

MANITOBA PUBLIC UTILITIES BOARD

Efficiency Manitoba
2020/23 EFFICIENCY PLAN SUBMISSION

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For
Consumers' Association of Canada (Manitoba) and Winnipeg Harvest
("the Consumers Coalition")

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1 Introduction

Meaningful participation is a cornerstone of the development of good public policy. This is recognized in the Efficiency Manitoba Act (C.C.S.M. c.E15) (hereafter *The Act*) by explicit direction that the three-year plans prepared by the crown corporation must include a description of the “input received from stakeholders – including the stakeholder advisory committee...- **and the public** in preparing the plan, **and the process established** for receiving the input”¹ (**emphasis added**).

The purpose of this report is to:

- examine the process(es) established by Efficiency Manitoba to receive input into the development of its first plan;
- explore how the input received to date is addressed in the application before the Public Utilities Board; and,
- evaluate the mechanisms in place for receiving and addressing feedback moving forward.

Section 2 provides a short primer on public participation, including important components of participation plans which can contribute to more meaningful processes.

Section 3 examines stakeholder and public participation in the development of the plan, organized around the three participation mechanisms identified in the application: the Energy Efficiency Advisory Group (EEAG) (section 3.1), the Stakeholder survey (section 3.2) and the Stakeholder Engagement Summary (section 3.3). Section 4 reviews the systems established by Efficiency Manitoba to receive input moving forward, including the stakeholder engagement model (section 4.1). The final section proposes recommendations for the Public Utilities Board.

This report relates to issues approved by the Public Utilities Board as in scope for the review of the Efficiency Plan, namely the accessibility of Efficiency Plan to Manitobans, including consideration of:

- a) the interests of residential, commercial and industrial customers, as well as hard-to-reach customers who may have disabilities or be Indigenous, rural, newcomers, renters, customers living in multi-unit residences, or older customers, including consideration of customer investments,
- b) barriers to demand-side management uptake for Indigenous customers, including First Nations customers, and
- c) the engagement strategy for low income and hard-to-reach customers, including First Nations customers.

¹ Efficiency Manitoba Act (C.C.S.M. c.E15) section 9(h)

2 Participation

*There is growing public expectation and demand for greater involvement, and less willingness to accept that 'experts' know what is best.*²

The literature surrounding public involvement is voluminous³, spans a range of disciplines⁴, and addresses all aspects of program development.⁵

There is growing recognition that engaging the public in policy process allows for more rich deliberation of issues.⁶ In doing so, it is possible for policy makers to make better decisions and have greater success at implementing those.⁷ More broadly, a well-designed public involvement can:

- Add legitimacy to process and outcomes;⁸
- Strengthen public trust and confidence in the process;
- Improve representativeness in deliberation⁹, particularly when designed to ensure the interests of minorities are reflected in actions;¹⁰
- Build transparency surrounding costs, benefits and risks of different options;¹¹, and

² Mitchell, B. (2002). *Resource and environmental management* (2nd ed.). Essex, England: Longman, Pearson Education Limited at page 183.

³ A recent key word search of the Proquest database (excluding medical research) returned over 1100 articles.

⁴ Including Geography, Public Administration, Sociology, Education, Political Science, Health Studies, Engineering and Education.

⁵ Including the intent, design, implementation and evaluations stages.

⁶ E.g., Davies, B. B., Blackstock, K., & Rauschmayer, F. (2005). 'Recruitment', 'composition', and 'mandate' issues in deliberative processes: Should we focus on arguments rather than individuals? *Environment and Planning C: Government and Policy*, 23, 599-615.

⁷ Davies, B. B., Blackstock, K., & Rauschmayer, F. (2005). 'Recruitment', 'composition', and 'mandate' issues in deliberative processes: Should we focus on arguments rather than individuals? *Environment and Planning C: Government and Policy*, 23, 599-615; Diduck, A. P., Reed, M., & George, C. (2015). Participatory approaches to resource and environmental management. In B. Mitchell (Ed.), *Resource and environmental management in Canada* (5th ed., pp. 142-170). Toronto, ON, Canada: Oxford University Press.; Fung, A. (2006). Varieties of participation in complex governance. *Public Administration Review*, 66(Supplement 1), 66-75

⁸ Davies, B. B., Blackstock, K., & Rauschmayer, F. (2005). 'Recruitment', 'composition', and 'mandate' issues in deliberative processes: Should we focus on arguments rather than individuals? *Environment and Planning C: Government and Policy*, 23, 599-615; Diduck, A. P., Reed, M., & George, C. (2015). Participatory approaches to resource and environmental management. In B. Mitchell (Ed.), *Resource and environmental management in Canada* (5th ed., pp. 142-170). Toronto, ON, Canada: Oxford University Press.; Fung, A. (2006). Varieties of participation in complex governance. *Public Administration Review*, 66(Supplement 1), 66-75; Winfield, M. (2016). Decision-making, governance and sustainability: Beyond the age of "responsible resource development". *Journal of Environmental Law and Practice*, 29, 129-150

⁹ Diduck, A. P., Reed, M., & George, C. (2015). Participatory approaches to resource and environmental management. In B. Mitchell (Ed.), *Resource and environmental management in Canada* (5th ed., pp. 142-170). Toronto, ON, Canada: Oxford University Press.; Fung, A. (2006). Varieties of participation in complex governance. *Public Administration Review*, 66(Supplement 1), 66-75.

¹⁰ Pateman, C. (1970). *Participation and democratic theory*. Oxford: Alden and Mowbray.

¹¹ Winfield, M. (2016). Decision-making, governance and sustainability: Beyond the age of "responsible resource development". *Journal of Environmental Law and Practice*, 29, 129-150

- Enhance learning & Innovation by all involved¹², among others.

At its base, public involvement creates an opportunity for people to provide advice which may be used in the decision-making process.¹³ But if the process is well-planned and implemented, it can be a critical tool for building public confidence in the decision makers and the decision-making process.

While there is wealth of guidance available about how to design and implement public participation programs¹⁴, four basic principles¹⁵ should inform any meaningful process:

- Transparency: “to restore trust and confidence in processes, people must be able to see and understand how the process is being applied and how decisions are being made. Without this transparency, no process will be trusted.”¹⁶
- Inclusivity: The policy process should take “into account the concerns of all parties who consider themselves or their interests to be affected by that” policy¹⁷
- Informed: The record “...must be entirely based on evidence that is, and is seen to be, unbiased, accurate, accessible and complete.”¹⁸
- Meaningful: “the process must be perceived by interveners to give them a real opportunity to be heard and to feel that they have had a chance to influence the ultimate decisions.”¹⁹

Importantly, a well-designed process must ensure that the public has a chance to be heard – so it is important to solicit input on multiple occasions, using a variety of techniques²⁰ which

¹² Diduck, A. P., Reed, M., & George, C. (2015). Participatory approaches to resource and environmental management. In B. Mitchell (Ed.), *Resource and environmental management in Canada* (5th ed., pp. 142-170). Toronto, ON, Canada: Oxford University Press.

¹³ Dorcey, A.H.J. and T. McDaniels, *Great expectations, mixed results: Trends in citizen involvement in Canadian environmental governance*, in *Governing the environment: Persistent challenges, uncertain innovations*, E.A. Parson, Editor. 2001, University of Toronto Press: Toronto, ON, Canada. p. 247-302.

¹⁴ E.g. Stewart, J., & Sinclair, A. J. (2007). Meaningful public participation: Perspectives from participants, proponents and government. *Journal of Environmental Assessment Policy and Management*, 9(2), 1-23; Sinclair, A. J., & Diduck, A. P. (2016). Public participation in Canadian environmental assessment: Enduring challenges and future directions. In K. Hanna (Ed.), *Environmental impact assessment: Process and practice* (3rd edition ed., pp. 65-95). Toronto, ON, Canada: Oxford University Press.

¹⁵ These principles were identified in the context of environmental assessment, but have merit in the design and implementation of any policy decision.

¹⁶ Ibid at p. 13.

¹⁷ Ibid at p. 14.

¹⁸ Ibid at p. 14.

¹⁹ Ibid at p. 14.

²⁰ Sinclair, A. J., & Diduck, A. P. (1995). Public education: An undervalued component of the environmental assessment public involvement process. *Environmental Impact Assessment Review*, 15(3), 219-240.; Sinclair, A.J., Peirson-Smith, T.J., & Boerchers, M. (2016). Environmental assessments in the internet age: The role of e-governance and social media in creating platforms for meaningful participation. *Impact Assessment and Project Appraisal*, 1-10.

reflect the different economic, social, demographic and cultural backgrounds of the constituency.

3 Efficiency Manitoba Engagement Process



Figure 1: Efficiency Manitoba’s participation plan (captured from Instagram Stories section of the Efficiency Manitoba account)

Efficiency Manitoba’s Plan identifies three key mechanisms for soliciting public input in plan development:

- The Energy Efficiency Advisory Group (as required by Section 27 of the Act);

- The stakeholder survey²¹; and
- The stakeholder summary report, prepared by Manitoba Hydro²².

Figure 1 is a screen capture of the participation plan, as captured on Efficiency Manitoba’s Instagram story (posted around November 7, 2019). The storyboard introduced this figure with the following note: “We took feedback from customers and delivery partners to design an inclusive set of offers and resources. Using what we learned helped us tailor offers to the needs of Manitoba’s climate, people and businesses.”

Presumably the three inputs illustrated in this figure align with the three mechanisms above in the following way:

- Advisory Group – most closely aligned with the EEAG (section 3.1)
- Customer feedback – most closely aligned with the stakeholder summary (section 3.2)
- Industry feedback – most closely aligned with the stakeholder survey (section 3.3)

²¹ Coalition/ EM I -128

²² Coalition/ EM I-129

3.1 Energy Efficiency Advisory Group

Section 27 of The Act establishes the requirement for a Stakeholder committee. The advisory body²³ is to be comprised of “persons with expertise and experience in energy efficiency and an understanding of the functioning of the PUB's role in relation to energy efficiency.”²⁴

The Committee is to provide advice with respect to plan development, implementation²⁵ and subsequent evaluation²⁶, as well as other duties as determined by the Board of Efficiency Manitoba. This section of my report focuses on section 27(3)(a) - the activities of the Energy Efficiency Advisory Group in the development of this initial Efficiency Manitoba Plan.

3.1.1 Role and membership

The role of the EEAG is discussed at different places in the application and IRs. Table 1 includes three examples of how this role is described. As illustrated in the table, there are a range of tasks assigned to the committee, which differ depending on the section of the Application. For example, in the EEAG Terms of reference, members are asked to “help facilitate communication and engagement with ...constituencies”²⁷. However, in the main body of the application and the IR responses, at times it appears that the member organizations of the EEAG represent the public, and/or are a conduit for the public to interact with Efficiency Manitoba.²⁸ This can cause some confusion.

While the legislation includes specific reference to both the advisory committee and the public, Efficiency Manitoba appears, at times to treat the EEAG as the public.²⁹ In other instances the EEAG is assigned responsibility for getting stakeholders involved in the discussion.³⁰ Both of these roles have significantly more responsibility for EEAG members than what is outlined in its terms of reference – helping Efficiency Manitoba have communication and contact with members of an organization.

In addition, according to Efficiency Manitoba, 50% of EEAG members are meant to represent low-income and hard to reach customers.³¹ As this is not stated in the EEAG Terms of Reference, it would be useful to confirm this relationship – and the responsibilities associated with this status- with EEAG members. While *inclusivity* is an important principle, there is a need

²³ The Act section 27(1)

²⁴ The Act section 27(2)

²⁵ The Act section 27(3) (a)

²⁶ The Act section 27(3)(b)

²⁷ Application p.450

²⁸ Coalition/EM I 124(c) “As a Crown Corporation there are several paths through which a customer will be able to provide feedback to Efficiency Manitoba including but not limited to.... the variety of stakeholder groups represented on Efficiency Manitoba’s Energy Efficiency Advisory Group (EEAG) and more broadly through the organizations’ stakeholder engagement model”; Coalition/ EM I-125c “The public would be represented at the centre of the Stakeholder engagement model which represents the Energy Efficiency Advisory Group.”

²⁹ Coalition/EM I 124(c)

³⁰ Application p. 240

³¹ Coalition/EM I 127(c)

for Efficiency Manitoba to engage members of different economic, social, demographic and cultural backgrounds in a *meaningful* way. This should not be delegated to the advisory body.³²

Moving forward, it will be important to clearly articulate the mandate, roles and responsibilities of committee members, particularly with respect to the public. This will build more transparency in the processes around this important advisory committee.

Table 1: Role of the EEAG

Main Body of the Application ³³	EEAG Terms of Reference ³⁴	IR responses ³⁵
<p>“The EEAG was formed to:</p> <ul style="list-style-type: none"> ● ensure the Plan reflects Indigenous, social, environmental, technical and economic perspectives; ● solicit advice and perspectives on the process, programs, analysis, priorities, and approaches; and ● encourage participation of Efficiency Manitoba stakeholders in the planning” 	<p>“In 2019, the intent of the Advisory Group is to work with Efficiency Manitoba in advance of a Fall hearing to ensure that the inaugural Plan that is brought before the Public Utilities Board represents the optimal compilation of actions and strategies while also meeting the mandated savings targets in a cost-effective manner” “...members are asked to help facilitate communication and engagement with your communities and/or networks”</p>	<p>“The public would be represented at the centre of the Stakeholder engagement model which represents the Energy Efficiency Advisory Group.”³⁶</p> <p>Relied on the EEAG for feedback, as “...there was not feedback received from the general public in advance of this first three-year Efficiency Plan (the Plan) being submitted to the Public Utilities Board”</p>

It is important to highlight that the EEAG is a voluntary committee. Unlike the Board of Directors for Efficiency Manitoba, members of the advisory board receive no financial compensation. The dedication of the members of these organizations is to be commended, particularly since its six meetings were held during the summer (between 31 May and 5 September 2019).

³² This was noted several times in EEAG minutes, when members inquired about Efficiency Manitoba’s efforts to engage the public and to build relationships with First Nations and Indigenous Communities.

