

Minister
of Natural Resources



Ministre
des Ressources naturelles

Ottawa, Canada K1A 0E4

23/02/2023

John Williamson, M.P.
Chair, Standing Committee on Public Accounts
131 Queen Street
House of Commons
Ottawa, Ontario K1A 0A6

Dear Colleague:

Pursuant to House of Commons Standing Order 109, I am pleased to submit on behalf of the Government of Canada (the Government) the response to the twenty first report by the Standing Committee on Public Accounts (the Committee) entitled: *Just Transition to a Low-Carbon Economy* (the Report); which was presented to the House of Commons on October 26, 2022. To develop the Report and the recommendations contained therein, the Committee undertook a study of the Commissioner of the Environment and Sustainable Development's (CESD) 2022 *Report 1, Just Transition to a Low-Carbon Economy*, and referenced the recommendations made within that report.

The Government extends its gratitude to the members of the Committee for their work in developing the Report and preparing the recommendations, and to the witnesses who appeared before the Committee to provide evidence and share their advice.

The Government supports the efforts of the Committee and is pleased to provide an update on the progress and continued collaborative efforts of Natural Resources Canada (NRCan), Employment and Social Development Canada (ESDC), and Canada's regional development agencies, including Atlantic Canada Opportunities Agency (ACOA) and Prairies Economic Development Canada (PrairiesCan), to advance the growth of the net-zero emissions economy and encourage the creation of sustainable jobs.

With the global transition to net-zero emissions, significant economic opportunities will emerge and changes will take place across the economy. To prepare for these changes and take advantage of opportunities, the Government has initiated significant work to encourage growth in a low-carbon economy and sustainable jobs.

Following the release of Canada's first national climate plan in 2016, the Government established the Task Force on Just Transition for Canadian Coal Power Workers and Communities (JTTF) as an independent body to provide advice to the Government on how it could support Canadian coal workers and communities affected by the phase-out of unabated coal-fired power generation. The JTTF's 2019 report helped to inform the Government's

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approach, which includes support for economic diversification and skills development for coal workers, along with significant community-based economic diversification investments and skills programming.

From 2021-2022, the Government undertook extensive consultations on the development of legislation, including on principles that would guide the Government's work in this area, and the establishment of an Advisory Body to provide advice on the Government's approach. A total of 17 engagement sessions were held with stakeholders, Indigenous organizations, and feedback from more than 30,000 emails was also summarized and analyzed to find recurring themes, unique and common perspectives, and reactions, as well as recommendations, from interested Canadians. Over 75 detailed submissions were received from Canadian organizations outlining their vision for the design of legislation and comprehensive action on the creation of sustainable jobs.

The Government's recently released Sustainable Jobs Plan (the Plan) outlines the broad array of current and planned actions to ensure Canada's workers and communities succeed in the economy of the future. The Plan also outlines the Government's approach to proposed legislation, which will establish in law a governance, accountability, and engagement framework to better position the Government to take more effective and coordinated action on sustainable jobs. The proposed legislation envisions creation of a Sustainable Jobs Partnership Council (Partnership Council) to provide ongoing advice to the Government and requires the release of Sustainable Jobs Action Plans every five years beginning in 2025. The Government will also establish a Sustainable Jobs Secretariat (the Secretariat) in order to coordinate these activities, as announced in the 2022 Fall Economic Statement.

The Government of Canada has, through the recently released Plan, publicly announced further details on its approach to sustainable jobs, addressing many of the recommendations put forward by the Committee. The planned development of successive Sustainable Jobs Action Plans every 5 years beginning in 2025 will require a continual assessment of federal programming and identification of gaps.

The Government has carefully considered the Committee's report and wishes to provide the Committee with a general update on activities pertaining to the recommendations. Aspects of recommendations 1 and 5 are dealt with together, as are those aspects of recommendations 5 and 6 that are related, while recommendations 2, 3, and 4 are addressed individually.

Development of a strategy, results of engagement, and review of programs (Recommendations 1 and 5)

The Report recommended that the Government provide the House of Commons Standing Committee on Public Accounts with a report by April 30, 2023 outlining its strategy to help workers and communities and enable the low-carbon economy; the results of its engagement activities; and a review of federal programming and an identification of gaps (Recommendation 1). It also recommended that the Government provide the Committee with a report explaining

the Government's approach to supporting the move to a low-carbon economy, including a description of any new and existing programs (Recommendation 5). The Government agrees with these recommendations and the information provided below, along with the Sustainable Jobs Plan, constitutes the report requested by the Committee.

