



5-YEAR STRATEGIC PLAN (2021 - 2026)

JUNE 2020

Introduction

Since 1997, Atlantic Partnership In Risk Based Corrective Action Implementation (Atlantic PIRI) has served as a collaborative forum for regulators from the Atlantic provincial departments of environment, Environment and Climate Change Canada (since 2000), and regional stakeholders from the petroleum industry and environmental engineering firms. These representatives work together to develop practical guidelines and science-based analytical tools for the management and remediation of impacted sites throughout Atlantic Canada.

On February 13, 2020 Atlantic PIRI held a strategic planning session for the 2021–2026 cycle. The planning session was facilitated internally by members of Atlantic PIRI and included an initial review of the Memorandum of Understanding (2014) and current strategic plan (2015-2020). This was followed by a focused discussion on a series of reflective questions about PIRI’s current goals, dynamics of change, and the evolution of the PIRI committee over the past five years. Participants also discussed whether PIRI’s strategic goals and vision should be updated.

Atlantic PIRI members were fully engaged in the strategic planning process and demonstrated their ongoing commitment to excellence in impacted site management in Atlantic Canada. The session successfully solicited valuable member insight and feedback, which were included in a record of the day’s discussions; facilitators later followed up with an analysis of the information gathered. Based on this information, facilitators presented a draft strategic plan on June 17, 2020; a final draft was confirmed on October 8, 2020.

Mission Statement

Atlantic PIRI’s mission is to be a leader in harmonized regulatory and site-specific approaches to impacted site management.

Vision Statements

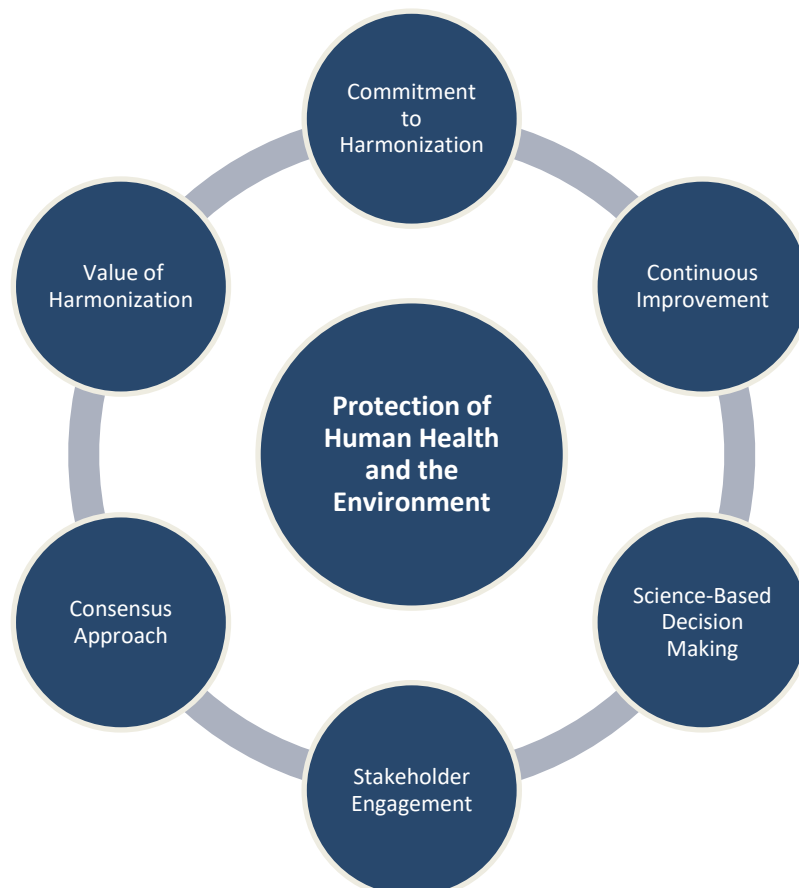
Atlantic PIRI’s vision is to improve impacted site management in Atlantic Canada by:

- **enhancing the Atlantic RBCA process and regulatory programs** and applying the principles of risk assessment to petroleum hydrocarbons and other contaminants;
- delivering upon the objectives of the Memorandum of Understanding by **using our core strengths and areas of expertise**, which are principally related to scientific, technical, and legislative areas of impacted sites management; and
- **engaging stakeholders and promoting site-specific remediation approaches** in the region.

