

# Public Sector Project Management Forum

## Experiences from the Front-line: Development of the Air Quality Management System -

Adam Redish

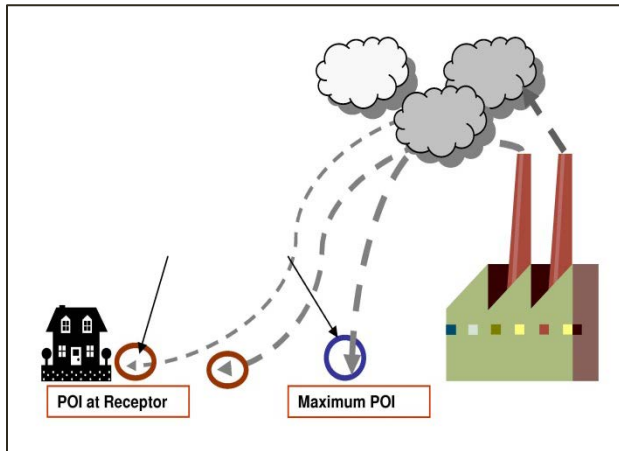
May 5, 2015

# The *deep* background

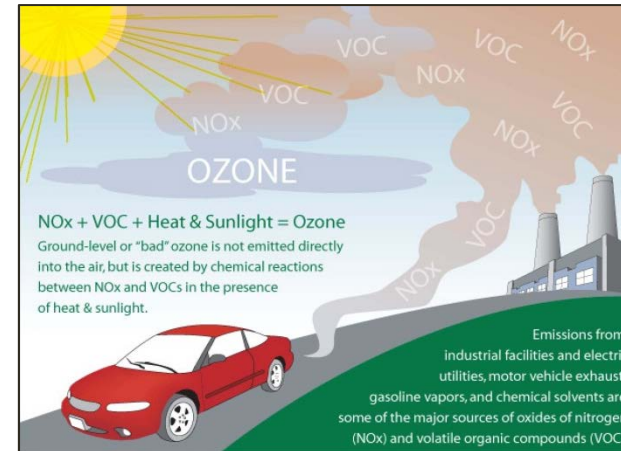
- How air pollution is regulated.
- How Federal-Provincial/Territorial (FPT) sectoral councils operate:
  - In particular, how CCME (the Canadian Council of Ministers of the Environment) is structured.
- How AQMS – the Air Quality Management System - works.

# Regulating Air Quality

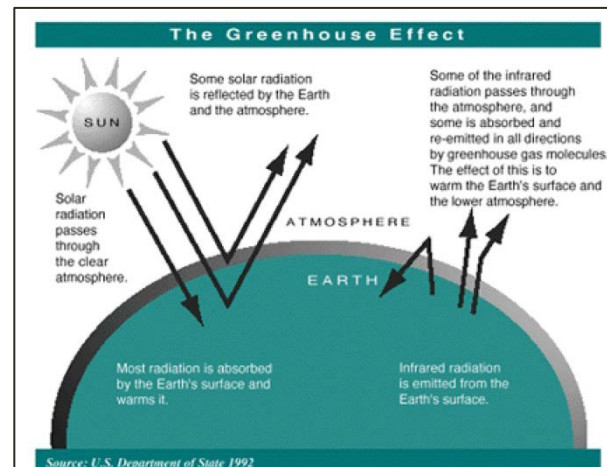
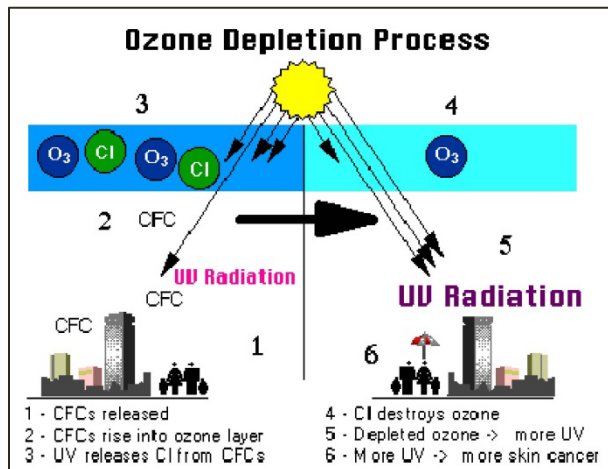
## Local