³³ Application p. 240

³⁴ Application pp. 449-450

³⁵ Coalition/ EM I-125c

³⁶ Coalition/EM I 124(c)

EEAG membership focused on representative organizations, rather than individuals (as directed by the legislation). As there is no list of members in the EEAG terms of reference, I relied on the application to identify which organizations are involved. As there were several references to the EEAG in the Application, there are some questions regarding its membership (see Table 2).

Moving forward, it will be important to clearly articulate which organizations and individuals are represented on the EEAG. The EEAG may wish to establish by-laws to outline a transparent appointment processes, responsibilities (including relationships with specific sectors), what constitutes quorum, and general time commitments. This will build more transparency in the processes around this important advisory committee.

Table 2: Organizational participation in the EEAG.

Organization	EEAG membership list ³⁷	Participation in EEAG meetings ³⁸	Summary of key EEAG member feedback ³⁹
Assembly of Manitoba Chiefs		1	
The Association of Manitoba Municipalities	X	5	X
Consumers' Association of Canada - Manitoba Branch	X	5	X
Expert Advisory Council on the Climate and Green Plan	X	1	X
Green Action Centre	X	6	X
Manitoba Industrial Power Users' Group	X	6	X
International Institute of Sustainable Development	X	6	X
Keystone Agricultural Producers	X	6	X
Manitoba Keewatinowi Okimakanak Inc	X	4	X
Manitoba Metis Federation	X	4	
Southern Chiefs Organization	X	5	X

³⁷ Application page 241

³⁸ Application Attachment 2: The meetings were held on May 31, June 13, June 14, June 27, August 20 and September 5.

³⁹ Application pages 95-99. This feedback was reportedly based on discussion during the August 20th meeting, but the summary does not align with the attendance record in Attachment 2, nor does it address the range of comments summarized during all six meetings (see Appendix 3 of this report).

3.1.2 Contribution to the Plan

According to the application the EEAG “influenced the plan by focusing efforts on ensuring:

- continuity of programs for customers;
- developing strategies and tools to streamline the application process;
- adopting new programs within the Plan; and
- adopting additional customer customization for program design, delivery, implementation and program supporting activities to successfully research the targeted program participants with each customer segment.”⁴⁰

Coalition/EM I 126 requested additional information about “how member feedback was incorporated in the Efficiency Manitoba Plan. Where feedback was not incorporated, please provide a brief explanation/justification of that decision.”⁴¹ In response, Efficiency Manitoba summarized the passage above. It deferred the recommendation of SCO and MKO for two-way engagement to the implementation phase. Finally, the IR identified four recommendations that were not addressed in the application:⁴²

- General public consultation (due to timing);
- Alternative DSM portfolio design;
- Strategies for electric vehicles; and
- Per-unit energy savings.

It is not clear from the information provided what systematic approach was used by Efficiency Manitoba to utilize the advice and perspectives of the EEAG. The corporation could have adopted an issues tracking table, a format designed to improve transparency by institutions which purport to received feedback from different stakeholders. Two recent examples of issues tracking tables involve environmental assessment:

- the Expert Panel which reviewed the federal environmental assessment process prepared an issues tracking table as a supplement to its 2017 report;⁴³ and/or
- Manitoba Hydro prepared a table which summarized comments and identified how the comments were addressed (or not addressed) in the design of the Manitoba-Minnesota Transmission Lines Project.⁴⁴

Appendix 3 of this report includes a (quickly developed) tracking table using information taken from the EEAG minutes (Attachment 2 of the Application). For example, using this format, the

⁴⁰ Application page 20; see also Coalition/EM I 126

⁴¹ Coalition/EM I 126

⁴² Coalition/EM I 126

⁴³

<https://www.canada.ca/en/services/environment/conservation/assessments/environmental-reviews/environmental-assessment-processes/annotated-compendium.html>

⁴⁴

https://www.hydro.mb.ca/projects/mb_mn_transmission/pdfs/eis/part_1_mmtp_summary_of_round_1_public_engagement_process_report.pdf

International Institute of Sustainable Development (IISD) could quickly determine how Efficiency Manitoba incorporated advice to seek funding from other sources, including the federal government.

Moving forward, Efficiency Manitoba should take a more transparent approach to how it addresses the feedback from both the EEAG and the public. Utilizing an issues tracking table would go a long way to ensure the legislative mandate surrounding public participation is achieved in a transparent manner that can be communicated to the regulator, government, and the public (including participants).⁴⁵ In doing so, the crown corporation would build confidence that its actions are *informed*, and the input of stakeholders was treated *meaningfully*.

The EEAG is a valuable tool designed by the legislature to provide expertise and guidance in demand-side planning to Efficiency Manitoba. The members are volunteers who are committed to developing and implementing a robust plan. It is not clear from the data provided and research on engagement best practices how Efficiency Manitoba has utilized this expertise effectively in the development of the Plan.

3.2 Stakeholder Engagement Delivery Partner Survey

The second mechanism for stakeholder engagement involved a survey sent to “over 2,500 contractors, suppliers, installers, consultants, engineering firms, architectural firms, government departments and associations...”⁴⁶ Key findings, as summarized in the application included:

- 1> “paperwork is too onerous and not worth the customer or the contractor’s time;
- 2> an online application process would be easier and less time-consuming; and
- 3> solar rebates should be brought back.”⁴⁷

IR Coalition EM 1-128 sought additional information about the survey methodology. In response, Efficiency Manitoba graciously provided the survey, and a power point summary of the results.

I have serious concerns with how the survey was designed and implemented. Specifically

- Given the distribution⁴⁸, this would have been more appropriately titled “Delivery Partner Survey”

⁴⁵ The Act section 9(h)

⁴⁶ Application page 241

⁴⁷ Application page 241

⁴⁸ Coalition/ EM I-128a at page 251 lists the distribution as “contractors, suppliers, vendors, engineering firms, architectural firms and associations.” 84% of the responses represent delivery partners, with the remaining 16% representing Consumer Association (8%), other (7%) and social enterprises (1%) Coalition/ EM I-128a at page 257.

- It would be more appropriate for Efficiency Manitoba to highlight the response rate (i.e., 234-392, or between 9% and 12%) than the distribution number (2500, or 2517⁴⁹ or 2,480⁵⁰)
- The list of sectors which the respondent (i.e., Residential, Commercial, Industrial, Agricultural) could choose does not reflect the customer segments utilized in the report.⁵¹ For example there is no option to select Income- Qualified, Indigenous or Codes and Standards.
- Using the average (or mean) of ordinal data, such as that used in a Likert scale, is problematic. The distance between responses is uncertain (e.g., the distance between extremely satisfied and satisfied; satisfied and neutral; etc.) . This is more troubling when respondents are neither given an explicit option to defer response (e.g., no “Not applicable”), nor an option to include a different theme.
 - Table 3 recalculates responses to the question regarding satisfaction with current program. Answers are grouped in three segments: satisfied categories; satisfied or neutral categories (note overlaps with the first option); and dissatisfied categories. Using this method, the elements of the current program which respondents are most dissatisfied with change from that identified in the application.
 - In documenting the comments associated with this question,⁵² the analyst appears to erroneously group comments “paperwork is too complex/not clear”⁵³ . These comments may relate to the question about the amount of paperwork, or the complexity of the application. Parsing out the written comments along the same lines as the original components may impact the key findings.⁵⁴
 - It would also be useful to know if there is a relationship between past involvement with demand side management programs⁵⁵ and/or sector⁵⁶ with response to this set of questions.
- While ranking the interest in existing Manitoba Hydro program is interesting⁵⁷ , linking this question with sector⁵⁸ (i.e., Residential, Commercial, Industrial, Agricultural, *Income- Qualified, Indigenous or Codes and Standards*) would add value.
- Likewise, value would be added by linking sector (i.e., Residential, Commercial, Industrial, Agricultural, *Income- Qualified, Indigenous or Codes and Standards*) to the response to the Technologies Efficiency Manitoba should support.⁵⁹

⁴⁹ Coalition/ EM I-128a at page 251

⁵⁰ Coalition/ EM I-128a at page 253

⁵¹ Coalition/ EM I-128a at page 244

⁵² Coalition/ EM I-128a at page 264

⁵³ Coalition/ EM I-128a at page 265

⁵⁴ Application page 241

⁵⁵ Coalition/ EM I-128a at page 257

⁵⁶ Coalition/ EM I-128a at page 259

⁵⁷ Coalition/ EM I-128a at page 260

⁵⁸ Coalition/ EM I-128a at page 259

⁵⁹ Coalition/ EM I-128a at page 267

- The question related to the services that would be of most value⁶⁰ could have included a write in option and would have been more meaningful had it been linked with customer segment.

Table 3: Recalculated responses to the question about satisfaction with current program. As the number of responses per question were not available, a range has been included. The lower number is calculated on the 9% response rate; the higher number is calculated on a 12% response rate.

Theme	Satisfied, or extremely satisfied	Neutral, satisfied, or extremely satisfied	Dissatisfied, or extremely dissatisfied
Amount of paperwork	38% (89-149)	76% (178-298)	24% (56-94)
Incentive amount (**)	36% (84-141)	77% (180-302)	24% (56-94)
Complexity of the application (*)	42% (98-165)	77% (180-302)	22% (51-86)
Timeliness of Approval	58% (136-227)	85% (199-333)	14% (33-55)
Quality of Technical report	61% (143-239)	89% (208-349)	11% (26-43)
Quality of Customer service	68% (159-267)	90% (211-353)	10% (23-39)
Note (*) 99% total			
Note (**) 101% total			

Moving forward, in light of the challenges with how the survey was designed and implemented, it is essential that Efficiency Manitoba solicit a statistical analyst when developing surveys and analyzing the results. This will strengthen confidence that the decisions are *informed*, relying on an evidence-based approach.

3.3 Stakeholder Engagement Summary Frequency Table

The third method for soliciting public input into the design of the Plan involved a tracking report, prepared for Manitoba Hydro, outlining “facets of public engagement.”⁶¹ IR Coalition EM I-129 requested a copy of this report. In its initial response, Efficiency Manitoba provided a six-page table (noting the responses were truncated) which listed Date, Stakeholder type, attendance, method of engagement, location, and “Program Discussed/Feedback Received”.⁶²

When asked to provide additional information related to “Program Discussed / Feedback Received” Efficiency Manitoba noted it “did not record this information and it cannot be reliably recollected. Accordingly, this information cannot be provided.” Early Friday (December

⁶⁰ Coalition/ EM I-128a at page 247

⁶¹ Application page 100.

⁶² Coalition EM I-129 pages 273-278

6th, 2019), a revised response to the IR Coalition 129 was submitted. This revision included sample comments associated with the interactions, as well as comments associated with the Delivery Partner Survey.

In order to understand how Efficiency Manitoba *meaningfully* responded to public feedback in a *transparent* way, a full report is needed. It is troubling that one of three mechanisms for public engagement lacks sufficient detail regarding the feedback received to identify specific input received (which is a requirement according to Section 9(h) of the Act).

Based on the information provided, I can observe that:

- There was limited interaction in Northern Communities, and First Nations (see Table 4)
- There was limited interaction with consumers (11.5%), and no specified interaction with First Nations, Metis, or low-income customers (Table 5)

Table 4: Location vs Number

Row Labels	Sum of Number
Brandon	50
Email	1
Gimli	1
Headingly	10
Portage La Prairie	13
Snow Lake and Flin	
Flon	6
Ste. Agathe	4
Telephone	11
The Pas	2
Virden	3
Webinar	8
Winnipeg	385
Grand Total	494

Table 5: Sector vs Number

Row Labels	Sum of Number
Association	226
Contractor	18
Customer	57
Developer	5
Distributor	1
Government ally	3
Municipal Government	2
Other Utility	9
Policy Development	
Consultant	2
Service provider	70
Supplier	90
Vendor	11
Grand Total	494

3.4 Remarks

One final remark about the engagement process employed by Efficiency Manitoba. In response to an IR seeking information regarding the process established to receive input from the public, including low income and hard to reach customers in preparing the plan, Efficiency Manitoba responded: “The PUB review of the Plan facilities public review and participation including receipt of input from the public.”⁶³

While the Public Utilities Board has some opportunity to hear from the public, the Public Utilities Board Act (C.C.S.M. c. P280) has no statutory requirement to include public input, nor is it part of its rules of practice. While the plan will not be finalized until the Minister makes a decision, as informed by the work of this Board – it is a stretch to suggest that public input at this stage of the process meets the spirit of having public input inform the preparation of the Plan. A more effective, *transparent and meaningful* process would have sought early, engagement with First Nations, Metis, Indigenous Communities, and member of the public, as recommended by the EEAG.

Overall, the application demonstrates limited interaction with the public, low income and hard-to-reach customers in the design of the three-year plan. Although Efficiency Manitoba has, at times, assigned this responsibility to the EEAG, and the PUB – Efficiency Manitoba has the obligation under the Act to include the public in the development of the application.

⁶³ Coalition/ EM I-125(b)

4 Feedback moving forward

Going forward, pathways for public feedback identified by Efficiency Manitoba include contact through:⁶⁴

- a) the website and social media;
- b) the organizations and its vendors;
- c) the EEAG;
- d) the organizational engagement model (see section 4.1);
- e) public meetings.

With respect to bullet (a), contact information on the website (as of December 5, 2019) is limited to facebook, Instagram, twitter and email. Moving forward, a telephone number will be a useful point of contact for those who have tenuous internet connections, as well as those who are not internet-savvy⁶⁵.

With respect to bullet (b), although Efficiency Manitoba does a good job surveying its vendors (see section 3.2). Moving forward, it will be critical to record all feedback from this (and other) groups. To improve *transparency*, completing an issues tracking table which also addresses Efficiency Manitoba's response is important. It is also essential to report on public input (both the topic and the process) in order to meet what I understand to be Efficiency Manitoba's legislative obligations⁶⁶.

