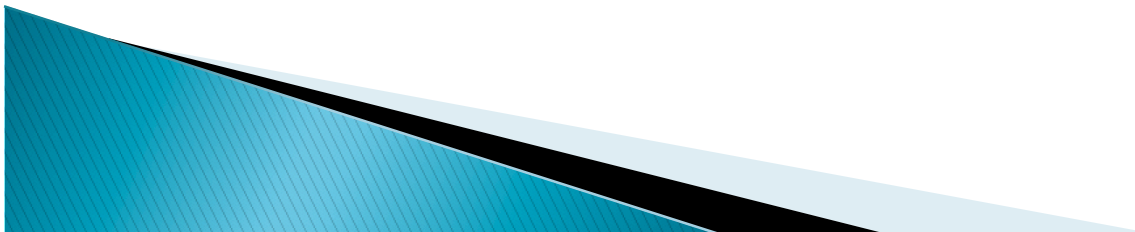


Process for adjustment(s)

- ▶ Recognition that adjustments are necessary
 - Timelines will vary (CEC Rd 2 CAC 170s)
 - A contingency fund exists
- ▶ Unclear process
 - Missed opportunity to clarify timelines for selected VECs
 - Unclear process for adding capacity (to committees, or overall during monitoring)
 - Lack of information about the contingency fund (amount, timeline, allocation variance over years)

Transparency in next stages

- ▶ Plan: Public engagement in EPP development is a positive feature
- ▶ Do/ Learn/ Adapt stages
 - Positive feature: Communication of changes
 - Positive feature: Input by MAC
 - Positive feature: Input by regulators
 - Barrier to transparency
 - Public will not be involved in subsequent decisions (CEC Rd 2 CAC 170 c and d)



Summary

- ▶ Marked improvement over approach used in Bipole III
- ▶ Areas that can be strengthened
 - Process for addressing potential discrepancies
 - Monitoring Advisory Committee
 - Independent oversight
 - Clear processes for adjustments (financial, personnel)
 - Transparency in next stages

