

Riding the Wave

Exploring the Use of ADR in the New Wave of Renewable, Transmission and Nuclear Construction Projects

Steve Shapiro, Partner, Certus Strategies
sshapiro@certus-strategies.us

Get Ahead and Stay Ahead of Conflict

Why Outrage and Conflict Occurs

Outrage and conflict occur because:

- People feel rolled over
- The project comes as a surprise
- It raises fear and, for some, dread
- Little opportunity for consultation and input
- Lack of access to appropriate information
- It is an unknown risk, rather than a familiar risk
- It appears unfair or unnecessary
- The project is controlled by others and they are seen as unresponsive or untrustworthy
- The project may create visual impacts, loss of property values, or negative impacts to lifestyle

Energy Developers Needs

Developers need to:

- Acquire permits with minimal delays
- Be compliant and effective
- Gain community buy-in
- Build ongoing and long-term relationships
- Manage the regulatory process and relationships
- Manage conflict and community outrage

Energy Project Issues

The goal is not to persuade people that they are wrong and we are right but rather to seek to understand their issues and concerns, engage them in the consultation design, and through meaningful dialogue and resolution processes, mitigate impacts that affect them and the local community.



Public Issues

- Lack of knowledge
- Environment
- Health Issues (EMF)
- Lifestyle Impacts
- Visual Impact
- Cost Recovery
- Traffic
- Jobs