As described above, the Government recently released its interim Sustainable Jobs Plan detailing its planned approach to achieving a low-carbon economy and supporting sustainable jobs creation, including proposed legislation. The Plan elaborates on several of the elements outlined in Recommendations 1 and 5, laying out 10 key actions the Government will take to advance sustainable jobs. This Plan describes the Government's implementation approach, the results of its engagement activities, and a description of existing and planned programs to encourage the creation of sustainable jobs. The Plan describes key examples of existing federal programs and investments that will support Canada's net-zero future and help industries, workers and communities to new opportunities. These programs include measures to support a low-carbon economy as well as targeted support for workers and communities.

Recognizing that there will be a need to adjust and build on these initiatives, the governance, accountability, and engagement framework that will be established through proposed legislation will require the regular development of Sustainable Jobs Action Plans, informed by advice from the Sustainable Jobs Partnership Council. This work will necessitate the regular review of federal programming and an identification of gaps, as suggested under Recommendation 1. The Government would be pleased to provide the Committee with an update on this work at a future date, aligned with the Sustainable Jobs Action Plan reporting cycle.

Establishment of a formal governance structure (Recommendation 2)

The Report recommended that the Government provide the Committee with a report describing the mandate of the Directors General Interdepartmental Working Group, including the departments involved and their roles, responsibilities, and accountabilities with regard to a sustainable jobs approach to a low-carbon economy. The Government agrees with this recommendation, and the information provided below constitutes the report.

The Government recognizes, in line with the findings of the CESD, the importance of establishing a governance structure to facilitate a coordinated approach to planning and implementing Canada's approach to sustainable jobs. The Directors General Interdepartmental Working Group was established in 2021 and has met on a regular basis since its inception. The Working Group established a Terms of Reference, attached as Annex 1, which includes a description of its mandate and membership. The membership is comprised of representatives from key departments supporting sustainable jobs.

More broadly, the Government recognizes the horizontal nature of the sustainable jobs file, as reflected in Ministerial mandate letter commitments. Forthcoming proposed legislation and associated measures will further clarify federal accountabilities on this file and will outline the

comprehensive governance, accountability, and engagement framework that will guide the Government's action on these issues over time.

To further this work, the Government has announced it will create the Sustainable Jobs Secretariat. The Secretariat will provide leadership and allow for a whole-of-Government approach on sustainable jobs measures. As announced in the 2022 Fall Economic Statement, the Secretariat will offer a one-stop shop for workers and employers and provide the most up to date information on federal programs, funding, and services across government departments. The development of a central and expert-driven governance structure was one of the most common/prevalent recommendations received through public consultations. Further details of the Secretariat will be announced in the coming months.

Additionally, engagement is ongoing to develop specific aspects of the National Benefits-Sharing Framework (NBSF), to promote Indigenous-led solutions as well as increased Indigenous participation in the natural resource sector. The NBSF is planned to be released in 2024. During preliminary engagements, Indigenous partners stressed the importance of Indigenous communities' involvement in individual project governance (including through equity partnerships), the need for capacity supports to assess and participate in projects, the need to address barriers in accessing capital, and a desire for greater consistency of benefits received from projects. Engagements will continue throughout 2023 to identify potential paths of action to address these barriers, including skills building and employment opportunities. The Framework will support the objectives of Canada's implementation of the United Nations Declaration on the Rights of Indigenous Peoples, including free, prior, and informed consent.

The proposed Sustainable Jobs legislation envisions creation of a Sustainable Jobs Partnership Council to provide ongoing advice to the Government and would require the release of Sustainable Jobs Action Plans every 5 years, beginning in 2025. It is envisioned that key mechanisms, such as the Partnership Council, would ensure stakeholders have a mechanism to discuss their concerns and ensure that the Government's sustainable jobs measures take into consideration their perspectives. Issues that will be surfaced through the Partnership Council will support the development of sustainable jobs for a low-carbon economy. The Partnership Council will include Indigenous members on a distinctions basis and will have a particular emphasis on engaging Indigenous communities, organizations and workers.

Data, Monitoring, and Public Reporting (Recommendation 3)

The Report recommended that the Government provide the Committee with a report detailing the work it has done to address the findings and recommendations of the CESD with regard to obtaining high-quality data on the communities and workers affected by the shift to a low-carbon economy; developing monitoring tools using the data; and establishing public reporting requirements for measuring progress. The Government agrees with the recommendation to provide further information to the Committee, and the information below constitutes the report.

