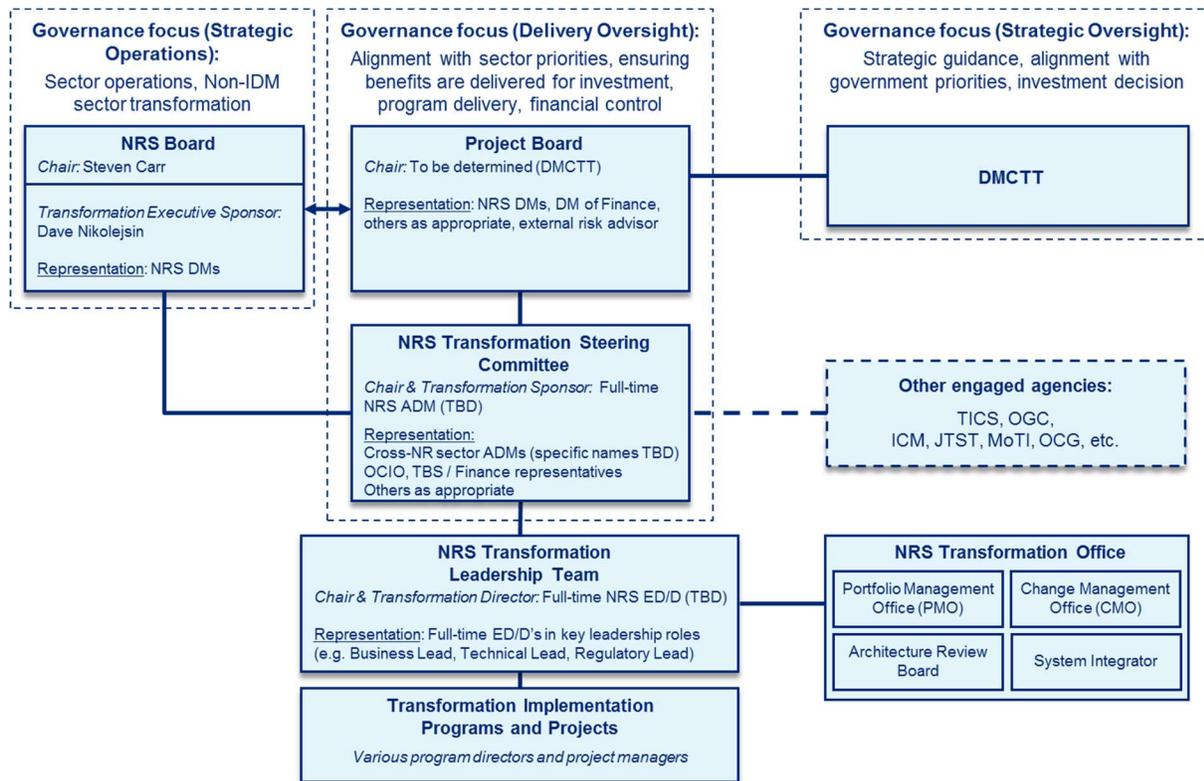


Executive Governance

Strong governance is critical to the success of a long-term, complex transformative initiative. The following section provides a high-level overview of the governance model and strategy that has been designed and is in the process of being implemented to support NRPP and the NRS Transformation. The governance model includes a Deputy Minister level Project Board to provide delivery oversight and to ensure benefits are delivered for the investment.

This high-level description of the governance model that is being implemented to support NRPP and the overall NRS Transformation is supported by a detailed governance and program management model that is described in the document titled *BC NRS NRPP Governance Model / PMO Design*. This document describes the key groups, roles, responsibilities, and decision making authority in the proposed governance structure, as well as the key program/project management and change/communications management functions (processes and tools) which will be implemented and will operate for the duration of the transformation. This model can be shared and explained in detail upon request.

Figure 20 - NRPP Executive Governance Structure



Due to the complexity and scope of the change proposed for the sector, establishing an effective governance model will be a critical first step that will enable NRS executive leadership and broader government to effectively deliver a challenging transformation with confidence, momentum, and a clear path ahead. The NRS transformation governance model will be the foundation upon which activities, decisions and costs are managed during the transformation program. The model will ensure that:

- Clear roles, responsibilities, and accountabilities are established across the sector and at the appropriate levels, including executive DM-level leadership provided by the NRS Board and cross-government DM-level leadership provided through the Project Board
- Owners and impacted parties of key decisions are identified and supported by clear decision making processes which will be established and monitored by a centralized PMO
- Risks and issues related to transformation activities are actively managed with escalation mechanisms which support timely resolution
- Changes to scope, schedule, and cost are controlled at appropriate levels
- Projects are effectively delivered and targeted benefits are realized

A number of leading practices and lessons learned from transformations of similar scope and complexity were referenced in the development of the model, and existing sector governance bodies were considered when developing the recommended structure. The proposed executive governance structure presented in Figure 20 will provide effective oversight of program and project delivery and ensure alignment across NRS Transformation activities.

