



**NATURAL RESOURCES CANADA - INVENTIVE BY NATURE**

# Major Project Management Office

Overview and Lessons Learned

June 2018



Natural Resources  
Canada

Ressources naturelles  
Canada

Canada

# Major Resource Projects: scope and impact

- Currently 91 proposed Major Resource Projects worth over C\$220 billion and representing over 7,700 jobs are currently under review.
- Major Resource Projects are those that trigger a federal environmental assessment (EA)
- Federal EAs are required of projects with potential environmental impacts in areas of federal jurisdiction (i.e., fish, navigation, interprovincial, international, federal lands)
- Most Major Resource Projects also trigger multiple federal authorizations beyond EA (e.g. Fisheries Act, Navigation Act permits)
- These projects are often intrinsically complex: provincial approvals, impact on Indigenous rights, public interest

## Major Resource Projects include:

- Mines
- Certain Oil & Gas Production and Facilities
- Interprovincial and International Pipelines & Transmission lines
- Hydro Dams
- Nuclear Facilities



# Objectives behind the Creation of the MPMO

1. To increase formal **coordination** when multiple federal decision makers on a single project;
2. To increase **clarity** on individual regulatory processes and requirements;
3. To increase **predictability** of the timing of federal decisions; and
4. To augment and coordinate **Indigenous consultations**



# A Horizontal Approach

- **2007 Cabinet Directive set out MPMO objectives**
  - Not law
  - Not formal machinery change
  
- **Cabinet Directive established key tools**
  1. Project agreement
  2. Public reporting (e.g., tracker)
  3. DM committee
  4. Single point of entry for project proponents
  5. Office staff with Department of Natural Resources with 20 staff



## **Additional capacity to key federal regulators...**

- Additional funding in light of growing volumes of proposed projects and predictable review timelines (i.e., no extensions)
- Canada's MPMO initiative is more than the office of 20; it's a network



# Early Challenges at MPMO

- Coordination of many players
- Culture change
- Breaking down silos
- Accountability?
  - Reporting mistakes, delays, etc.



# MPMO – Project Management

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

- Provides interdepartmental coordination of implicated regulators and authorities
- Leads development of solutions to address issues (e.g., delays) that arise during project reviews
- Ongoing dialogue with project proponents

## Project Management Tools

- Governance: ongoing senior-level attention
- Project Agreements: establish service standards, roles
- Reporting: internal and public



# MPMO – Policy Leadership

- Drives the identification, analysis and resolution of pressing system-wide issues that cut across multiple departmental mandates
- Leads stakeholder engagement for the MPMO
- **Legislative:**
  - New environmental assessment regime in 2012
  - Timelines for Fisheries Act decisions
  - Interim approach in 2016
  - New Impact Assessment regime in 2018
- **Regulatory:**
  - Project list
  - Metals Mining Effluent Regulations
- **Policy**
  - Indigenous consultation
  - Cumulative effects



# Indicators of Success since 2007

- Timelines reduced from 4 years to 2 years;
- Clear roles and responsibilities in legislation, regulations and policy;
- Evolved Crown Consultation approach; and
- Reduced reliance on Project Agreements





# Current Challenges

- Project effects and cumulative effects
- Trust (e.g., getting information before decisions)
- MPMO reputation: pro-project, development
- Public confidence, scrutiny
- Project impacts on Indigenous rights
- MPMO role in coming impact assessment regime



# Lessons Learned

- Ensure clear, distinct and well-understood mandate
- Ensure high level buy-in and support
- Build and maintain relationships with external stakeholders and project proponents
- Ensure transparency with effective tools (e.g., Project Agreements, reporting)
- Consider incentives for continuous improvement and relevance (e.g., sunseting mandate funding)



# Contact information

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