The Government recognizes that there is a need to improve data collection and dissemination regarding how communities and workers are adapting to the net-zero emissions economy, including challenges as well as new employment opportunities. This is a complex undertaking that requires collaborative work with a variety of partners that will require continued efforts over time.

Using currently available labour market information and data, NRCan and other government departments, as well as various stakeholders, will undertake analyses to assess the labour and skills requirements to support sustainable jobs. NRCan has recently begun leading the Regional Energy and Resource Tables (Regional Tables) – a collaborative initiative with provinces, territories, Indigenous organizations, and other government departments – to support place-based economic strategies that help accelerate the move to a low-carbon economy. Labour and skills requirements in a low-carbon economy have been key considerations across Canada’s regions identified through the Regional Tables and work is underway to build projections in this area.

The Government understands the term sustainable jobs to mean any job that is compatible with Canada’s path to a net-zero emissions and climate resilient future, also reflecting the concept of decent, well-paying, high-quality jobs. While it may not be possible to develop a single metric to measure and track sustainable jobs, the Government will work with communities, workers, Indigenous organizations, labour groups, industry, and other partners to better define the scope of the term sustainable jobs. ESDC, along with other federal departments, are developing economic research projects to better assess potential impacts and opportunities of a low-carbon economy. The newly announced Secretariat will support tracking and monitoring across government in ways that will improve analysis related to sustainable jobs.

NRCan, ESDC and other relevant federal departments will determine an approach to measure, monitor, and report on progress towards the creation of sustainable jobs by various economic actors. This will include continuing work to improve labour market data (such as sectors, skills and occupations) with key partners, including Statistics Canada, and through sharing relevant results and evaluation information related to ongoing skills programming (such as the Sectoral Workforce Solutions Program’s low-carbon economy priority, the Community Workforce Development Program and Skills for Success). The Government collects data and reports on its grants and contributions programs, including through comprehensive evaluation reports completed and made public every five years.

Updates on these activities will be provided through forthcoming Sustainable Jobs Action Plans, beginning in 2025. The Government would be pleased to provide the Committee with an annual update on its progress on this recommendation in the form of a letter to the Committee Chair describing progress during the past year, including progress on the establishment of a definition and identifying improved data collection.

Report on the Community Workforce Development Program and Clean Jobs Training Centre

(Recommendation 4)

The Report recommended that the Government provide a progress report on the implementation of the Community Workforce Development Program and the Clean Jobs Training Centre, now called the Sustainable Jobs Training Centre, as indicated in the 2022 Fall Economic Statement. The Government agrees with this recommendation and has provided an initial progress report below. ESDC will provide the Committee with a second progress report on the implementation of the Community Workforce Development Program and the Sustainable Jobs Training Centre by April 30, 2024.

Progress Report on the Community Workforce Development Program

The Community Workforce Development Program supports communities to implement local workforce development plans that identify high growth areas and connect employers and training providers to upskill and reskill jobseekers and workers to fill emerging jobs.

- Implementation of the Community Workforce Development Program is underway. ESDC held a competitive solicited intake process for the national and regional streams of the program in spring 2022. A second intake process in winter 2022-23 will enhance geographic and priority coverage of projects under the regional stream of the program.
- Funded projects are anticipated to begin as early as spring 2023. Collectively, projects are anticipated to benefit approximately 2,500 workers, 250 employers, and 25 communities across Canada.

Progress Report on the Mandate Commitment to Launch a Sustainable Jobs Training Centre

Investing in Canada's workforce through training, upskilling and reskilling is critical to unlock the employment potential in the low-carbon economy. Workers across sectors will need to adjust their skills to take advantage of this new reality. Many workers have significant experience and transferable skills, only requiring some job-specific upskilling, while others will require more supports to seize new opportunities.

Building on Budget 2021 investments in skills for the low-carbon economy, the Government had committed to the launch of a Clean Jobs Training Centre. Most recently, the 2022 Fall Economic Statement proposed to provide \$250 million over five years, starting in 2023-24, to Employment and Social Development Canada to help ensure Canadian workers can thrive in a changing global economy. There were three specific initiatives announced as part of this funding envelope, one of which is the Sustainable Jobs Training Centre.