As discussed in section 3.1, the EEAG (bullet c) is a valuable source of expertise and advice. Its role as a conduit for public feedback is significantly more tenuous. Moving forward, it will be important to more clearly establish the structure and duties of the committee. If membership requires representatives to conduct or respond to public input (which is beyond its duties outlined in the Act), this must be clearly outlined, and properly sourced.

Importantly, once the Plan is approved, the EEAG will take on an additional role. Specifically:

Efficiency Manitoba anticipates working with the Energy Efficiency Advisory Group (EEAG) to review the scope and select the assessor. With input provided through the EEAG, a request for proposals for third-party evaluation will be developed to provide a combination of annual impact, process, market, and cost-effectiveness evaluation activities as outlined in the Evaluation Framework⁶⁷

This new role aligns with section 27(3)(b) of the Act. It is important that the interaction between the crown corporation and its advisory committee be better documented for the next PUB application.

⁶⁴ Coalition/ EM I-125(c)

⁶⁵ I believe Efficiency Manitoba made this commitment in another section of its application. I would encourage it to publish the telephone numbers on-line today.

⁶⁶ Please note, I am not a lawyer. This is not a legal opinion.

⁶⁷ Application page 187

With respect to public meetings (bullet e) , which presumably includes the “in person meeting, phone conversations, “lunch and learns”, site visits, presentations and webinars”⁶⁸ utilized for the stakeholder engagement (see section 3.3), moving forward it will be essential to provide significantly more detail about the nature of the feedback, as well as the organizational response to that input in order to meet Efficiency Manitoba’s legislative obligations.

4.1 Stakeholder engagement model

The stakeholder engagement model is presented as a centerpiece of how the organization will manage interactions with key stakeholders. As described in the plan, it is designed to address “engagement activities and decisions towards the corporate strategic goal of “building and sustaining meaningful partnerships with a customer focus.”⁶⁹ The model includes three concentric circles⁷⁰ :

- The Energy Efficiency Advisory Group (EEAG) in the centre (see sections 3.1 and 4 of this report);
- Associations, including environmental, social and business associations in the middle ring; and,
- Delivery partners at the outer edge.

The model is both retrospective and prospective. Some relationships were established as part the initial plan development (i.e., the EEAG) while others are written in future tense (i.e., the Associations and Delivery partners section). Moving forward Efficiency Manitoba may wish to develop two models – one for the development of this Plan, and the second identifying how it plans to interact once the Plan is operationalized.

Table 6 lists the associations identified in the Application as part of the middle ring. The model, and text describing this figure, identify significantly more business and economy sector partners (28) than those in the environmental (9) and/or social sectors (11). Moving forward, it is essential that Efficiency Manitoba work proactively with a wide range of environmental and social organizations to ensure a more balance approach.

Table 6: Associations referenced in the Application. The partners listed in section A2.1.4 were grouped as “customer and industrial association partners. I have attempted to organize these partners into Efficiency Manitoba’s association typology, based strictly on the name(as per the Stakeholder Engagement Model). Apologies to any association or group for any error in general mandate.

	Business & Economy	Environment	Social
3.3	<ol style="list-style-type: none"> 1. Winnipeg Chamber of Commerce 2. Manitoba Chambers of Commerce Building Operators and Managers Association 	<ol style="list-style-type: none"> 1. Canada Green Building Council (Manitoba Chapter) 2. Centre for Indigenous and Environmental Resources 	<ol style="list-style-type: none"> 1. BUILD Inc 2. Habitat for Humanity 3. Manitoba 4. Non-Profit Housing Association

⁶⁸ Application page 101

⁶⁹ Application, page 90 of the Application.

⁷⁰ Figure 3.1, and pages 90-91 of the Application

	3. Economic Developers Association of Manitoba	3. Sustainable Building Manitoba 4. Manitoba Sustainable Energy Association 5. Manitoba Environmental Industries Association	5. Manitoba Housing and Renewal Corporation 6. Aki Energy
A2.1.4	4. American Society of Heating, Refrigerating and Air-Conditioning Engineers Manitoba Chapter 5. Association of Consulting Engineering Companies Manitoba 6. Building Energy Management Manitoba 7. Building Owners and Managers Association – Manitoba Chapter 8. Canadian Condominium Institute – Manitoba Chapter 9. Canadian Manufacturers and Exporters – Manitoba Chapter 10. Construction Association of Rural Manitoba Inc. 11. Engineers Geoscientists Manitoba 12. Fenestration Manitoba 13. Heating Refrigeration & Air Conditioning Contractors Association of Manitoba 14. Heating, Refrigeration and Air Conditioning Institute of Canada – Manitoba Chapter 15. Illuminating Engineering Society – Manitoba Chapter 16. International Building Performance Simulation Association – Manitoba Chapter 17. International Facility Management Association – Manitoba Chapter 18. Manitoba Association of Architects 19. Manitoba Building Envelope Council 20. Manitoba Electrical League 21. Manitoba Home Builders' Association 22. Manitoba Hotel Association 23. Manitoba Restaurant and Foodservices Association	6. Canada Green Building Council – Manitoba Chapter 7. Sustainable Building Manitoba	7. Canadian Healthcare Engineering Society – Manitoba Chapter 8. Long Term & Continuing Care Association of Manitoba 9. Manitoba Association of School Business Officials 10. Manitoba Association of School Superintendents 11. Recreation Connections Manitoba

	<p>24. Mechanical Contractors Association of Manitoba</p> <p>25. Professional Property Managers Association – Manitoba Chapter</p> <p>26. Roofing Contractors Association of Manitoba</p> <p>27. The Certified Technicians & Technologists Association of Manitoba</p> <p>28. Winnipeg Construction Association</p>		
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Absent from this model is express recognition of public feedback, and input from low-income and hard-to reach consumers. In response to an IR, Efficiency Manitoba noted: “The public would be represented at the centre of the Stakeholder engagement model which represents the Energy Efficiency Advisory Group.”⁷¹ Conflating the EEAG and the public seems like an error, particularly since the Efficiency Manitoba Act references each group , the public and stakeholders– individually – in Section 9(h).

⁷¹ Coalition/EM I 124(c)

5 Concluding Comments and recommendations

Respectfully, I recommend:

1. The Public Utilities Board conclude that Efficiency Manitoba has not clearly identified how “input received from stakeholders – including the stakeholder advisory committee...- and the public in preparing the plan, and the process established for receiving the input.”⁷²
2. I encourage the PUB to require Efficiency Manitoba to develop a robust plan for engaging the public, including low-income and hard-to-reach communities in program design, implementation, and in the evaluation process which should be initiated two years after implementation. Building in the principles of *transparency, inclusivity, informed decisions and meaningful involvement*, Efficiency Manitoba’s involvement program must include:
 - a. specific mechanisms for public input into plan development;
 - b. a transparent process for identifying how the input informed the original plan; and ,
 - c. detailed plans about how stakeholder input, including that from the public, low-income and hard-to-reach communities will be received and responded to moving forward.

⁷² Efficiency Manitoba Act (C.C.S.M. c.E15) section 9(h)

Appendix 1 Statement of Qualifications and Duties

Qualifications

Dr. Patricia Fitzpatrick is an Associate Professor in the Department of Geography, and an Instructor in the Master's of Development Practice, Indigenous Focus, at the University of Winnipeg. Dr. Fitzpatrick has over 20 years' experience examining different forms of participation in administrative tribunals. She began her career working with Indian and Northern Affairs Canada (now Indigenous Services Canada) documenting community concerns associated with a proposed diamond mine. This experience served as the foundation for her Master's and PhD research, which focused on the nexus amongst public participation-learning nexus provided for within environmental assessment. Over fifteen years, she has contributed seven peer-reviewed journal articles and one report in this area. Dr. Fitzpatrick was invited to facilitate a session on community engagement and present the results to the National Workshop on Public Confidence in the Energy and Mining Development, Energy and Mining Ministers Conference 2016.

Duties

The following duties were assigned Dr. Fitzpatrick in the review of Efficiency Manitoba's 2020/23 Efficiency Plan. The Public Interest Law Centre retained Dr. Fitzpatrick to assist Winnipeg Harvest and CAC Manitoba (the Coalition) with its participation in the Public Utilities Board review of the Plan on issues relating to consumer and stakeholder engagement.

Dr. Fitzpatrick's duties include:

- Review Efficiency Manitoba 2020/23 Efficiency Plan;
- Draft information requests;
- Review responses to information requests;
- Prepare briefing notes and attend meetings with clients and legal team, where necessary; and
- Prepare independent expert evidence relating to an analysis of the adequacy of consumer engagement completed, if any, by Efficiency Manitoba in preparation of its efficiency plan, giving consideration to research on best practices.

Dr. Fitzpatrick's retainer letter includes that it is her duty to provide evidence that:

- is fair, objective and non-partisan;
- is related only to matters that are within her area of expertise; and

- to provide such additional assistance as the Public Utilities Board may reasonably require to determine an issue.

Dr. Fitzpatrick's retainer letter also specifies that her duty to provide assistance and giving evidence is to help the Public Utilities Board. This duty overrides any obligation to Winnipeg Harvest and CAC Manitoba. By signing the letter of retainer, Dr. Fitzpatrick confirmed that she will comply with this duty.

Appendix 2: CV

DR. PATRICIA FITZPATRICK

ADDRESS

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Winnipeg, Manitoba
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Phone (204) 786-9481
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e-mail p.fitzpatrick@uwinnipeg.ca

EDUCATION

Doctor of Philosophy, Geography, University of Waterloo, Waterloo Ontario, 2001-2005.

Master's of Natural Resources Management, Natural Resources Institute, University of Manitoba, Winnipeg Manitoba, 1999-2001.

Bachelor of Arts (Honours), Anthropology and Applied Studies Co-op, University of Waterloo, Waterloo Ontario, 1993-1998.

POSITIONS CURRENTLY HELD:

- 2019 Academic-in-Residence, Public Interest Law Centre, Winnipeg, MB
- 2019 Adjunct Professor, Department of Geography and Planning, University of Saskatchewan
- 2017 Adjunct Professor, Faculty of the Environment, University of Waterloo
- 2011 Associate Professor, Department of Geography, University of Winnipeg
- 2011 Instructor, Master's of Development Practice, Indigenous Focus, University of Winnipeg
- 2006 Member, Centre for Forest Interdisciplinary Studies (CFIR), University of Winnipeg
2015-present Member, Internal Management Committee of CFIR

PREVIOUS APPOINTMENTS:

- 2011-2017 University of Winnipeg Representative, Northern Manitoba Mining Academy
- 2008-2014 Adjunct Professor, Department of Geography, University of Waterloo
- 2008-2014 Board of Directors, Churchill Northern Studies Centre (CNSC)
- 2011-2014 Chair, Research & Education Committee
- 2010-2012 Vice Chair, Board of Directors

2011-2012 Acting Co-Chair, Department of Geography, University of Winnipeg

2008-2011 Chair, Environment and Resource Study Group, Canadian Association of Geographers

2006-2011 Assistant Professor, Department of Geography, University of Winnipeg

2006-2010 Board of Directors, Green Action Centre (formerly Resource Conservation Manitoba)

2006-2009 Secretary to the Board

2006 Sessional Instructor, Natural Resources Institute, University of Manitoba

2005-2006 SSHRC Post Doctoral Fellow, Natural Resources Institute, University of Manitoba

2004-2005 Lecturer, Environmental Studies Program, University of Winnipeg

2004 Sessional Instructor, Department of Geography, University of Waterloo

2001-2004 Teaching Assistant, Department of Geography, University of Waterloo

1998-1999 Project Secretariat, Diavik Diamonds Project, Indian and Northern Affairs Canada, Yellowknife, Northwest Territories

1998 Junior Lands Specialist, Indian and Northern Affairs Canada, Yellowknife, Northwest Territories

1997 Environmental Scientist, Indian and Northern Affairs Canada, Yellowknife, Northwest Territories

AWARDS:

Award of Merit for Academic Performance, University of Winnipeg	2016-2017
University of Winnipeg Campus Sustainability Recognition Award	2017
Award of Merit for Academic Performance, University of Winnipeg	2015-2016
Award of Merit for Academic Performance, University of Winnipeg	2014-2015
Award of Merit for Academic Performance, University of Winnipeg	2013-2014
Award of Merit for Academic Performance, University of Winnipeg	2011-2012
Award of Merit for Academic Performance, University of Winnipeg	2010-2011
Award of Merit for Academic Performance, University of Winnipeg	2009-2010
Award of Merit for Academic Performance, University of Winnipeg	2008-2009
Award of Merit for Academic Performance, University of Winnipeg	2007-2008
Outstanding Achievement in Graduate Studies, University of Waterloo	2005

Distinguished Teaching by a Registered Student, University of Waterloo	2005
SSHRC Post Doctoral Fellowship	2005
SSHRC Doctoral Fellowship	2003-2005
Incentive Award, University of Waterloo	2003-2005
Ontario Graduate Scholarship	2002
University of Waterloo Entrance Scholarship	2001
University of Manitoba Graduate Fellowship	2000
Arts Junior Work Report Award, University of Waterloo	1994
University of Waterloo Undergraduate Entrance Scholarship	1993

RESEARCH FUNDING:

i) Tri-council External Grants

Social Sciences and Humanities Research Council of Canada Partnership Grant (2019-2026) \$8.8 million (2.5 million from SSHRC). Community Appropriate Sustainable Energy Security (CASES). Select Participants - Principal Investigator: Bram Noble (University of Saskatchewan). Co-investigator & Manitoba lead: Patricia Fitzpatrick.

Social Sciences and Humanities Research Council of Canada Knowledge Synthesis Grant (2019-2020)– \$30,000 – Learning for the future: Follow-up, Monitoring and Adaptive Management.

Social Sciences and Humanities Research Council of Canada (2010-2014) \$112,210. Silos and systems, development and sustainability: Catalytic forces in mineral policy? Principal Investigator: Patricia Fitzpatrick. Co-applicant: Mary Louise McAllister (University of Waterloo).