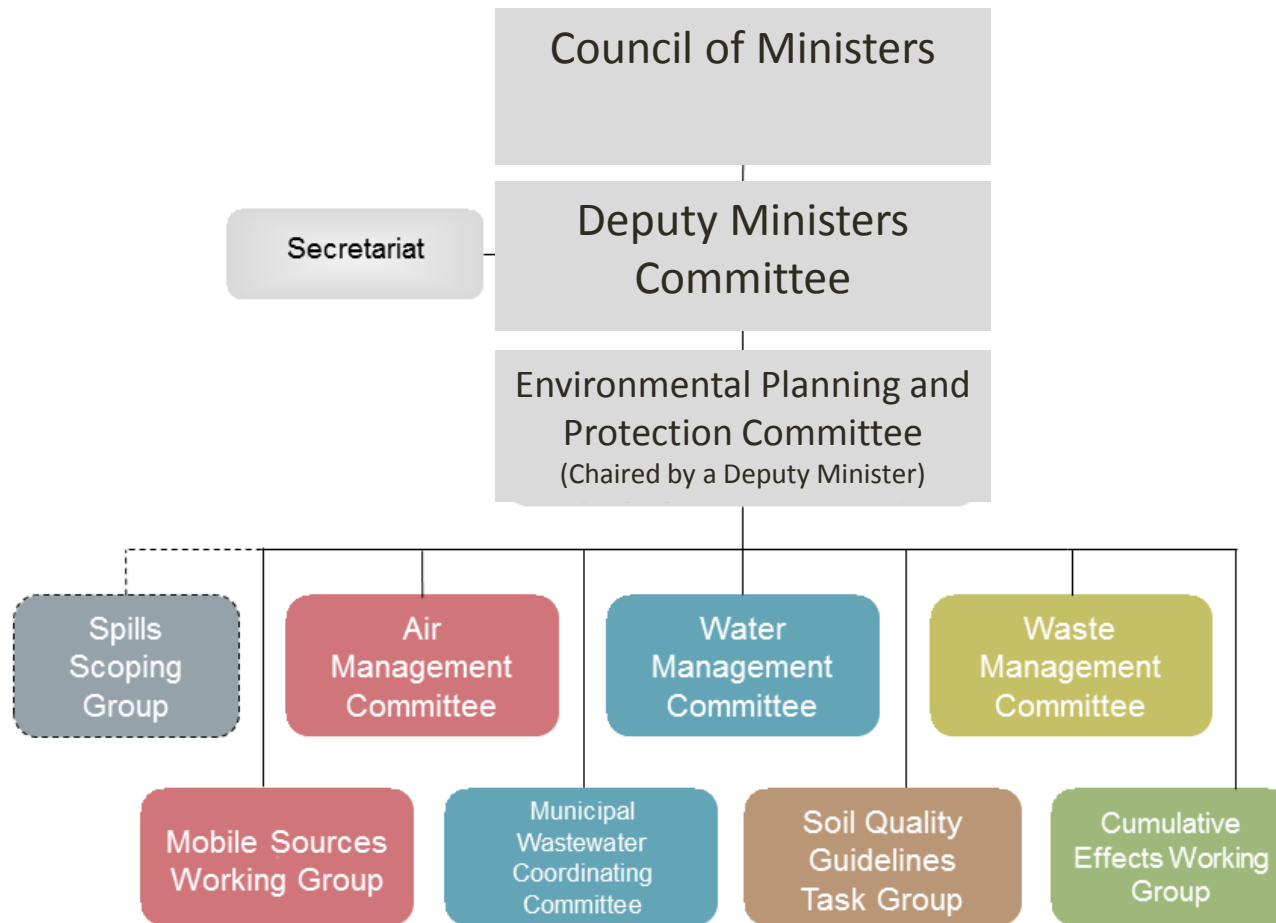
## Regional



## Global



# CCME Structure



# The Air Quality Management System



# The *less deep* background

- Development of the national *Air Quality Management System (AQMS)*:
  - Arises from proposed approach to air quality regulation;
  - Driven through an intergovernmental process nationally, inter-ministerial process provincially;
  - Strong stakeholder engagement and transparency;
  - Multi-layered approvals process;
  - Developed over 3-4 years, process impacted by both federal and provincial elections and many, many changes in Ministers;
  - Project management tools used – a key part of the equation.

# Role of CCME – Ministerial direction

- 2007 –Communique: “frank discussions” on working together; “pleased” that CCME to be the forum to collaboratively to move the initiative forward:
  - 2008 - 2009 - a multi-stakeholder group worked to develop an integrated approach, including identifying roles and responsibilities of the provincial, territorial and federal governments.
- 2010 – CCME Communique: direction to “develop the major elements in 2011 for implementation in 2013 through a collaborative process involving stakeholders (sic)”.
  - 2010-2012 – more formalized process established, framework and principles established, major elements further developed, mobile sources added.
- 2011 – Communique: Minsters “pleased with progress to date”.
- 2012 – Communique: “Ground-breaking work ... unprecedented collaboration by governments and stakeholders”.

# Role of CCME – Secretariat Support

- CCME Secretariat provides support to CCME senior committees and working groups.
- The Secretariat played a vital role in the success of developing the AQMS:
  - supporting secretariat functions (minute taking, agenda setting, materials production and distribution);
  - logistics;
  - defining roles and responsibilities.
- Also played a strong role in providing an “institutional” safe space.
- Ministers, Deputy Ministers meetings provided key milestones – the Secretariat also maintained the project management process to achieve deadlines and milestones and drove the process.

# Outcomes

- AQMS as an outcome:
  - Platform endorsed to set the framework for collaborative approach to air quality management across Canada;
  - New structures established with common framework, principles, goals and metrics.
- Relationship outcomes:
  - Strengthened relations across governments creating safe space for engagement;
  - Strengthened relations between stakeholders and between governments and stakeholders.
- Laudatory outcomes:
  - “One the best examples of F-P-T and stakeholder collaboration”.
  - Single biggest COM outcome (ever?)

# Key Learnings/Takeaways

- Most people want to work for the greater good and create positive outcomes; differences are reconcilable.
- You can negotiate to a higher common denominator.
- Stakeholder buy-in and support is crucial.
- Processes builds trust and support – in multiple dimensions.
- Process(es) and structure are must haves – project management tools and approaches (timelines, clear roles and responsibilities) are essential *and* they work.