The Sustainable Jobs Training Centre will aim to bring together workers, unions, employers, and training institutions across the country to examine the skills of the labour force today, forecast future skills requirements, develop curriculum, and on-site learning to help 15,000 workers upgrade or gain new skills for jobs in a low-carbon economy. It will focus on specific areas in high demand, starting with the sustainable battery industry and low-carbon building and retrofits.

Work is underway to launch the Centre and additional information will be provided to Canadians in 2023.

Implementation of the recommendations of the Just Transition Taskforce for Canadian Coal-Power Workers and Communities, and measurement and monitoring of the long-term effects of the coal phase-out (Recommendations 5 and 6)

Under Recommendation 5 the Committee requested a report on how the Government plans to address the recommendations made by the JTTF. The 2022 CESD audit identified six JTTF recommendations from its 2019 report that were either not addressed or partly addressed.

It is worth noting that the phase out of coal is unique; whereas the Government of Canada – along with the over 45 other countries within the Powering Past Coal Alliance – is committed to phasing-out unabated coal-fired electricity, this is not the approach that Canada is taking with other sources of energy. For example, the International Energy Agency’s net-zero scenario makes clear that the production and use of oil and gas will continue for many decades on the path to net-zero, with an increasing shift to low- or non-combustion applications and applications that utilize highly effective carbon capture technologies. The traditional energy sector will be the birthplace of the fuels of the future – including biofuels and the production of low-carbon hydrogen. The Government’s approach to a low-carbon economy is about job creation, workforce development, and economic growth, including through sectoral transformation. It is not about the phase-out of sectors.

Serving as the report requested by the Committee, information on JTTF recommendations that the CESD described as under development or partially implemented is provided below, along with a description of work to date.

- *Develop, communicate, implement, monitor, evaluate, and publicly report on a just transition plan for the coal phase-out, championed by a lead minister to oversee and report on progress.* The governance, accountability, and engagement framework to be established through the legislation would set out a process for continued action to support workers and communities to thrive in a low-carbon economy, including those affected by the unabated phase-out of coal for electricity generation. The Government has already taken action to support communities and workers through the programs described in the Sustainable Jobs Plan, including broad-based skills, training and economic diversification measures, as well as targeted measures to support specific workers and communities. This includes committing \$185 million towards skills development and economic diversification efforts in Alberta, Saskatchewan, Nova Scotia and New Brunswick, through the \$35 million Canada Coal Transition Initiative (CCTI) and the \$150 million Canada Coal Transition Initiative – Infrastructure Fund (CCTI-IF), delivered by PrairiesCan and ACOA. ACOA and PrairiesCan report annually on their results for the CCTI and CCTI-IF in their Departmental Sustainable Development Strategy Reports, and NRCan’s website showcases regular updates to projects funded under CCTI

and CCTI-IF.

- *Include provisions for just transition in federal environmental and labour legislation and regulations, as well as relevant intergovernmental agreements.* The Government has consulted on the inclusion of principles within the proposed sustainable jobs legislation, which aims to strengthen Canada's whole-of-government approach on sustainable jobs. The Government has also indicated its commitment to this issue through international agreements, including by signing a Declaration at the 26th Conference of the Parties of the United Nations Climate Change Conference indicating a commitment to a net-zero emissions economy that includes support for workers, stakeholder engagement, economic strategies, workplace standards, supply chains and climate targets.
- *Establish a targeted, long-term research fund for studying the impact of the coal phase-out and the transition to a low-carbon economy.* The Government agrees that research to study the effects of the shift to a low-carbon economy is of critical importance. While the Government has not established a research fund focused specifically on the coal phase-out, it is continuing to study the opportunities and impacts of the future net-zero emissions economy in Canada through a number of initiatives.
 - Through its 2021-2022 consultations on legislation, the Government indicated its interest in establishing an advisory body to seek regular expert advice to help inform the Government's approach to action on sustainable jobs. As announced through the Sustainable Jobs Plan, the Government will establish the Sustainable Jobs Partnership Council to provide ongoing advice and conduct engagement with Canadians to inform the Government's approach over time.
 - To contribute to the broader body of research, the Government supported the creation of the Canadian Climate Institute to provide independent and expert-driven analysis to help Canada move toward clean growth in all sectors and regions. Additionally, there are smaller scale studies/reports underway across Government seeking to better understand the workforce implications of the future net-zero emissions economy including as it relates to skills requirements (e.g., employment impacts of carbon pricing, potential mobility of occupations, alternative definitions of green employment).
 - Internationally, Canada is participating in several initiatives aimed at advancing a people-centered, low-carbon economy, including through research and analysis. This includes the Powering Past Coal Alliance which established a Just Transition Taskforce, which brings together academics, labour groups, and governments to share research and analysis along with best practices for the phase-out of unabated coal-fired electricity.
- *Create a detailed and publicly available inventory with labour market information pertaining to coal workers, such as skills profiles, demographics, locations, and current and potential employers.* The Government of Canada agrees that the availability of labour market information is important to connect workers and employers, and has considered this recommendation. Coal workers are able to access labour market