Social Sciences and Humanities Research Council of Canada (2009-2010) 1A Award \$12,775. Silos and systems, development and sustainability: Catalytic forces in mineral policy? Silos and systems, development and sustainability: Catalytic forces in mineral policy? Principal Investigator: Patricia Fitzpatrick. Co-applicant: Mary Louise McAllister (University of Waterloo)

Social Sciences and Humanities Research Council of Canada (2009-2013) \$250,000. Abandoned mines in northern Canada: Historical consequences and mitigation of current impacts. Principal Investigator: John Sandlos (Memorial University). Co-investigators: Arn Keeling (Memorial University), Julia Laite (Memorial University), Patricia Fitzpatrick, Deborah Simmons (University of Manitoba), Yolanda Wiersma (Memorial University).

Aid to Small Universities Social Sciences and Humanities Research Council of Canada (2008-2011) \$94,000. Environment, sustainability and health. Principal Investigator: Sandra Kirby. Collaborators: Soham Baksi, Alan Diduck, Patricia Fitzpatrick, Judith Harris, Doreen Smith.

ii) Other External Grants

Innovation, Science and Economic Development Canada, Office of Consumer Affairs (2019-2021) \$187,000. Your voice matters. Really?! Public participation and consumer engagement in regulatory proceedings. Principal Investigator: Consumers Association of Canada (Manitoba). Collaborators: Public Interest Law Centre, Patricia Fitzpatrick see - <https://ic.gc.ca/eic/site/oqa-bc.nsf/eng/ca03034.html>

Manitoba Law Foundation (2019-2020) \$20,000. Access to Justice – A Manitoba Toolkit for Improving Public Participation. Principal Investigator: Byron Williams (Public Interest Law Centre). Collaborators: Patricia Fitzpatrick, Heather Fast (University of Manitoba), Glen Koroluck (Manitoba Eco-network).

Norway High North Programme (2015-2019) NOK 1 479 000. Sustainable Energy Systems Design, Evaluation and Governance. Norwegian Project co-ordinator: Andriy Verlan (NTNU Gjøvik). Canadian Project Co-ordinator: Patricia Fitzpatrick. University of Winnipeg Collaborators: Danny Blair, Ed Cloutis, Jeff Cottes, Alana Lajoie-O'Malley, Melanie O'Gorman, Claire Reid, Christopher Storie, Joni Storie.

iii) Internal Grants.

University of Winnipeg, Student Work Study Grant, 2018/2019, \$1,097.85.

University of Winnipeg, Student Work Study Grant, 2017/2018, \$988.

University of Winnipeg, Internal Major Grant 2016 \$7476.90. Understanding the Legitimacy Grant Principal Investigator: Patricia Fitzpatrick; Collaborators: Dr. A.P. Diduck (University of Winnipeg), Byron Williams (Public Interest Law Centre), Joelle Pastora Sala (Public Interest Law Centre), Gloria Desorcy (Consumers Association of Canada (Manitoba)).

University of Winnipeg, Student Work Study Grant, 2016/2017, \$900.

University of Winnipeg, Travel Grant 2016, \$1750, To participate in the Annual Conference of the International Association of Impact Assessment, Japan Paper title: Learning through adaptive management in follow-up.

Social Sciences and Humanities Research Council of Canada Aid to Small Universities Grant (Northern Sustainability Project 3), (2009-2010), \$7,500. Place Attachment in Thompson, Manitoba.

Social Sciences and Humanities Research Council of Canada Aid to Small Universities Grant (Northern Sustainability Project 3), (2009-2010), \$2,100. Sense of Place in Churchill, Manitoba (applicant: Brittany Shuweru (student); co-applicant: Patricia Fitzpatrick).

University of Winnipeg, Student Work Study Grant, 2009/2010, \$1,270.

University of Winnipeg, Student Work Study Grant, 2008/2009, \$790.

Internal 4A Social Sciences and Humanities Research Council of Canada Award, 2007, \$5,000. The mineral sector and organizational learning: Communication, rhetoric and practice.

University of Winnipeg, Student Work Study Grant, 2006/2007, \$790.

Internal 4A Social Sciences and Humanities Research Council of Canada Award, 2006, \$5,000. Complexities surrounding multi-jurisdictional environmental assessment: Negotiating a place for public participation and learning.

University of Winnipeg Major Grant, 2006, \$5000. Complexities surrounding multi-jurisdictional environmental assessment: Negotiating a place for public participation and learning.

University of Winnipeg Start Up Research Grant, 2006, \$8,000.

iv) Contracts

Public Interest Law Centre, 2017: Retainer for expertise related to Manitoba Hydro's environmental impact statement and the role of adaptive management in follow-up and monitoring in the Manitoba-Minnesota Transmission Line Project. Value \$16,900.

Public Interest Law Centre, 2013: Retainer for expertise related to Manitoba Hydro's development agenda, and the role for Adaptive Environmental Management in environmental governance strategy, Keeyask. Approximate value \$30,000 (co-applicant Alan Diduck).

Public Interest Law Centre, 2012: Retainer for expertise related to Manitoba Hydro's development agenda, and the role for Adaptive Environmental Management in environmental governance strategy, Bi-Pole III. Value \$20,250 (co-applicant Alan Diduck).

Public Interest Law Centre, 2007: Towards community-based monitoring in the hog industry in Manitoba. Value \$3,000 (co-applicant Alan Diduck).

PUBLICATIONS: (*) indicates a student co-author

i) Most significant contributions

Fast, H. (*), & Fitzpatrick, P. (2017). Modernizing environmental protection in Manitoba: The environmental bill of rights as one component of environmental reform. *Journal of Environmental Law and Practice*, 30(3), 295-320.

This work impacted the development of environmental legislation. It outlines the basis of our submission to the Manitoba Legislature on the strengths and limitations of Bill-20. It serves as the most recent peer-reviewed output in the legitimacy project – a body of work designed to promote legislative reform that ensures: transparent processes and decisions consistent with both the rule and spirit of law; meets the expectations of participants and the public-at-large; and reflects the best available knowledge. Of note, this article was co-authored with a student.

Wasylycia-Leis, J. (*), Fitzpatrick, P., & Fonseca, A. (2014). Mining communities from a resilience perspective: Managing disturbance and vulnerability in Itabira, Brazil. *Environmental Management*, 53(3), 481-495. doi:10.1007/s00267-014-0230-1

This paper is one of several scholarly works designed to address the relative contribution of government regulation and corporate social responsibility policies to affect positive environmental change in the mining sector. It marks an important turn in the literature towards community agency and self-determination in development and implementation of sustainable

solutions in single-industry towns. Of note, this was the first article in an international journal I co-authored with an undergraduate student.

Sinclair, A. J., Diduck, A. P., & Fitzpatrick, P. (2008). Conceptualizing learning for sustainability through environmental assessment: Critical reflections on 15 years of research. *Environmental Impact Assessment Review*, 28(7), 415-428. doi:10.1016/j.eiar.2007.11.001

This paper builds a conceptual model for learning through EA which draws upon long-standing collaborate research. The model incorporates lessons learned from the research of the three authors, as well as our students. This model has made an important contribution to conceptualizing learning for sustainability through public participation. As such, it makes contributions to both public participation practice, even beyond EA, and the social learning literature

Fitzpatrick, P. (2017). A foundation for the future: Strengthening follow-up and monitoring in the Manitoba-Minnesota Transmission Project (MMTP) to ensure robust environmental protection A report prepared for the Consumers Association of Canada (Manitoba) and the Public Interest Law Centre of Legal Aid Manitoba. Winnipeg, MB: Public Interest Law Centre (63 pages).

This document demonstrates how I apply theoretical analysis to real-world interventions, and in doing so, affect change. The report was the foundation of my work as an independent expert witness in a recent environmental assessment. It critiques the follow-up and monitoring programme proposed by Manitoba Hydro, with attention to best practice, adaptive management and the role of ISO certification. My intervention made a significant impact on the proceedings, demonstrated by the findings and recommendations of the Clean Environment Commission (e.g., recommendations 12.5, 12.6, 12.7, 12.8 and 12.11) and the National Energy Board (e.g., Condition 23).

ii) Refereed journal articles

1. Fast, H. (*), & Fitzpatrick, P. (2017). Modernizing environmental protection in Manitoba: The environmental bill of rights as one component of environmental reform. *Journal of Environmental Law and Practice*, 30(3), 295-320.
2. Boerchers, M. (*), Fitzpatrick, P., Storie, C., & Hostetler, G. (2016). Reinvention through greening: Examining environmental change in Sudbury, Ontario. *The Extractive Industries and Society*, 3(3), 793–801. doi: <http://dx.doi.org/10.1016/j.exis.2016.03.005>
3. Wheeler, M. (*), Sinclair, A. J., Fitzpatrick, P., Diduck, A. P., & Davidson-Hunt, I. J. (2016). Place-based inquiry's potential for encouraging public participation: Stories from the common ground land in Kenora, Ontario. *Society & Natural Resources*, 29(10), 1-16. doi:10.1080/08941920.2015.1122130
4. Fonseca, A., McAllister, M. L., & Fitzpatrick, P. (2014). Sustainability reporting among mining corporations: A constructive critique of the GRI approach. *Journal of Cleaner Production*, 84, 70-83. doi:<http://dx.doi.org/10.1016/j.jclepro.2012.11.050>

5. McAllister, M. L., Fitzpatrick, P., & Fonseca, A. (2014). Challenges of space and place for corporate 'citizens' and healthy mining communities: The case of Logan Lake, B.C. And highland valley copper. *Extractive Industries and Society*, 1(2), 312-320.
6. McAllister, M. L., Fitzpatrick, P., & Fonseca, A. (2014). Unstable shafts and shaky pillars: Institutional capacity and sustainable mineral policy in Canada. *Environmental Politics*, 23(1), 77-96. doi:DOI:10.1080/09644016.2012.737254
7. Wasylycia-Leis, J.(*), Fitzpatrick, P., & Fonseca, A. (2014). Mining communities from a resilience perspective: Managing disturbance and vulnerability in Itabira, Brazil. *Environmental Management*, 53(3), 481-495. doi:10.1007/s00267-014-0230-1
8. Fonseca, A., Fitzpatrick, P., & McAllister, M. L. (2013). Government and voluntary policymaking for sustainability in mining towns: A longitudinal analysis of Itabira, Brazil. *Natural Resources Forum*, 37(4), 211-220. doi:10.1111/1477-8947.12024
9. Fonseca, A., McAllister, M. L., & Fitzpatrick, P. (2013). Measuring what? A comparative anatomy of five mining sustainability frameworks. *Mining Engineering*, 46-47, 180-186.
10. Diduck, A. P., Sinclair, A. J., Hostetler, G., & Fitzpatrick, P. (2012). Transformative learning theory, public involvement and natural resource and environmental management. *Journal of Environmental Planning and Management*, 55(10), 1311-1330. doi:10.1080/09640568.2011.645718
11. Fitzpatrick, P., Fonseca, A.(*), & McAllister, M. L. (2011). From the Whitehorse mining initiative towards sustainable mining: Lessons learned. *Journal of Cleaner Production*, 19(4), 376-384.
12. Fitzpatrick, P., & Sinclair, A. J. (2009). Multi-jurisdictional environmental impact assessment: Canadian experiences. *EIA Review*, 29(4), 252-260.
13. Shuwer, B.(*), Fitzpatrick, P. (2009). Through the ages: Sense of place in Caliento, Manitoba. *Prairie Perspectives*, 12, 123-141.
14. Fitzpatrick, P., Sinclair, A. J., & Mitchell, B. (2008). Environmental assessment under the Mackenzie resource management act: Deliberative democracy in Canada's north? *Environmental Management*, 42(1), 1-18.
15. Moyer, J.(*), Fitzpatrick, P., Diduck, A. P., & Froese, B. (2008). Towards community-based monitoring in the hog industry in Manitoba: A paper submitted to the Manitoba clean environment commission. *Canadian Public Administration Journal*, 51(4), 637-658.
16. Sinclair, A. J., Diduck, A. P., & Fitzpatrick, P. (2008). Conceptualizing learning for sustainability through environmental assessment: Critical reflections on 15 years of research. *Environmental Impact Assessment Review*, 28(7), 415-428. doi:10.1016/j.eiar.2007.11.001
17. Fitzpatrick, P. (2007). A new staples industry? Complexity, governance and Canada's diamond mines. *Policy and Society*, 26(1), 87-103.