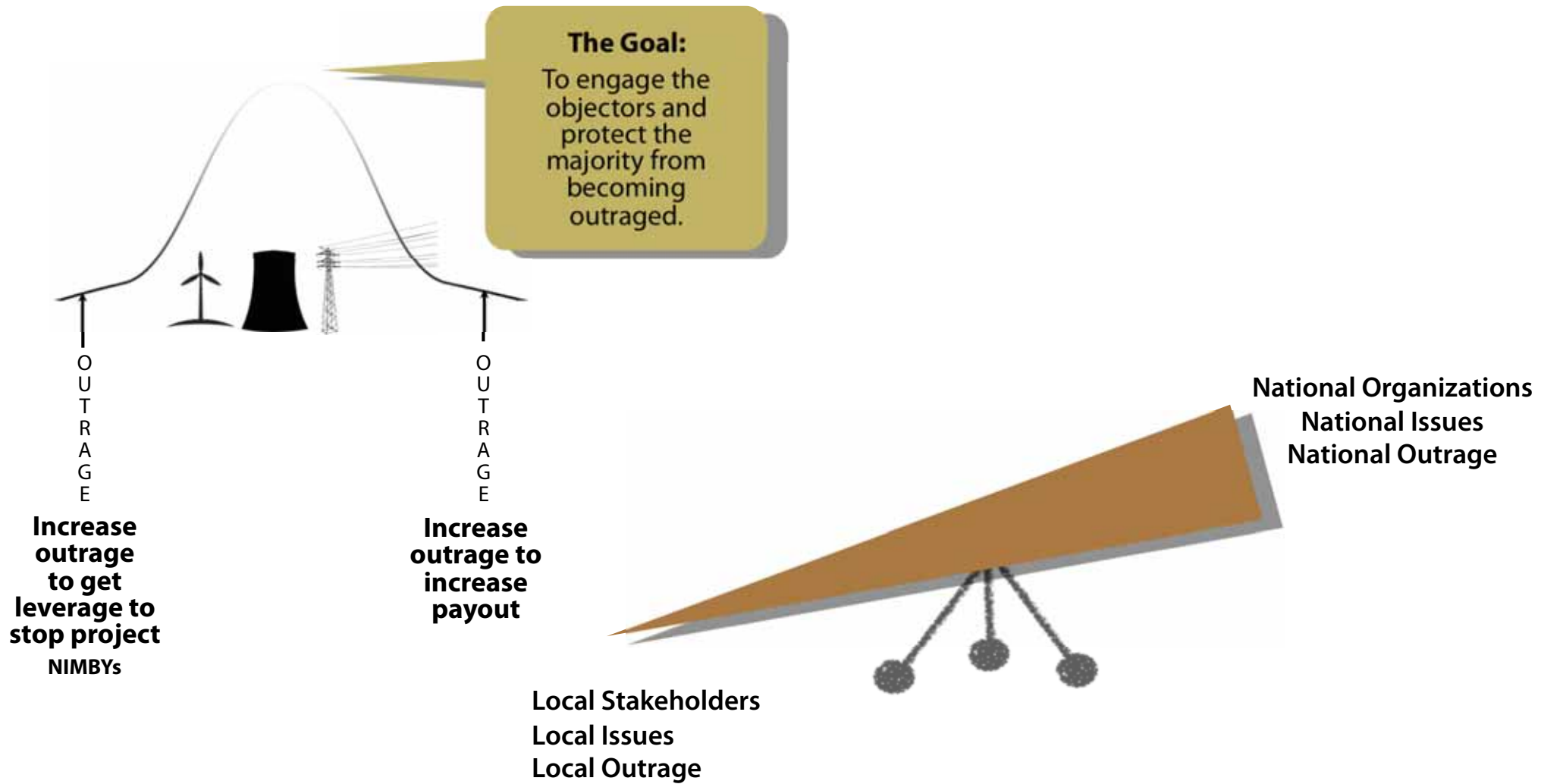


Regulatory Needs and Issues

- Assurance that stakeholders' issues and concerns have been addressed prior to granting permit
- Apply latest technology and learning
- Minimize upset and outrage
- Address outstanding issues in community
- Bring all new knowledge about impacts of these types of facilities or equipment
- Engage environmental groups



Conflict Management Planning



Risk = Hazard + Outrage*

Regardless of the degree of REAL hazard,
if outrage is high, the project is at risk

Reducing outrage and conflict in the local community gives
your project the best chance for regulatory approval

* Dr. Peter Sandman

Examples of Conflict Management Strategies

- Engage and involve local stakeholders early
- Promise and demonstrate transparency, inclusiveness, fairness, accessibility, consistency, responsiveness and trustworthiness with stakeholders
- Tell your story widely
- Ensure that all can understand your project's need, necessity, benefits and technical details as well as the risks and how they will be mitigated
- Ensure the entire team is telling the same story
- Be responsive
- Design together conflict resolution processes

Outreach Planning

Plan

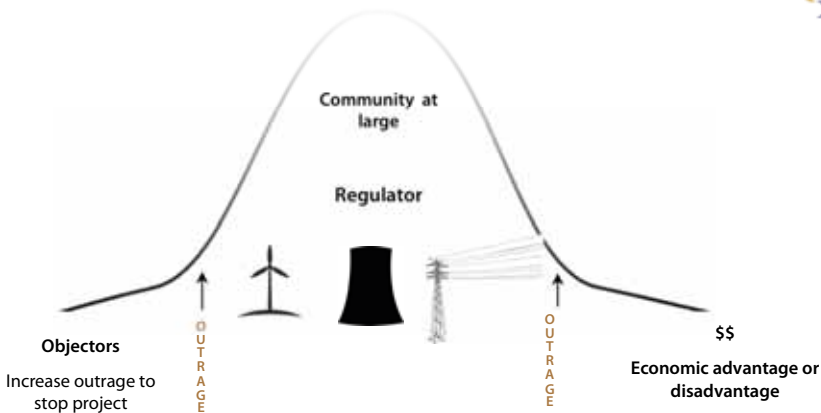
- Start early
- Know your risks
- Commit to meaningful, open and transparent consultation

Implement

- Execute your risk mitigation strategies
- Engage the community
- Make the best available information accessible to stakeholders
- Avoid Decide, Announce, Defend Cycle

Track and Document

- Track and document the story to demonstrate compliance and effectiveness to regulators



Record of Contact	
Project Info	Contact Info
Project # _____	Company _____
Submission # _____	Project Name _____
Submission Class: <input type="checkbox"/> New <input type="checkbox"/> Update <input type="checkbox"/> Duplicate	Submitted By: _____
Contact Info	
Communication Type _____	Company _____
Last Name * _____	First Name * _____
Address Street _____	Phone _____
City _____	Postal/State _____
Postal Code _____	Country _____
Discussion Info	
Summary of Discussion* _____	
Notes / Comments _____	
Please Fax to Certus Strategies at 1-800-233-7188	

Certus Strategies

Canadian Office

1122 4 Street SW

Suite 1100

Calgary, Alberta T2R 1M1

Toll Free: 1.866.233.2209

United States Offices

6101 Executive Boulevard

Suite 385

Rockville, Maryland 20852

Toll Free: 1.866.326.3517

1101 Pennsylvania Avenue NW

Sixth Floor

Washington, D.C. 20004

Toll Free: 1.866.326.3517

www.certus-strategies.com



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