information through existing mechanisms such as the Government's Job Bank website, which provides all Canadians with labour market information, employment trends and opportunities across Canada. It helps Canadians find work and plan their careers and makes it easier for employers to recruit and hire across the country. Additional measures in place at the provincial and territorial level also help to address this JTTF recommendation.

- *Create a comprehensive funding program for workers staying in the labour market to address their needs across the stages of securing a new job, including income support, education and skills building, re-employment, and mobility.* The Government has a suite of programming that could support workers through skills development and training. This includes the Sectoral Workforce Solutions Program; Union Training and Innovation Program; Community Workforce Development Program; Skills and Partnership Fund; and Labour Market Transfer Agreements. In addition, Canada has a strong income-support system, including employment insurance (EI). In summer 2022, Canada concluded its two-year consultations with workers, employers and academics on the design of a modernized EI program that better meets the current and future needs of workers and employers. A comprehensive plan for the future of the EI program is being developed that incorporates results from these consultations. Future Government efforts to support workers will also be informed by the advice of the Partnership Council.
- *Create a pension bridging program for workers who will retire earlier than planned due to the coal phase-out.* The Canada Pension Plan is a comprehensive pension system for all Canadian workers, no matter what type of work they choose. Allowing specific groups earlier access to CPP benefits than others would create inequities and work against the measures that have been taken to make the Plan stable and sustainable. Currently, there is already a general drop out provision to account for periods of low or no employment earnings which is available to workers who need it. In addition, there are significant Provincial/Territorial considerations, for example, this proposed change could result in the need to increase the contribution rate requiring the approval of not only the Government of Canada but also two-thirds of the provinces representing at least two-thirds of the population. Furthermore, recent studies and modelling suggest that one of the most significant challenges facing the low-carbon economy will not be a shortage of jobs, but instead an abundance of jobs with a shortage of skilled workers required to fill them. Assisting workers to acquire new sustainable jobs will be key to filling future needs in the low-carbon economy.

The Government of Canada appreciates the important work of the JTTF and its recommendations informed the Government's approach, as articulated in the Sustainable Jobs Plan. Recognizing the importance of expert advice and ongoing dialogue with Canadians to inform the shift to a low-carbon economy the Government will establish a Sustainable Jobs Partnership Council to provide ongoing advice to the Government.

The Report recommends that the Government provide the Committee with a joint report containing the selected indicators for monitoring the long-term effects of the coal phase-out on affected communities and workers; the targets associated with these indicators; and the schedule for reporting on the outcomes related to these indicators. The Government agrees that it is important to measure and monitor the long-term effects of the coal phase-out and the information provided below constitutes an initial report.

As elaborated above, the Government of Canada is undertaking work to examine the effects of a low-carbon economy on Canadian workers and communities across all relevant sectors and is establishing a governance and accountability framework in legislation to ensure progress on this work over time. This will include proposed measures to define sustainable jobs, which will support appropriate data collection in order to regularly report on relevant indicators.

ACOA and PrairiesCan, in collaboration with NRCan, will provide a report to the Committee by April 30, 2023 outlining the approach for monitoring the impacts of initiatives delivered in support of the coal phase-out, within the parameters outlined in the 5-year Canada Coal Transition Initiative. The response will include indicators and associated targets outlined within the program design including estimated jobs created, maintained, and communities engaged. An evaluation of the Canada Coal Transition Initiative and the Canada Coal Transition Initiative-Infrastructure Fund is also expected to be completed in 2023-24.

More broadly, the Government of Canada is committed to ambitious climate action across economic sectors, while creating sustainable jobs, supporting communities, and growing a strong and globally competitive economy. While the monitoring and measurement of sustainable jobs growth will ultimately rest on a number of metrics, the Government will draw on relevant international research to develop potential metrics to track progress, including through the regular publication of Sustainable Jobs Action Plans as mandated by forthcoming sustainable jobs legislation.