18. Fitzpatrick, P. (2006). The environmental assessment process-learning nexus: A Manitoba case study. *Prairie Perspectives*, 9(1), 1-30.
19. Fitzpatrick, P. (2006). In it together: Organizational learning through participation in environmental assessment. *Journal of Environmental Assessment Policy and Management*, 8(2), 157-183.
20. Stelmack, C. M., Sinclair, A. J., & Fitzpatrick, P. (2005). An overview of the state of environmental assessment education at Canadian universities. *International Journal of Sustainability in Higher Education*, 6(1), 36-53.
21. Fitzpatrick, P., & Sinclair, A. J. (2003). Learning through public involvement in environmental assessment hearings. *Journal of Environmental Management*, 67(2), 161-174.
22. Sinclair, A. J., Diduck, A. P., & Fitzpatrick, P. (2002). Public hearings in environmental assessment: Towards a civics approach. *Environments*, 30(1), 17-36.
23. Sinclair, A. J., & Fitzpatrick, P. (2002). Provisions for more meaningful public participation still elusive in proposed new Canadian EA bill. *Impact Assessment and Project Appraisal*, 20(3), 161-176.

iii) Chapters in edited books

1. Fitzpatrick, P., & Sinclair, A. J. (2016). Multi-jurisdictional environmental assessment in Canada. In K. Hanna (Ed.), *Environmental impact assessment: Process and practice* (3rd ed., pp. 182-197). Toronto, ON, Canada: Oxford University Press.
2. Fitzpatrick, P., & McAllister, M. L. (2015). Canadian mineral resource development: A resilient and sustainable enterprise? In B. Mitchell (Ed.), *Resource and environmental management in Canada: Addressing conflict and uncertainty* (5th ed., pp. 402-424). Toronto, ON, Canada: Oxford University Press.
3. McAllister, M. L., & Fitzpatrick, P. J. (2010). Canadian mineral resource development: A sustainable enterprise? . In B. Mitchell (Ed.), *Resource and environmental management in Canada: Addressing conflict and uncertainty* (4th ed.). Mills, Ontario: Oxford University Press.
4. Fitzpatrick, P., & Sinclair, A. J. (2009). Multi-jurisdictional environmental assessment. In K. Hanna (Ed.), *Environmental impact assessment: Process and practice* (2nd edition ed., pp. 173-192). Toronto, ON, Canada: Oxford University Press.
5. Fitzpatrick, P. (2008). Complexity, governance and Canada's diamond mines. In M. Howlett & K. Brownsey (Eds.), *The new staple state: Political economy and public policy regimes in Canada's primary industries* (pp. 167-187). Toronto, ON: Emond Montgomery Publications.
6. Fitzpatrick, P., & Sinclair, A. J. (2005). Multi-jurisdictional environmental assessment. In K. Hanna (Ed.), *Environmental impact assessment: Process and practice* (pp. 160-184). Toronto, ON, Canada: Oxford University Press.

iv) Conference Proceedings

1. Fitzpatrick, P., & Diduck, A. (2016). Learning through adaptive management in follow-up and monitoring. Conference Proceedings: International Association of Impact Assessment Annual Conference 2016, Nagoya, Japan.
[http://conferences.iaia.org/2016/Final-Papers/IAIA%202016%20Presentation%20Fitzpatrick%20\[Compatibility%20Mode\].pdf](http://conferences.iaia.org/2016/Final-Papers/IAIA%202016%20Presentation%20Fitzpatrick%20[Compatibility%20Mode].pdf)

2. Fitzpatrick, P., McAllister, M.L., & Fonseca, A. (2014). From the global to the local: The impact of CSR policies at the community level. Conference Proceedings: Canadian International Institute of Mining and Metallurgy 2014, Vancouver, BC.
<http://www.cim.org/en/Publications-and-Technical-Resources/Publications/Proceedings/2014/5/304294>

v) Reports, Posters, Guest Statements and Theses

1. Report: Westwood, A.R., Jacob, A.L., Boyd, D.R., Chan, K.M.A., Cooke, S.J., Daigle, R.M., . . . Whitton, J. (2017). Strong foundations: Recap and recommendations from scientists regarding the federal environmental and regulatory review: Yellowstone to Yukon Conservation Initiative (34 pages). <http://www.y2y.net/strongfoundations>

2. Report: Fitzpatrick, P. (2017). A foundation for the future: Strengthening follow-up and monitoring in the Manitoba-Minnesota Transmission Project to ensure robust environmental protection A report prepared for the Consumers Association of Canada (Manitoba) and the Public Interest Law Centre of Legal Aid Manitoba. Winnipeg, MB: Public Interest Law Centre (63 pages).

3. Report: Fitzpatrick, P. (2017). Presentation to the NEB modernization panel (pp. 15). Winnipeg, MB: The University of Winnipeg

4. Report: Fitzpatrick, P. (2016). Building better federal EA: Submission to the expert panel upon its visit to Winnipeg (pp. 16). Winnipeg, MB: The University of Winnipeg
<http://eareview-examenee.ca/view-submission/?id=1481222002.2512>

5. Report: Fitzpatrick, P. (2016). Independent oversight: Homework assigned by the panel (pp. 21). Winnipeg, MB: The University of Winnipeg
<http://eareview-examenee.ca/view-submission/?id=1482348060.2959>

6. Report: Fitzpatrick, P., Fast, H., Desorcy, G., & McGregor, B. (2016). Reform of the Navigation Protection Act: Strengthening the protection of provincial and federal water resources (pp. 22). Winnipeg, MB: The University of Winnipeg
<http://www.parl.gc.ca/Content/HOC/Committee/421/TRAN/Brief/BR8709716/br-external/FitzpatrickPatricia-e.pdf>

7. Report: Fitzpatrick, P., & Nisbet, A. (2016). Discussion paper: Prepared for the aggregate industry task force: Rural municipality of Springfield (pp. 32). Winnipeg, MB: The University of Winnipeg & the Public Interest Law Centre.

8. Report: Public Interest Law Centre, The Consumers' Association of Canada (Manitoba) Inc., Fast, H., & Fitzpatrick, P. (2016). Building a strong environmental Bill of Rights Act in

Manitoba: Preliminary recommendations (pp. 21). Winnipeg, MB: Manitoba Conservation (alt. Public Interest Law Centre).

9. Report: Fitzpatrick, P. (2015 August). Working at Building Sustainable Relationships: Strengthening Follow-up in the Enbridge Line 3 Proposed Project. A report prepared for the Assembly of Manitoba Chiefs and the Public Interest Law Centre of Legal Aid Manitoba. Winnipeg, MB: Public Interest Law Centre (59 pages).

10. Report: Robson, J.P., & Fitzpatrick, P. (September 30, 2015). A critical analysis of the l3rp aboriginal engagement process. A report prepared for the Assembly of Manitoba Chiefs and the Public Interest Law Centre of Legal Aid Manitoba (pp. 33). Winnipeg, MB: Public Interest Law Centre.

https://docs.neb-one.gc.ca/ll-eng/llisapi.dll/fetch/2000/90464/90552/92263/2404881/2545522/2770578/2776329/2825009/C3-08-08_-_Robson_and_Fitzpatrick_Critical_Analysis_of_L3RP_Aboriginal_Engagement_Sep_29_2015_Final-2_-_A4T8D2.pdf?nodeid=2825913&vernum=-2

11. Report: Public Interest Law Centre, Consumers' Association of Canada (Manitoba), Fitzpatrick, P. (2014 September). Towards a modern Environment Act: Preliminary recommendations. A report submitted to the Government of Manitoba. Winnipeg, MB.

12. Poster: Wheeler, M. (*), Diduck, A., Sinclair, A. J., Fitzpatrick, P., & Davidson-Hunt, I. J. (2014). Public Participation through Place-Based Inquiry: Study of the Common Ground Land in Kenora, Ontario. Poster presented at the Community Forestry Symposium, Winnipeg, MB.

13. Report: Diduck, A., & Fitzpatrick, P. (2013). Assessing Adaptive Management in the Keeyask EIS: A report prepared for the Consumers Association of Canada (Manitoba) and the Public Interest Law Centre of Legal Aid Manitoba. Winnipeg, MB: Public Interest Law Centre (29 pages).

14. Report: Diduck, A., Fitzpatrick, P., & Robson, J. (2012). Guidance from Adaptive Environmental Management, Monitoring and Independent Oversight for Manitoba Hydro's Upcoming Development Proposals: A report prepared for the Consumers Association of Canada (Manitoba) and the Public Interest Law Centre of Legal Aid Manitoba. Winnipeg, MB: Public Interest Law Centre (57 pages).

<http://manitobawildlands.org/pdfs/bp3cec/HY-BP3-CAC-PILC-Diduck-Fitzpatrick-Robson-AEM-Monitoring-Oversightreport-7Nov12.pdf>

15. Guest Statement: Fitzpatrick, P. (2012). Accountability in resource management: Independent oversight of proponents and governments. In P. Dearden & B. Mitchell (Eds.), *Environmental Change and Challenge: A Canadian Perspective* (4th ed., pp. 430-431).

16. Report: Fitzpatrick, P., & Shuwer, B. (*) (2009). Churchill Community Profile and Sustainability Survey Results. Winnipeg, MB: Institute of Urban Studies, University of Winnipeg, (25 pages).

17. Report: Moyer, J., Fitzpatrick, P., & Diduck, A. P. (2007). Towards community-based monitoring in the hog industry in Manitoba: A paper submitted to the Manitoba Clean Environment Commission. A report prepared for the Public Interest Law Centre of Legal Aid

Manitoba . Winnipeg, MB: Public Interest Law Centre (77 pages).
<http://cecmanitoba.ca/resource/hearings/22/WSUB-101.pdf>

18. Thesis: Fitzpatrick, P. (2005). In it together: Organizational learning through participation in EA. unpublished PhD dissertation, University of Waterloo, Waterloo.

19. Guest Statement: Fitzpatrick, P., & Sinclair, A. J. (2003). The benefits of procedural equity. In D. Lawrence (Ed.), Environmental impact assessment: Practical solutions to recurrent problems (pp. 392-393). Hoboken, NJ: John Wiley & Sons.

20. Report: Diduck, A. P., Fitzpatrick, P., & Sinclair, A. J. (2001). Improving the hearings process: A report to the Manitoba clean environment commission. Winnipeg, MB: Natural Resources Institute (63 pages)
http://www.cecmanitoba.ca/resource/reports/Commissioned-Reports-2001-2002-Improving_Hearings_Process_Report_Manitoba_CEC.pdf

21. Thesis: Fitzpatrick, P. (2001). The role of critical education in a panel that includes hearings. Masters, Natural Resources Institute, University of Manitoba, Winnipeg, MB.

22. Thesis: Fitzpatrick, P. (1998). The role of Traditional Knowledge in Environmental Assessment. B.A.(honours) thesis, Department of Anthropology, University of Waterloo, Waterloo, ON.

23. Report: Fitzpatrick, P. (1998). Esker habitat characteristics and traditional land use study in the Slave geological province: A study of the relationship between physical features and archaeological sites. Yellowknife, NWT: Department of Indian Affairs and Northern Development.

vi) Work in progress

1. Fitzpatrick, P., Diduck, A.P., & Robson, J.P. (revised and resubmitted). Good development should not end with environmental assessment: Adaptive management and learning as guiding principles for northern development. In A. Craft & J. Blakley (Eds.), In our backyard" legacy resource development in northern and remote areas: The Keeyask experience (pp. 15).

STUDENT TRAINING:

i) Teaching

2018-2019

GEOG 3512 Human geography of northern Canada (Fall 2018)

GEOG 1102 Introduction to human geography: PCE (Winter 2019)

GDP 7750 Managing for Environmental Stability (cross-listed with GEOG/ES 4450 Environment and Sustainability I) (Winter 2019)

GEOG 4701 Alternative Transportation

GEOG 4701 Community Resilience, Energy Planning and Meaningful Participation

2017-2018

GEOG 3330 Research methods (co-instructor) (Fall 2017)
GEOG 1102 Introduction to human geography: PCE (Winter 2018)
GDP 7750 Managing for Environmental Stability (cross-listed with GEOG/ES 4450 Environment and Sustainability I) (Winter 2018)

2016-2017

GEOG 3330 Research methods (co-instructor) (Fall 2016)
GEOG 2419 Resource Development and the Canadian Environment (Fall 2016)
GEOG 4702 Directed Readings (Winter 2017)
GDP 7750 Managing for Environmental Stability (cross-listed with GEOG/ES 4450 Environment and Sustainability I) (Winter 2017)
GDP 7791 Sustainable Energy for Northern Development (cross-listed with GEOG 3511 Topical Regions) (Summer Institute 2017 – administrative support, guest lectures)

2015-2016

GEOG 1102 Introduction to human geography I (Fall 2015)
GEOG 3330 Research methods (co-instructor) (Fall 2015)
GEOG 1103 Introduction to human geography II (Winter 2016)
GEOG 3512 Human geography of northern Canada (Winter 2016)
GDP 7750 Managing for Environmental Stability (cross-listed with GEOG/ES 4450 Environment and Sustainability I) (Winter 2016)

2014-2015

GEOG 1103 Introduction to human geography II (Fall 2014)
GEOG 3330 Research methods (co-instructor) (Fall 2014)
GEOG 1102 Introduction to human geography I (Winter 2015)
GEOG 2419 Resource Development and the Canadian Environment (Winter 2015)
GDP 7750 Managing for Environmental Stability (cross-listed with GEOG/ES 4450 Environment and Sustainability I) (Winter 2015)
GEOG 4701(3) Directed Readings (Summer 2015)

2013-2014

GEOG 3330 Research methods (co-instructor) (Fall 2013)
GEOG 1102 Introduction to human geography I (Fall 2013)
GEOG 3512 Human geography of northern Canada (Winter 2014)
GDP 7750 Managing for Environmental Stability (cross-listed with GEOG/ES 4450 Environment and Sustainability I) (Winter 2014)

2011-2012

GEOG 3330 Research methods (co-instructor) (Fall 2011)
GEOG 3512(3) Human Geography of the Canadian North (Winter 2012)
GDP 7750 Managing for Environmental Stability (cross-listed with GEOG/ES 4450 Environment and Sustainability I) (Winter 2012)

2010-2011

GEOG 4801 Churchill field course (co-instructor) (Fall 2010)
GEOG 1102(3) Introduction to human geography I (Winter 2011)
GEOG 3401(3) Population geography (Winter 2011)
GEOG 4441(3) Advanced issues in environmental perceptions (Winter 2011)

2009-2010

GEOG 3412(3) Human Geography of the Canadian North (Fall 2009)
GEOG 3401(3) Population geography (Fall 2009)
GEOG 3508(3) Geographical issues in the developing world (Fall 2009)
GEOG 4701(3) Directed Readings (Winter 2010)

2008-2009

GEOG 1102(3) Introduction to human geography I (Fall 2008)
GEOG 3412(3) Human Geography of the Canadian North (Fall 2008)
GEOG 3508(3) Geographical issues in the developing world (Fall 2008)
GEOG 1102(3) Introduction to human geography I (Winter 2009)
GEOG 3401(3) Population geography (Winter 2009)

2007-2008

GEOG 3401(3) Population geography (Fall 2007)
GEOG 3508(3) Geographical issues in the developing world (Fall 2007)
GEOG 4441(3) Advanced issues in environmental perceptions (Fall 2007)
IDS 3193(3) Directed Readings (Fall 2007)
GEOG 1102(3) Introduction to human geography I (Winter 2008)
GEOG 1103(3) Introduction to human geography II (Winter 2008)
GEOG 2417(3) Introduction to economic geography (Winter 2008)
GEOG 4701(3) Directed Readings (Winter 2008)

2006-2007

GEOG 3401(3) Population geography (Fall 2006)
GEOG 3508(3) Geographical issues in the developing world (Fall 2006)
GEOG 1102(3) Introduction to human geography I (Winter 2007)
GEOG 1102(3) Introduction to human geography I (Winter 2007)

2004-2005

ENV-1600(3) Human-environmental interactions (Fall 2004)
ENV-1600(3) Human-environmental interactions (Winter 2005)

Courses taught at Other Institutions:

1. Graduate course Environmental Assessment (Winter 2006) at the Natural Resources Institute, University of Manitoba with A. John Sinclair.

