



NATURAL RESOURCES CANADA - INVENTIVE BY NATURE

Major Project Management Office

Overview and Lessons Learned

April 2018



Natural Resources
Canada

Ressources naturelles
Canada

Canada

Major Resource Projects are an Important Driver of Economic Growth in Canada

- 89 Major Resource Projects worth approximately \$219.4 billion and representing over 7,700 jobs are currently under review.
- Major Resource Projects trigger a federal environmental assessments.
 - Greatest potential for environmental impacts in areas of federal jurisdiction (e.g., air, fish, water) ; and
 - Intrinsically complex – often trigger multiple federal decisions (e.g. Fisheries Act or Navigation Act permits)

Canadian Major Projects include:

- Mines
- Oil & Gas Production and Facilities
 - (excluding In Situ Oil Sands)
- Pipelines
- Hydro Dams
- Nuclear Facilities
- Electricity Transmission



Key Drivers to the Creation of the MPMO

1. Multiple federal decision makers;
2. A lack of coordination;
3. A lack of predictability; and
4. Uncoordinated Indigenous consultations and legal risks.



Canada's Horizontal Approach

2007 Cabinet Directive set out 4 key objectives:

1. More predictable and timely reviews
2. Reduce duplication for project reviews
3. Strengthen environmental protection
4. Enhance consultation with Indigenous people



Organizational structure established, with additional capacity across the regulatory system to deliver results

- MPMO office – 20 staff
- Additional funding in regulatory departments to meet new timeline obligations



Early Challenges at MPMO

- Coordination of many players
- Culture change
- Breaking down silos



MPMO – Project Management

Overarching management and accountability of individual major resource project reviews to ensure timely and predictable processes

- Provides interdepartmental management and oversight to major project reviews
- Leads partner departments and agencies in developing solutions to address issues and delays that arise during project reviews
- Ongoing dialogue with industry leaders and conduct regular engagement with project proponents

Project Management Tools

- Governance structure providing oversight;
- Project Agreements setting service standards for departments
- Reporting requirements



MPMO – Policy Leadership

Policy leadership to advance system-wide policy, regulatory and legislative improvements to the project review system

- Drives the identification, analysis and resolution of pressing system-wide issues that cut across more than one project and multiple departmental mandates
- Leads partner departments and agencies in setting a horizon forward policy agenda for the MPMO
- Leads stakeholder engagement for the MPMO



Indicators of Success since 2007

- Timelines reduced from 4 years to 2 years;
- Clear roles and responsibilities in legislation, regulations and policy;
- Clarity on Crown Consultation approach; and
- Shift from operational to policy focus.



Lessons Learned

- Ensure high level buy-in and support of approach
- Build relationships – within government and with stakeholders - to enable a culture shift
- Ensure transparency – with public Project Agreements, tracking, etc.
- Build flexibility into approach – sunseting mandate provided touchstone to ensure continued relevance