Core Values

Atlantic PIRI's work is based on the core values of respect, cooperation, collaboration, consensus, and transparency. Other principle-based core values are:

- **Protecting human health and the environment** is central to PIRI's decision-making process;
- **Harmonizing** PIRI's human health and environment protection levels with the Canada Wide Standards developed by CCME;
- **Continuously improving** the Atlantic RBCA model to provide a sound scientific basis for impacted site management in Atlantic Canada, including enhancing the model by including additional contaminants;
- **Science-based decision making** supported by risk assessment and management, discussing technical issues, and analyzing potential solutions;
- **Engaging stakeholders** through dialogue that contributes to the improvement and harmonization of impacted site management in Atlantic Canada;
- Employing a **consensus approach** for broad-based recommendations to individual jurisdictions;
- **Generating value** for all stakeholders through harmonization processes that recognize and accommodate the different regulatory environments of each jurisdiction.



Strategic Goals

Atlantic PIRI has identified four strategic goals to support the key objectives outlined in the original Memorandum of Understanding (June 2008):

1. MAINTAIN AND ENHANCE CONSISTENCY

- Maintain and enhance consistency among the four Atlantic Provinces as it relates to impacted site management and regulatory or guideline development.

2. PROVIDE REGULATORY SUPPORT

- Provide continued technical support to each provincial environmental regulator in the application of Atlantic RBCA to facilitate impacted site management.

3. MAINTAIN AND IMPROVE THE ATLANTIC RBCA PROCESS

- Continuously maintain and improve the Atlantic RBCA process and ensure that processes exist for routine evaluation and verification of all PIRI-produced documents and standards.

4. ENHANCE AND PROMOTE PIRI

- Explore opportunities to enhance and promote PIRI through enhanced communication and engagement with government and new private sector stakeholders.

Key Performance Indicators

Atlantic PIRI will track its progress against its goals using four Key Performance Indicators (KPIs) and associated metrics to know exactly how it is meeting its strategic goals and adjust them as needed.

		Key Performance Indicators			
		Harmonization	Technical Improvements	Stakeholder Engagement and Communication	Impacted Site Management
STRATEGIC GOALS	Maintain and enhance consistency	√			√
	Provide regulatory support	√	√	√	
	Maintain and improve Atlantic RBCA process	√	√		
	Enhance and promote PIRI			√	√

KPI # 1: Harmonization

Atlantic PIRI intends to maintain and enhance consistency among the four Atlantic Provinces in the management of impacted sites through:

- provision of continued technical support to each provincial environmental regulator in the application of Atlantic RBCA;
- continuously improve the Atlantic RBCA process;
- monitor, evaluate, and integrate appropriate advances in risk assessment and risk management techniques for contaminated sites into the Atlantic RBCA process; and
- provide a forum to encourage harmonized impacted site management approaches throughout Atlantic Canada.

Metrics for measuring harmonization success could include:

- Integration of Atlantic RBCA approaches into regulatory processes
 - Application of Atlantic RBCA processes and guidance into provincial guidelines or regulations
- Adoption of recommended harmonization opportunities into regulatory processes
 - Percentage from harmonization opportunities matrix and jurisdictional scans from outside Atlantic Canada
- Incorporation, where appropriate, of scientific advancements in risk assessment guidance from national regulatory agencies into Atlantic RBCA approach
 - Levels of participation in CCME Contaminated Sites Working Group
 - Minimum three-year review of all criteria adopted by Atlantic PIRI by a dedicated project team

KPI # 2: Technical Improvements

Atlantic PIRI intends to:

- provide continued technical support to each provincial environmental regulator in the application of Atlantic RBCA to facilitate impacted site management;
- continuously improve the Atlantic RBCA process; and
- monitor, evaluate, and integrate appropriate advances in risk assessment and risk management techniques for contaminated sites into the Atlantic RBCA process.