2. Graduate course Individual and Social Learning through Natural Resource Management (Winter2006) at the Natural Resources Institute, University of Manitoba with A. John Sinclair.
3. Second year course the Regional Geography of Canada In the Department of Geography, University of Waterloo (Summer 2004).

ii) Undergraduate Honours Thesis

Supervision

1. Kvern, M (2019- present). Community Energy Planning in Churchill, Manitoba. Department of Geography, University of Winnipeg.
2. Wasylycia-Leis, J. (2012). Striving for Sustainability amid Single-Industry Dependence: Community Resilience and Vale in Itabira, Brazil. Department of Geography, University of Winnipeg.
3. Shuwera, B. (2009). The dynamic of change: Place attachment in Yellowknife, NWT. Department of Geography, University of Winnipeg.
4. Lyon, C. (2008). Institutions, social resilience, and impact mitigation: A Mackenzie gas project community case study. Department of Geography, University of Winnipeg.

Committee Membership

1. Reeves, H. (2017) Out to lunch or out for lunch: Place recollection and the use of space by Pokémon Go players. Department of Geography, University of Winnipeg.
2. Cloutis, G. (2017) Towards an Indigenous-specific engagement process for environmental assessment in Manitoba. Department of Environmental Studies and Sciences, University of Winnipeg.
3. Boerchers, M. (2013) From 'Lunar-scape' to landscape: Regreening in Sudbury. Department of Geography, University of Winnipeg.

iii) Graduate Committee Membership

Master's student advisor, Development Practice, University of Winnipeg

1. Kate Robb (2019- 2021)
2. Gabriella Jimenez (2015-2017)
3. Caroline Naomi W. Gichungu (2014-2015)
4. Lydia N. Addae-Boahene (Nana Ama) (2014-2015)
5. Winfred Dias (Fred) (2014-2015) (withdrew from program)

Completed Post-Doctoral Research Supervision

1. Fonseca, A., University of Winnipeg (co-supervisor, with Mary Louise McAllister), 2011-2012.

PhD Research Comprehensive Exam Committee

1. Staples, K (2017) Governance and non-renewable resource exploitation on Indigenous homelands, University of Waterloo.

Completed PhD Research Committee

1. Hooykaas, A. (2012) Community well-being: The evolution of disciplines into collaborative approaches and their application to urban public gardens. Department of Geography, University of Waterloo.
2. Fonseca, A., (2010). Requirements and barriers to strengthening sustainability reporting among mining corporations, Department of Geography, University of Waterloo.

External Examiner

1. Department of Geography and Planning, University of Saskatchewan, February 2013.

Completed Master's Thesis Committee

1. Bencharski, B.(2017) Organizational learning in environmental management: Best practices in the electrical utility industry in Canada. Bioscience, Technology and Public Policy, University of Winnipeg. (acting advisory January –June 2015)
2. Boerchers, M. (2016). Mining for Sustainability: Examining the relationships among sustainability assessments, mining legacy and learning. Natural Resources Institute, University of Manitoba.
3. Dykman, K. (2013) Learning for sustainability through integrated watershed management planning in Manitoba, Canada. Natural Resources Institute, University of Manitoba
4. Wheeler, M. (2012) Imagining Possibilities for Shared Place Sense of Place: Investigations into Local Connections and Visions for the Common Ground Land on Tunnel Island, Kenora, Ontario. Natural Resources Institute, University of Manitoba.
5. Foth, M., (2011) Barriers to Aboriginal Participation in Environment Assessment: A Case Study of the Wuskwatim Generating Station, Manitoba. Natural Resources Institute, University of Manitoba.
6. Montes, J., (2008) Community Environmental Assessment in Rural Kenya-Decision Making for a Sustainable Future. Natural Resources Institute, University of Manitoba.
7. Kerton, S., (2007) The role of transformative learning in fostering a more sustainable society: The case of consuming organic in Canada. Natural Resources Institute, University of Manitoba.

EXPERT GUIDANCE, INVITED ACTIVITIES AND CONFERENCES:

- i) Expert testimony, case guidance and panel presentations

1. Expert Testimony at the Clean Environment Commission Hearings on Manitoba Hydro's Manitoba-Minnesota Transmission Project, on behalf of the Consumer's Association of Canada (Manitoba) and the Public Interest Law Centre (May 29, 2017).
2. Presentation: Fitzpatrick, P. (2017, 15 February) Presentation to the NEB Modernization Panel. Winnipeg, MB.
https://s3.ca-central-1.amazonaws.com/ehq-production-canada/documents/attachments/a7b6fb0ae4eb414a99cff4ce66a7207edba68dbf/000/006/272/original/Presentation_to_the_NEB_Modernization_Panel_Fitzpatrick_Feb_15.pdf?1493128080
3. Presentation: Fitzpatrick, P. (2016, 16 November). Elements of strong federal EA. Presentation to the Independent Panel on federal Environmental Assessment Processes, Winnipeg MB. <http://eareview-examenee.ca/view-submission/?id=1481222055.7086>
4. Case analysis: Guidance on good environmental practice for the Lake Winnipeg Regulation, for the Consumer's Association of Canada (Manitoba) and the Public Interest Law Centre (April 2015).
5. Expert Testimony at the Clean Environment Commission Hearings on Manitoba Hydro's Keeyask Development (with Alan Diduck), on behalf of the Consumer's Association of Canada (Manitoba) and the Public Interest Law Centre (December 12, 2013).
6. Expert Testimony at the Clean Environment Commission Hearings on Manitoba Hydro's Bi-Pole III Project (with Alan Diduck), on behalf of the Consumer's Association of Canada (Manitoba) and the Public Interest Law Centre (November 26, 2012).

ii) Invited Activities

On-going

1. Independent Member - Research Oversight Committee for BEARWATCH: Monitoring Impacts of Arctic Climate Change using Genomics and Traditional Ecological Knowledge funded by Ontario Genomics 2017- present

Complete

1. Invited Participant – Design Charrette for a Canadian Energy Information Organization, hosted by the Canadian Energy Research Institute. Calgary, AB. February 9, 2017
2. Invited Member --Advisory panel struck to review draft sections of the Expert Panel Report on federal environmental assessment (January 2017)
3. Invited speaker - Lecture title "Learning through adaptive management in follow-up and monitoring" (P. Fitzpatrick and A. P. Diduck) 129th RIHN Seminar: Considering individual transformative learning outcomes through natural resource and environmental management (organized by Dr. Kenji Kitamura, Dr. Atsuko Fukushima and Dr. A. John Sinclair). Research Institute for Humanity and Nature, Kyoto Japan, May 20, 2016.
4. Invited Presenter: Energy and Mining Ministers Conference 2016, Winnipeg, Manitoba, August 22, 2016

5. Invited participant: National Workshop on Public Confidence in the Energy and Mining Development, Energy and Mining Ministers Conference 2016, Winnipeg, Manitoba, June 16, 2016
 - a. Facilitator: Afternoon breakout group discussion on Community Engagement
 6. Invited participant and speaker: "Cooperation or mass confusion: Inter-jurisdictional coordination of EIA." Canadian Environmental Network workshop on Multijurisdictional Environmental Assessment, with A. John Sinclair (March 12, 2010).
 7. Invited speaker: "Resource management in Canada: Orienteering through the legislative and regulatory processes." University of Alaska, Anchorage Bookstore Canada Colloquium, held in conjunction with the Alaska Energy Summit, Anchorage, Alaska (October 2007).
 8. Invited participant: Connections between Traditional Knowledge and Environmental Assessment. Presented by the Waterloo Institute for Social Innovation and Resilience (WISIR) with support from The Suncor Energy Foundation (SEF) and the J.W. McConnell Family Foundation. November 21, 2015.
- iii) Conference Presentations and Activities
1. Williams, B. Fitzpatrick, P. and Fast, H., (2019, November 8). Preparing for the next generation of hydroelectric licensing. Paper & Workshop presented at the 2019 International Conference Reflecting & Acting on Hydropower & Energy Justice – Wa Ni Ska Tan conference.
 2. Fitzpatrick, P., (2018, October 18). Ensuring transparency throughout development: Adaptive management, follow-up and monitoring. Invited Paper presented at the Ontario Association of Impact Assessment, Toronto, Ontario.
 3. Fitzpatrick, P., (2018, October 9). Responding to the energy paradigm: Lessons in complexity. Paper presented at the Symposium for the Sustainable Energy System Design Evaluation and Governance HNP 2015-2018, Gjovik, Norway.
 4. Fitzpatrick, P., (2018, October 8). Meeting the sustainability challenge: Research & applied energy initiatives at the University of Winnipeg. Opening address at the Symposium for the Sustainable Energy System Design Evaluation and Governance HNP 2015-2018, Gjovik, Norway.
 5. Fitzpatrick, P., (2017, April 7). The Legitimacy Project: Building better environmental laws. Paper presented at the International Association of Impact Assessment, Montreal, Quebec.
 6. Fitzpatrick, P., & Diduck, A.P. (2016, May 11). Learning through adaptive management in follow-up and monitoring. Paper presented at the International Association of Impact Assessment, Nagoya, Japan.
 7. Fitzpatrick, P., & Diduck, A.P. (2014, 27 September). Promoting Adaptive Management in Follow-Up: the case of two Manitoba Hydro Environmental Assessments. Paper presented at the Canadian Association of Geographer, Prairie Division, Riding Mountain National Park, MB.

8. Fitzpatrick, P., McAllister, M. L., & Fonseca, A. (2014, 14 May). From the global to the local: The impact of CSR policies at the community level. Paper presented at the Canadian Institute of Mining, Metallurgy and Petroleum, Vancouver, BC.
9. Boerchers, M. (*), Fitzpatrick, P., & Storie, C. (2013, 11-15 August). From 'lunar-scape' to landscape: Regreening in Sudbury. Paper presented at the Canadian Association of Geographer, St. John's NL.
10. Boerchers, M. (*), Fitzpatrick, P., & Storie, C. (2012, 29 September). From 'lunar-scape' to landscape: Regreening in Sudbury. Paper presented at the Canadian Association of Geographer, Prairie Division, Winkler, MB.
11. Fonseca, A., Fitzpatrick, P., & Wasylycia-Leis, J. (*)(2012). Acompanhamento de Avaliação de Impacto Ambiental em Cidades Monoindustriais: Lições e Perspectivas de Itabira, MG. Paper presented at the 2a Conferência da REDE de Língua Portuguesa de Avaliação de Impacto e 1º Congresso Brasileiro de Avaliação de Impacto, São Paulo.
12. Wasylycia-Leis, J. (*), Fitzpatrick, P., & Fonseca, A. (2012, 31 May). Striving for Sustainability amid single-industry dependence: Community Resilience and Vale in Itabira, Brazil. Paper presented at the Canadian Association of Geographers, Waterloo, ON.
13. Wasylycia-Leis, J. (*), Fitzpatrick, P., & Fonseca, A. (2011, September). Striving for Sustainability amid single-industry dependence: Community Resilience and Vale in Itabira, Brazil. Paper presented at the Canadian Association of Geographer, Prairie Division, Devil's Lake, ND, USA
14. Fitzpatrick, P. (2010, 25 September). Who is regulating the regulators? The role of independent oversight in resource management. Paper presented at the annual meeting of Prairie Canadian Association of Geographers, North Battleford, SK.
15. Shuwera, B (*)& Fitzpatrick, P. (2009, 19 September). When you can walk through the store or complex and you can say hello: A study of sense of place in Churchill, Manitoba. Paper presented at the annual meeting of Prairie Canadian Association of Geographers, Russell, MB. (presented by Fitzpatrick)
16. Fitzpatrick, P. (2009, May 31). Is it too much? The environmental assessment of the Mackenzie Gas project. Paper presented at the annual meeting of Canadian Association of Geographers, Ottawa, ON.
17. Fitzpatrick, P. (2008, September 27). A means to an end? The environmental review of the Mackenzie Gas project. Paper presented at the annual meeting of Prairie Canadian Association of Geographers, Bossevain, MB.
18. Fitzpatrick, P. (2007, May 31). Deliberative Democracy in Canada's North? The Mackenzie Resource Management Act. Paper presented at the annual meeting of Canadian Association of Geographers, Saskatoon, SK.

19. Panel Discussant: "Beyond graduate studies: The ins and outs of post-doctoral positions." Annual meeting of Canadian Association of Geographers, Saskatoon, SK (June 1, 2007).
20. Fitzpatrick, P. (2006, December 7th). Deliberative democracy in Canada's North? The EA of the Wuskwatim Generating Station and Transmission Lines Project. Paper presented at the Churchill Northern Studies Centre Research Symposium, Winnipeg, MB.
21. Fitzpatrick, P. (2006, May 25). Learning through participation in EA: Case studies from Canada. Paper presented at the annual meeting of the International Association of Impact Assessment, Stavanger, Norway.
22. Fitzpatrick, P. (2005, September 24). Strengthening public involvement in environmental assessment: A Manitoba case study. Paper presented at the annual meeting of Prairie Division, Canadian Association of Geographers, Winnipeg, MB.
23. Fitzpatrick, P. (2005, June 4). I hear what you are saying: Organizational learning and EA. Paper presented at the annual meeting of Canadian Association of Geographers, London, ON.
24. Fitzpatrick, P. (2005, June 2). Learning to affect change: Strengthening mineral resource management in the Northwest Territories. Paper presented at the annual meeting of Environmental Studies Association of Canada, London, ON.
25. Fitzpatrick, P. (2005, April 9). Negotiating the rules: Strengthening interactive policy making in EA. Paper presented at the annual meeting of American Association of Geographers, Denver, CO.
26. Fitzpatrick, P. (2003, June 2). Environmental Assessment in a "Harmonized" Arena: The Case of the Sable Gas Panel Review. Paper presented at the annual meeting of Environmental Studies Association of Canada, Halifax, NS.
27. Fitzpatrick, P. (2002, June 1). A vision of environmental assessment: Ecological sustainability, public engagement and governance. Paper presented at the annual meeting of Canadian Association of Geographers, Toronto, ON.
28. Fitzpatrick, P. (2002, June 19). Learning through public involvement in EA hearings. Paper presented at the annual meeting of International Association of Impact Assessment, The Hague, Netherlands.
29. Fitzpatrick, P. (2001, May 31). Education and learning through an environmental assessment panel review. Paper presented at the Canadian Association of Geographers, Montreal, P.Q.