In conclusion, the Government of Canada is taking bold and immediate action to reduce greenhouse gas emissions to fight climate change, while strengthening our economy with clean industrial growth and related sustainable jobs. This shift towards a low-carbon economy presents significant opportunities across existing and emerging sectors and will require the transformation of Canadian industries and the Canadian labour market (or labour markets). Ensuring Canada has an economic plan to advance a low-carbon economy and a workforce that can thrive in the low-carbon economy is fundamental to achieving our climate targets. The recommendations of the Standing Committee on Public Accounts reinforce the impetus for current and forthcoming actions by the Government. The Government will continue to put in place measures to advance the creation of sustainable jobs while communicating these actions and catalyzing further actions through the Sustainable Jobs Action Plans on a five-year accountability cycle, beginning in 2025. In developing these successive Plans the Government will continue to consider relevant reporting, including the recommendations of the Standing Committee on Public Accounts, the work of the forthcoming Sustainable Jobs Partnership Council, and input shared through ongoing engagement with stakeholders and partners.

Please accept my best wishes.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Jonathan Wilkinson', written in a cursive style.

The Honourable Jonathan Wilkinson, P.C., M.P.

TERMS OF REFERENCE: DG WORKING GROUP ON SUSTAINABLE JOBS**Mandate**

The DG working group on Sustainable Jobs will work collaboratively to implement the mandate letter commitments to consult with Canadians and bring forward legislation and comprehensive action to achieve sustainable jobs by:

- Supporting overarching government plans for greenhouse gas emissions reductions and green economic growth, such as Canada's Strengthened Climate Plan, and the Emissions Reduction Plan;
- Promoting coherence between mandated departments' activities in support of sustainable jobs, regional economic diversification, Canada's 2030 and 2050 climate goals, and the Regional Energy and Resource Tables to develop regional net-zero energy and resources plans;
- Supporting information sharing and coordination with other horizontal governance bodies, including the DG Committee on Climate Plan Implementation (co-chaired by NRCan and ECCC) and the Working Group on Employment and Skills (co-chaired by ESDC and NRCan)
- Supporting progress toward establishing sustainable jobs legislation;
- Ensuring timely implementation of the management response plan to the Commissioner of Environment and Sustainable Development audit on Just Transition;
- Supporting work to establish indicators and data requirements to measure and monitor the effects of the move to a low-carbon economy on workers and communities;
- Developing a reporting framework to communicate to Canadians about the actions being taken on sustainable jobs;
- Where possible, collaborating on consultations to avoid stakeholder fatigue and communicating the results of consultations; and,
- Ensuring that actions undertaken are cohesive and work together to achieve the Government's objectives related to sustainable jobs.

Governance

Salient issues will be raised to relevant ADM Committees, including the ADM Climate Plan Implementation Committee (with all implicated Departments invited to participate on an as needed basis).

Membership

DG-level representation from the departments that have a mandate letter commitment related to sustainable jobs, those that might be implicated in future work, as well as ECCC, given its lead on climate change:

- Natural Resources Canada (chair)
- Employment and Social Development Canada
- Labour Program

- Prairies Economic Development Canada
- Atlantic Canada Opportunities Agency
- Pacific Economic Development Canada
- Economic Development Agency of Canada for the Regions of Quebec
- Canadian Northern Economic Development Agency
- Federal Economic Development Agency for Southern Ontario
- Federal Economic Development Agency for Northern Ontario
- Innovation, Science and Economic Development Canada
- Finance Canada
- Environment and Climate Change Canada
- Privy Council Office

DGs from other departments and/or agencies may be invited on an ad hoc basis. If DGs are unable to attend a meeting, they should delegate a director-level participant to attend on their behalf. Directors may also attend as observers.

Meetings

Meetings will be held on a monthly basis or more frequently, if needed, at the request of the chair and/or members.

Mode of Operation

Participants are asked to contribute to discussions and work together in a spirit of openness, honesty and transparency that encourages engagement, collaboration and respectful communication.

NRCan's sustainable jobs team will perform the secretariat function, ensuring that agendas and materials for discussion are distributed in advance of planned meetings.

Documentation will be distributed at least two business days or best effort before the meeting.

In an effort to maximize the committee's time, members are responsible for reviewing documentation prior to the meetings and should arrive prepared to discuss/comment on issues being presented.

The Terms of Reference will be reviewed annually or as required by the members.

Effective Date

June 17, 2022