Metrics for measuring technical improvements success could include:

- Increased regulatory knowledge and capacity using Atlantic RBCA and impacted site management guidance
 - Turnaround time for providing regulators with technical advice
- Incorporation, where appropriate, of scientific advancements in risk assessment guidance from Canadian regulatory agencies into Atlantic RBCA approach
 - Levels of regulator participation in CCME Contaminated Sites Working Group
 - Level of incorporation, where appropriate, of Canada Wide Standards guidance into Atlantic RBCA approach
 - Periodic review and level of incorporation, where appropriate, of Health Canada human health risk assessment and Environment and Climate Change Canada ecological risk assessment guidance
 - Periodic jurisdictional scans of risk assessment and risk management techniques from other Canadian provinces and territories to incorporate the most current scientific advancements in risk assessment approach

KPI # 3: Stakeholder Engagement and Communication

Atlantic PIRI intends to:

- provide continued technical support to each provincial environmental regulator in the application of Atlantic RBCA to facilitate impacted site management;
- provide a forum to encourage harmonized regulatory and legislative changes necessary to implement sustainable remediation approaches throughout Atlantic Canada; and
- further site redevelopment opportunities through enhanced engagement and communication with government and private sector stakeholders.

Metrics for measuring stakeholder communication and engagement success could include:

- Increased awareness among new and current stakeholders about the Atlantic RBCA approach and the Atlantic PIRI mandate
 - Update communication plan
 - Effective annual reporting
 - Maintain website and outreach to subscriber lists
 - Levels of participation at conferences or interactions/meeting attendances
- Improvement of current stakeholder communications
 - Communication plan
 - Effective annual reporting
 - Percentage of increased website usage and subscribers
 - Levels of participation at conferences or interactions/meeting attendances
- Engagement of new stakeholders
 - Communication plan
 - Percentage and level of engagement of new stakeholder participation
 - Utilizing subject matter experts on a project basis
 - Levels of participation at conferences or interactions/meeting attendances

KPI # 4: Impacted Site Management

Atlantic PIRI intends to:

- maintain and enhance consistency among the four Atlantic Provinces in the management of impacted sites;
- provide a forum to encourage harmonized regulatory and legislative changes necessary to implement sustainable remediation approaches throughout Atlantic Canada; and
- explore further site redevelopment opportunities through enhanced communication and engagement of government and private sector stakeholders.

Metrics for measuring site remediation and redevelopment success could include:

- Tracking management of impacted sites throughout Atlantic Canada
 - Numeric gauge of regulatory file closures
- Increased awareness among new and current stakeholders about the Atlantic RBCA approach and Atlantic PIRI mandate
 - Communication plan
 - Levels of participation at conferences or interactions/meeting attendances

Target Stakeholders

Atlantic PIRI recognizes the importance of informing and engaging various levels of government, private sector stakeholders, and the general public. These include (but are not limited to) Atlantic region ministers of environment; deputy ministers of environment; Department of Environment regulators; industry representatives; regional environmental consultants; petroleum distributors and retailers; federal government; other provincial departments; municipal governments; insurance, financial and legal sectors; and public stakeholders (primarily impacted site owners). Others could include the Canadian Brownfields Network, the Federation of Canadian Municipalities (Green Municipal Fund), etc.

Atlantic PIRI's communication plan will identify strategies for informing or engaging these audiences and other targeted stakeholders.

Communication Plan

Atlantic PIRI will modify and enhance its comprehensive communication plan to align with its strategic plan; communicate and engage with stakeholders; and report on operational progress.



Partnership

Atlantic PIRI's membership of environmental regulators, industry representatives, and regional environmental consultants is a goal-oriented network that shares a common vision and core values.

Atlantic PIRI's success will continue to be supported through project teams, essential corresponding members, and operational terms of reference.

Operations Plan

During its regular fall meeting, Atlantic PIRI will develop an annual operations plan for the following calendar year. Key elements will be incorporated into a priority matrix to track progress against KPI.

Financial Considerations

Atlantic PIRI is driven by in-kind and financial contributions from its partners. Travel and other associated expenses for regular meetings are the responsibility of the individual partners. Any additional costs will be addressed by mutual agreement of the partners.

A budget is developed each year to support the operations plan. Each project team leader will develop their own budget for financial resources, expertise, and timeframes and present it at the fall meeting for approval.

Atlantic PIRI and project team leaders will report on the budget at each regional meeting. The budget status will be incorporated into the priority matrix, which will also track KPI targets and progress-to-completion targets.

For more information about Atlantic PIRI and its mandate, please visit www.atlanticrbca.com or contact us at info@atlanticrbca.com.

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