COMMUNITY OUTREACH

i) Departmental & Community Presentations

1. Community Presentation: Fitzpatrick, P. EA: Driving Better Decisions" Presented March 20, 2019 at an event hosted by the Wilderness Committee (Manitoba Office) License to Fail

about the proposed Silica Mine near Hollow Water (held in Winnipeg at the Fort Rouge Leisure Centre)

2. Community Presentation: Fitzpatrick, P. EA: Driving Better Decisions” Presented April 11, 2019 at an event hosted by Camp Morningstar in Seymourville, MB (community hall).
3. Presentation: Williams, B (presenter) & P. Fitzpatrick. (2019, February 28). Standing still or moving forward? Water management practices in Manitoba. Manitoba First Nations Flood Preparedness Forum.
4. Presentation: Public Interest Law Centre 25th Anniversary Event (2017, November 25). Panel on Water, Economy and Environment with Dr. Jill Blakley and Pellino Colaiacovo
5. Event Co-organizer, with 10 Environmental/Social Non-Governmental Organizations) surrounding the federal review of Environmental Assessment (November 9th, 2016)
 - a. Workshop: “Building a Visionary Environmental Law”. The workshop had 24 participants; it was designed to help Winnipeggers prepare for public participation in the federal review of Environmental Assessment
 - b. Town Hall: “Town Hall for Environmental Law”. This was a public event, designed to garner interest in the federal Review of EA. We filled Eckhardt Gramatte Hall, and the event was seen by 586 through the live stream facebook feed.
6. Presentation: Town Hall for Environmental Law November 9, 2016 at the University of Winnipeg (with Anna Johnson and Dave Courchene Jr.)
7. Guest speaker (with Heather Fast and Byron Williams): “Modernizing Environmental Protection in Manitoba: The Environmental Bill of Rights as one component of environmental Report” Department of Environmental Studies and Sciences Lecture Series (University of Winnipeg), March 16, 2016
8. Guest speaker: Aggregate Industry Task Force (Rural Municipality of Springfield) February 10, 2016 (Oakbank, Manitoba)
9. Workshop Organizer: (with the Consumers’ Association of Canada (Manitoba) and the Public Interest Law Centre) January 30th, 2016 entitled: “Building a Community Network through Water”. The workshop was fully-subscribed (60 participants) with participants representing a variety of interests including academia, consumers, First Nations, government bureaucrats and the public.
10. Guest speaker: “Learning about resilience: Government regulation, corporate social responsibility and doing research with students.” Department of Geography Lecture Series (University of Winnipeg), November 2014.
11. Guest speaker: Boerchers, M., Fitzpatrick, P., & Storie, C. (2012, November 26). From 'lunar-scape' to landscape: Regreening in Sudbury. Charleswood Senior Centre Lifelong Learning Lecture Series, Winnipeg, MB.

12. Guest speaker: "From major to miner: Mineral development in Canada." Millennium Library Series (University of Winnipeg), October 2012
13. Invited speaker: "Place attachment in Churchill Manitoba." Churchill Northern Studies Centre Summer Lecture Series, with Brittany Shuwera (August 26, 2010).
14. Guest speaker: "Pipe dreams: The Mackenzie Gas Project Redux". Distinguished Lecturer Series (University of Winnipeg): Fred Douglas Place (December 2007), The Wellington (December 2007).

iii) Select Media & Newsletters links

<https://news-centre.uwinnipeg.ca/all-posts/worlds-polar-bear-capital-welcomes-uwinnipeg-researchers/>

<https://news-centre.uwinnipeg.ca/all-posts/campus-sustainability-awards-given-at-convocation/>

<https://news-centre.uwinnipeg.ca/all-posts/norwegian-students-study-energy-sustainability-at-uwinnipeg/>

<https://news-centre.uwinnipeg.ca/all-posts/divestment-dialogue-on-campus-march-9/>

<https://news-centre.uwinnipeg.ca/all-posts/further-collaboration-with-norway-on-energy/>

<https://news-centre.uwinnipeg.ca/all-posts/collaborating-with-norway-on-the-high-north/>

https://www.uwinnipeg.ca/geography/docs/Newsletters/GeoMatters_Spring-2017.pdf
(Norway Sustainable Energy Grant)

https://www.uwinnipeg.ca/geography/docs/Newsletters/GeoMatters_Autumn-2015.pdf
(Impacting Environmental Policy)

https://www.uwinnipeg.ca/geography/docs/Newsletters/GeoMatters_Spring-2012.pdf (Faculty Profile)

<https://mbchamber.mb.ca/2010/11/northern-toolkit-released-at-arctic-summit/>

SCHOLARLY AND ADMINISTRATIVE RESPONSIBILITIES:

i) Administrative Committees

Department (Geography):

Cultural Geography Committee (2006-present)

Chair (2011-2012, 2013-2014)

Curriculum Committee (2006-2011, 2013-2018)

Chair (2015-2016)

SSHRC Committee (2008-2012, 2013-2019)

Research & Ethics Committees (2006-2007, 2010-2011, 2013-2014, 2015-2019)

Chair (2018)

Departmental Awards Committee (2013-2015, 2017-2019)

Strategic Committee (2009-present)
Chair (2011-2012)
Personnel Committee (2007-2011, 2013-2015, 2018-2019)
Non-voting member (2011-2012)
Chair (2013-2014)
Library Committee (2009-2010)
Departmental Review Committee (2006-2007)
Visiting Speaker Committee (2006-2008)

Department (Development Practice, Indigenous Focus):

Program Committee (2013-2019)
Admissions sub-committee (2015- 2019)
Curriculum sub-committee (2015)
Ethics sub-committee (2015- 2019)

University:

Member of the Northern Research Committee (2007- present)
Labour Management Committee- Equity Subcommittee (UWFA appointment) (2015-2017)
Member, Academic Standards and Misconduct Committee, (2010-12, 2013-2015)
Member, President's Task Force on Academics (2012-2013)
Member, Sub-committee on Gender Equity (2013-2014)
Member, Canadian Foundation for Innovation Internal Review Committee (2011-2012)
Member, SSHRC College of Reviewers (2011- 2012)
Member, Senate, The University of Winnipeg (2011-2012)
Member, University Faculty Club Board (2006- 2009)
University of Winnipeg Research Committee (2007-2009)
Chair (2008-2009)

ii) Journal and Book Referee

Journal articles:

Arctic: December 2014 (revision January 2015)
Canadian Public Policy/Analyse de Politiques: March 2010, January 2011
Canadian Journal of Urban Research: January 2010, June 2011, October 2016
The Extractive Industries and Society: June 2016, September 2016; June 2018; August 2018
Geoforum: June 2015
Geography Research Forum: February 2009
Environmental Politics: July 2009
Impact Assessment and Project Appraisal: October 2008, November 2008
Journal of Environmental Assessment Management Policy and Management: April 2011, December 2015
Journal of Cleaner Production: January 2018
Journal of Environmental Management: January 2007

Journal of Environmental Planning and Management: July 2015

Prairie Perspectives: December 2012, July 2014

Regional and Federal Studies: January 2011, August 2011

Sustainability: November 2014, January 2015

Textbooks:

McGraw-Hill Ryerson Limited: May 2009

Oxford University Press: August 2007, December 2008, March 2010, October 2013, February 2014

Reports

Public Interest Law Centre, 2014

iii) Research Funding Assessment Activities

External Review, Mitacs Accelerated Proposal Application 2019 (two applications)

External Reviewer, Funder, Academic Reviewer, Social Sciences and Humanities Research Council of Canada (SSHRC) 2019

Committee Member, SSHRC Insight Grant, Academic Reviewer, Social Sciences and Humanities Research Council of Canada (SSHRC), 2014 Competition (2014-2015)

Chair, Research and Education Committee: Northern Research Fund, Academic Reviewer, Churchill Northern Studies Centre, 2011 to 2014

Committee Member, Canadian Foundation for Innovation Internal Review Committee, Academic Reviewer, University of Winnipeg, 2012

External Reviewer, Funder, Academic Reviewer, Social Sciences and Humanities Research Council of Canada (SSHRC) 2011

Committee Member, Research and Education Committee: Northern Research Fund, Academic Reviewer, Churchill Northern Studies Centre 2009 to 2010

Chair, University of Winnipeg Research Committee, 2008 to 2009

Committee Member, Academic Reviewer, University of Winnipeg Research Committee, 2007 to 2008

PROFESSIONAL MEMBERSHIPS:

Canadian Association of Geographers, 2000-present

International Association for Impact Assessment, 2000-present

Manitoba Sustainable Energy Association 2018-present

Environmental Studies Association of Canada, 2007-2009

(updated December 6, 2019)

Appendix 3 Meeting Summary Tables

This is a “quick” example of how feedback from the EEAG could be organized into an issues tracking table. In order to ensure transparency, Efficiency Manitoba would identify how the identified comment was reflected in the plan, or explain why the comment was not included in the final document.

Date	Group	Comment	Keyword		
6/27/2019	MKO	MKO described positive impacts that increased the standard of living on reserves may have is an important non-energy benefit	Benefits		
6/27/2019	KAP	Need to coordinate with office of fire commissioner vis a vis building codes	Building		
5/31/2019	MIPUG	Interested in happening what is happening inside the building	Building		
6/13/2019		Need to address existing residential home stock and new builds for upgrades for efficiency	Building		
6/13/2019		Is there a way to improve buildings	Building		
6/14/2019		Limits of verifying savings as a result of energy efficiency if not linked to building code. Need to determine how to measure savings over the lifecycle of the building and make savings quantifiable.	Building		
6/13/2019	MMF	MMF is requesting a response with respect to Sec. 35 Duty to Consult	Consultation		
6/13/2019	SCO	EEAG TOR should be updated to reflect that this process is not Consultation under Section 35	Consultation		
9/5/2019	SCO	There will continue to be question about consultation and roles	Consultation		
8/20/2019		EM to update EEAG TOR to reflect that EEAG not consultation under section 35	Consultation		
8/20/2019		MMF is requesting a response with respect to Sec. 35 Duty to Consult	Consultation		
9/5/2019	GAC	A strategic working group (of EEAG) would want to consider other things to compliment how EM develops/ implements solutions	EEAG		
5/31/2019	KAP	Interested in how this is going to be an active and maintained group	EEAG		
9/5/2019	MKO	If EEAG is going to proceed, it would help to have formal request to participate forwarded to MKO	EEAG		
5/31/2019		There is no representatives from Economic development group at this point	EEAG		
9/5/2019		A questionnaire on the engagement and facilitation process for the EEAG was provided to the group to fill out and collected at the end of the meeting	EEAG		
9/5/2019		EEAG to sent out formal appointment letters to EEAG	EEAG		
8/20/2019		Summary good of feedback good, accurate.	EEAG	First Nations	
5/31/2019	MKO	Interested in seeing how First Nations get engaged in a meaningful, not token way	Engagement	First Nations	
6/27/2019	MKO	raised the question of community engagement, specially on reservations across Manitoba	Engagement	First Nations	
8/20/2019	MKO	Historical exclusion is always an issue. Meaningful consultation is important	Engagement	First Nations	
6/27/2019	SCO	EM ha an opportunity build bridges with Indigenous Communities by collaborating and a commitment to transparency	Engagement	First Nations	
5/31/2019		It is important to engage with First Nations about unique challenges on- and off- reserve	Engagement	First Nations	

Date	Group	Comment	Keyword		
6/27/2019		EM is encouraged to invest in engaging with FN communities and consider the social impact of any program and/or technology while keeping them financially accessible.	Engagement	Indigenous	
6/13/2019		EM coordinate an approach to leadership of Indigenous Nations (elected official not communities) and that process will follow.	Engagement	Indigenous	
6/13/2019		It was recommended that there be Indigenous representation in the development and delivery of EM programs	Engagement	Rural Colonies	
6/14/2019		EEAG suggested that rural colonies represent big industrial and agricultural segments and could be a target	Engagement		
6/27/2019	AMM	Programs should be streamlined, easy to understand and access	Engagement		
5/31/2019		Economic development and social, poverty perspectives will be important for a representative plan	Engagement		
5/31/2019		Marginalized populations need to be engaged	Engagement		
5/31/2019		Rural and northern populations have unique needs and specific challenges	Engagement		
5/31/2019		EM to review Engagement feedback and report back on engagement participants and structure under consideration	Engagement		
6/13/2019		EM [could] have representatives within municipalities and consider the possibility of storefront locations where consumers could get in-person assistance	Engagement		
6/13/2019		Is EM speaking with City of Winnipeg, other jurisdictions, consumers in the north	Engagement		
6/13/2019		How will EM work with Newcomers, who have so many pressures	Engagement		
6/13/2019		EEAG cautioned EM about language (stigma re: "low income") and that interaction with social agencies may be intimidating for some customers	Engagement		
6/13/2019		EEAG noted that many communities do not currently access Energy Efficiency Programs. How with EM address this?	Engagement		
6/13/2019		EM stated access is being worked on now during transition including pilots and working with communities to find out how to get them to participate and what they need to be engaged.	Engagement		
6/13/2019		Is there no plan to consult with consumers/public?	Engagement		
6/13/2019		It was recommended that EM ask PUB to maximize its resources with respect to consulting with the public/consumers	Engagement		
6/14/2019		EEAG recommended that MB Hydro and EM align communication so that information received by AAM and other operations is consistent	Engagement		
6/27/2019		Comment raised in regards to engaging post-secondary students, not just K-12	Engagement		
6/27/2019		EEAG urges transparency in tracking performance, specifically around cost per unit basis	Engagement		
6/27/2019		AMM noted that municipalities is a more appropriate term than rural municipalities	Engagement		

Date	Group	Comment	Keyword		
6/27/2019		AMM noted success stories should feature and promote positive stories in communities such as Selkirk and Dauphin	Engagement		
6/27/2019		EEAG agrees it is important for EM to engage with residents who are not participating in their programs and collect data from other sources beyond program participants	Engagement		
6/27/2019		EEAG consider the impact of hydro development in the north. EM should explore these impacts and build relationship	Engagement		
8/20/2019		Will there be a public communications roll-out when the filing is made a: Yes	Engagement		
8/20/2019		EM working with PUB on process to advance notice of filing prior to filing the actual full submission to provide additional time to register Intervenor while the final document is prepared.	Engagement		
5/31/2019		MK to circulate exit survey for EEAG feedback	Exit survey	Federal government	
5/31/2019	IISD	Lots happening with federal government regarding energy efficiency	Funding	Federal government	
5/31/2019		Can EM partner with communities to apply to low carbon fund	Funding	Federal government	
6/27/2019		IISD raised the question of diversification of Funds - is it just Hydro (no)	Funding		
8/20/2019	IISD	Diversify funds beyond MB Hydro	Funding		
5/31/2019	GAC	Interested in Emission Reduction	GHGs		
9/5/2019	GAC	EM work should be more integrated with Climate Action Planning regarding GHG reeducation strategies and targets	GHGs		
5/31/2019	IISD	How will this process look at overall GHG	GHGs		
6/13/2019		How do we link to Climate objectives	GHGs		
6/27/2019		IIS noted interested in discussing the role of EM with regards to Manitoba's Carbon savings account	GHGs		
6/27/2019		Action item EM role - Carbon savings account	GHGs		
8/20/2019		Climate and Green plan includes EM targets as part of its Carbon Savings Account targets	GHGs		
5/31/2019	MMF	Hope to focus on implementation	Implementation		
6/27/2019	KAP	Agriculture is known for being a big GHG emitter and has a keen interest in industry wide indicators and measures	Monitoring		
9/5/2019		Additional engagement flag: Continuous Improvement	Monitoring		
6/27/2019	AMM	Would like to see EM deliver programs ... in a coordinated manner with economic development groups and provincial government	Plan	Approach	
8/20/2019	CAC-MB	There will be confusion about overlap between hydro and EM. Clarify who is responsible for what in chart	plan	approach	
6/27/2019	CAC-MB	Suggested EM explore a variety of options and present option as apart of the 3-year plan [EM noted that Manitoba Hydro Power Smart Used to do this]	Plan	Approach	
8/20/2019	EACCGP	EACCGP process is ongoing to figure out working relationship	Plan	Approach	

Date	Group	Comment	Keyword		
8/20/2019	GAC	Would like to see delivery paths for respective components (agency overlap)	Plan	Approach	
9/5/2019	GAC	EM work should be more integrated with Climate Action Planning regarding GHG reduction strategies and targets	Plan	Approach	
9/5/2019	GAC	Do propane and diesel reduction count against fuel reductions? A - Yes. Only home heating fuels are within the scope of the Affordable Energy Fund but they do count towards natural gas savings targets	Plan	Approach	
9/5/2019	MIPUG	Will MEM have access to billing data? A: Hydro knows that EM need customer energy consumption data and a working group has been struck to deal with this	Plan	Approach	
9/5/2019	MIPUG	How will Hydro participate in the hearing?	Plan	Approach	
9/5/2019	MIPUG	How will Hydro treat their financial contribution to EM	Plan	Approach	
8/20/2019	MIPUG	Challenge as regulations look at previous load year and will not take into account efficient load growth	Plan	Approach	
5/31/2019	MIPUG	Concern that the legislation is a 90s model about using less vs. efficiency	Plan	Approach	
6/27/2019	MIPUG	EM should focus on economic outcomes - bill side and rate side	Plan	Approach	
8/20/2019		Where is EM in CRM process? A: a RFP will be issued this fall for CRM software	Plan	Approach	
8/20/2019		Action - EM to provide breakdown of fuels included in affordable energy category and how these will be factored into accounting	Plan	Approach	
8/20/2019		EM to report back on annual report/updating process once it is finalized	Plan	Approach	
6/27/2019	MIPUG	Energy efficiency must have economic efficiency	Plan	Approach	Efficiency
8/20/2019	MIPUG	How does locational marginal values get addressed in a fair and equitable way	Plan	Approach	
8/20/2019	MIPUG	Request information re: breakdown of savings per customer group, aggregate level of TRC to PAC comparison	Plan	Approach	
9/5/2019	MIPUG	Noted the differences in cost per kilowatt hour depending on customer segment re: investment summary	Plan	Approach	
9/5/2019	MIPUG	Will Econoler evaluation plan be part of EM filing? A: Yes	Plan	Approach	
9/5/2019	MIPUG	Will there be DSM engagement of the industrial segment via hydro or EM moving forward? Will Hydro be retaining any DSM technical services? A: EM will be focused on DSM services. Specific DSM technical services provided by EM with non-DSM technical services to be determined by Hydro	Plan	Approach	
8/20/2019	MKO	Jurisdiction is always an issue	Plan	Approach	
8/20/2019	MKO	In what ways does EM give special rates to on-reserve people given the sacrifice the land is making, directly tied to our way of life and impacted irreversibly	Plan	Approach	
8/20/2019	MKO	Affirmed important role of Fed government with respect to First Nations	Plan	Approach	
8/20/2019	MKO	To understand FN communities need CAIS profile (ISC	Plan	Approach	

Date	Group	Comment	Keyword		
9/5/2019	MMF	Is Indigenous customer segment and residential savings currently just tracked on reserve A- Yes, however, EM is looking at ways to track urban residential Metis citizens	Plan	Approach	
9/5/2019	MMF	Noted absence of Indigenous Customer segment in the natural gas portfolio within this version of 3 year plan. A: Updated version will include; EM working on how to include Metis communities and urban Metis residents	Plan	Approach	
8/20/2019		EM and EACCGP noted they are working together re: coordinated annual reporting dates	Plan	Approach	
8/20/2019		Action - EM to provide more information about delivery path for respective programs e.g. what agency will delivery what	Plan	Approach	
8/20/2019		How will EM interact with ISC? A- Noted this for further consideration in planning	Plan	Approach	
9/5/2019		Additional engagement flag: EM innovation fund	Plan	Approach	
6/14/2019		EM does not claim savings until project lifecycle is near complete. If EM is going to claim savings in first three years, need to start lining up customers now	Plan	Approach	
6/27/2019		EM is required to use PACT but will also consider PC and Manitobans TRC in analysis	Plan	Approach	
6/27/2019		Action item - how is EM preparing to administer/coordinate programs efficiently	Plan	Approach	
5/31/2019	AMM	Hope programs that were jointly developed with AMM under PowerSmart Continue	Plan		
6/14/2019	AMM	Wants to ensure that MB Hydro's Power Smart Programs are maintained for rural municipalities	Plan		
8/20/2019	AMM	once central place to apply for programs	plan	implementation	
6/14/2019	CAC-MB	Interest in overall energy resource planning opportunities	Plan		
6/27/2019	CAC-MB	How might EN convene the right people (in government, etc.) and encourage a structured beneficial integrated resource plan for the future	Plan		
8/20/2019	CAC-MB	Remaining concerns - lack of alternative portfolios to position EM to position EM for a move to a more integrated resource planning process	plan		
5/31/2019		Integrated resource planning is important to consider	Plan		
6/27/2019		MKO and MIPUG noted interest in discussing the role of EM in Manitoba's long-term energy strategy	Plan		
6/27/2019		EEAG agreed on the importance of integrated resources planning and sees it as a cornerstone of clean energy plan in MB	Plan		
6/27/2019		Action item - MB long term energy strategy - how does that fit in with EM	Plan		
5/31/2019		Local jobs are important. EM to look at ways to engage local workers whenever possible	Plan	Local workforce	
5/31/2019	MIPUG	Rates Matter	Plan	Priorities	Savings
5/31/2019	GAC	Affordability should be priority	Plan	Priorities	

Date	Group	Comment	Keyword		
6/14/2019	GAC	GAC noted interest in discussing efficiency and affordability measures	Plan	Priorities	
6/14/2019	GAC	GAC noted interest in discussing efficiency and affordability measures	Plan	Priorities	
9/5/2019	GAC	Is this a complete repurposing of Affordable Energy Fund because there is money in the fund? A - Yes, to draw down that amount	Plan	Priorities	Efficiency
6/13/2019		EEAG noted difference between making cheaper costs vs. being affordable	Plan	Priorities	Efficiency
6/27/2019		EEAG members noted it would be useful for EM to articulate how it will be addressing efficiency-base vs. displacement-based savings	Plan	Priorities	Efficiency
6/27/2019		MIPUG noted that industrial customers may increase efficiency which save energy on a per unit basis but then is able to increase production which can drive up overall energy use.	Plan	Priorities	Rate
5/31/2019	GAC	Interested in Mandate re savings	Plan	Priorities	Savings
6/27/2019		Rate impact is of primary concern for industrial users	Plan		
6/13/2019		Will EM include social benefits in quantifier in calculations? <EM able to report on (where quantifiable) other benefits (including social), but this is not the focus of PUB	Plan	Approach	
6/27/2019	KAP	it would be helpful to have a trusted agricultural engineer to inform the strategy to better serve agriculture	Segment	Agricultural	
6/27/2019	KAP	The agricultural industry would be very interested in promotion an non-energy benefits of efficiency programs as part of a public trust initiative they are working on.	Segment	Agricultural	
5/31/2019	KAP	Interested in making farm operations more efficient	Segment	Agricultural	
6/14/2019		EEAG suggested it is beneficial to keep farmers informed of new pilots and programs	Segment	Agricultural	
6/14/2019		Are there financial incentives for bundles?	Segment	Commercial	
6/27/2019		Community centres are closing because of rate change. This should be taken into consideration by EM	Segment	Community centres	
5/31/2019	IISD	How will this process increase understanding for consumer	Segment	Consumer	
6/13/2019		How much leverage do landlords have re making rentals more efficient	Segment	Consumer	
5/31/2019	MKO	How will diesel communities be engaged to connect to main grid	Segment	Diesel	
6/14/2019		Suggest EM do a workshop with tribal councils, etc. and develop a process to promote eco-fit programs available and increase uptake with First Nations	Segment	First Nations	
9/5/2019	MMF	Noted absence of Indigenous Customer segment in the natural gas portfolio within this version of 3 year plan. A: Updated version will include; EM working on how to include Metis communities and urban Metis residents	Segment	Metis	
6/14/2019	AMM	Wants to ensure that MB Hydro's Power Smart Programs are maintained for rural municipalities	Segment	Municipalities	
9/5/2019	AMM	Will municipalities be mentioned in submission? A: Yes. AMM concerns will eb included in 3 or 4 different sections concerning programs	Segment	Municipalities	

Date	Group	Comment	Keyword		
6/14/2019		Are there financial incentives for bundles?	Segment	Residential	
6/14/2019		Paragraph about barriers to rural members knowing about programs; need to make sure information is accessible	Segment	Rural	
6/14/2019		EM is looking at broader ramp up for rural schools using simple biomass tools; there are challenges re: consistency but on radar	Segment	Schools	
9/5/2019	MKO	EM may be able to help with DSM for residential segment of diesel communities through programming to reduce the capacity of energy required to be generated	Segment		
6/14/2019		With respect to new investments in infrastructure - how will EM promote/facilities access to programs	Segment		
6/14/2019		EEAG suggested sector-specific marketing strategies	Segment		
6/27/2019		EEAG members noted that concerns exist around installation and maintenance with new technologies.... EM needs to consider how to meet the needs of different customer segments with respect to barriers	Segment		
8/20/2019		Action EM to provide information on breakdown of savings per consumer group	Segment		
9/5/2019		Additional engagement flag: Customer segment	Segment		
5/31/2019	IISD	how will this process look at sustainability	Sustainability		
6/27/2019	KAP	KAP identified connection between biomass and farm waste as an opportunity to explore	Technology	Biomass	
8/20/2019	KAP	Interest in biomass and innovation opportunities	Technology	Biomass	
5/31/2019	GAC	Electric vehicles is important	Technology	Electric Vehicles	
8/20/2019	GAC	It is costly not to proceed with EV market	Technology	Electric Vehicles	
9/5/2019	GAC	If there is an EV incentive, who will deliver A: EM would be open to that if it written in regulations. Understanding that EV is not included in EM regulation, and amendment to regulations would be required to include in EM mandate	Technology	Electric Vehicles	
5/31/2019		Would EM oppose electric vehicles if goal is to reduce electricity	Technology	Electric Vehicles	
6/14/2019		Query about electric vehicle charging stations in Rural Manitoba	Technology	Electric Vehicles	
5/31/2019	IISD	How will process look at reduction of natural gas	Technology	Natural Gas	
5/31/2019		Mandate allows EM to pursue renewable energy. Need to consider the energy that renewables displace versus what they generate	Technology	Renewable Energy	
6/27/2019	CAC-MB	EM should consider solar panels when reducing consumption strategy	Technology	Solar	
6/27/2019		MIPUG is not in favour to build resources the will be MORE costly than existing ones (e.g., Solar)	Technology	Solar	
8/20/2019	GAC	Does mandate include other fuels, and how does it factor into accounting A: Only those under 'affordable energy'	Technology		
8/20/2019	KAP	Interest in new technology, need to balance with quality control	Technology		

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