Project Board

Given the significant investment and strategic importance of NRPP to the NRS and broader government, a new Project Board will be formed to provide delivery oversight of NRPP. This group will include DMs from the NRS, the DM of Finance, and other DM-level participants as appropriate. This group will provide strategic direction and guidance for NRPP, as well as executive input and endorsement of NRPP priorities, scope, and high-impact decision or issues. This group will also be involved in financial matters such as annual funding requests, financial impact of any scope change, etc.

The Project Board will act as executive champions for all NRPP activities, facilitating internal and external alignment, engagement, and commitment to the vision and objectives of NRPP. It will also provide appropriate oversight over program delivery, ensuring that expected benefits and outcomes are delivered. Oversight efforts will be supported by annual quality assurance review conducted by an independent and objective third party, the Risk Advisor, throughout the duration of the NRPP implementation.

NRS Board

The existing NRS Board will continue as the highest level of governance for the sector. This group will provide strategic direction and guidance for sector operations and non-NRPP sector transformation activities. In particular, this will include executive direction on broader NRS priorities, goals, decisions, risks, and issues. A key role of this group will be to address impacts and implications of NRPP on sector operations.

Ministry of Energy and Mines Deputy Minister, Dave Nikolejsin, will be the overall Executive Sponsor for NRS Transformation. He will provide guidance and direction to program leadership, support leadership

alignment across the sector and government and be overall accountable for the successful delivery of all transformation activities, including both NRPP and non-NRPP projects.

DMCTT

DMCTT will perform a critical governance role, providing strategic oversight of NRPP. As part of this role, DMCTT will continue to provide strategic guidance to NRPP leadership, ensure alignment with cross-government priorities, and approve major investment decisions. Regular reporting will be provided to DMCTT on NRPP progress.

NRS Transformation Steering Committee

A group of representative cross-NR sector ADMs, representative(s) from the OCIO, and other cross-government decision-makers will be formed to oversee portfolio delivery against the business case and to provide strategic guidance. The responsibilities of this group will include reviewing and approving major transformation decisions (e.g. vision, scope, timelines, and budget) and resolving escalated issues and risks affecting the health of the Transformation. An ADM will be dedicated full-time to the transformation as the Transformation Sponsor, cultivating government and external commitment to NRPP and providing strategic guidance to leadership teams.

NRS Transformation Leadership Team and NRS Transformation Office

The NRS Board and Project Board will be supported by the NRS Transformation Leadership Team responsible for leading the day-to-day delivery activities of NRPP. They will also be supported by an NRS Transformation Office, consisting of a Portfolio Management Office (PMO) and a Change Management Office (CMO). The PMO team will establish and execute the program/project management capability, including key methodologies, processes, and tools/templates for use by each of the programs and projects. The CMO team will establish and deliver the change management and communication strategy, goals, thought leadership, governance, and quality assurance.

NRS Architecture Review Board

Additional governance will be provided by an NRS Architecture Review Board, which will be established in order to serve as custodians of NRS domain architectures (e.g. business architecture, solutions architecture, information architecture, security architecture, etc.). This will include reviewing project architectures for quality and alignment, providing oversight of any refinements to architectures, and providing a forum for the resolution of escalated architectural issues. NRS ARB membership will include NRS domain architects, cross-government architecture representatives (OCIO), key NRS Transformation Leadership Team members, and other appropriate non-architecture members as needed.

Additional Engagement

In addition to the individuals and groups described above, regular engagement with relevant cross-government and external stakeholders will be instituted through formal and informal channels; this will ensure stakeholder and subject matter expert input is regularly solicited and incorporated into transformation decisions. This will include proponents, First Nations and the general public at appropriate times.

Decision Making

A core principle of NRS Transformation governance is that decisions should be made at the appropriate level. As part of the implementation of the governance model that will take place in FY 2013/2014, governance controls and mechanisms will be established for each aspect of the model, including:

- Escalation criteria and guidelines to support key processes, e.g. risk management, issue management that identify when an issue needs to be escalated to the NRS Transformation Leadership Team, NRS Transformation Steering Committee, or the Project Board
- A decision making framework (RACI matrix) which outlines the decision making process, defines the boundaries (thresholds) and scope of decision making by role, and establishes the owners and impacted parties of key decisions

Determining these decision-making thresholds in advance of the program is critical, and resources will be dedicated in the short-term to determine the right approach. Clarity around decision rights is vital to establishing an effective governance structure and to successfully supporting a complex initiative such as NRPP.

Implementation and Ongoing Operation

As part of transformation readiness activities occurring in FY 2013/2014, a subset of the governance bodies, processes, and tools envisioned in the governance model will be established in order to support other readiness activities and project preparation. Over the first year, the model will be scaled up incrementally based on the demands of the transformation. It is estimated that the model will be fully implemented and operating by the end of year 1 (FY 2014/2015) in order to support peak transformation activity in years 2-4. As transformation activity decreases over years 5-7, the model's costs and FTE requirements will decrease correspondingly. The estimated cost to set-up and operate the model over the duration of the transformation has been reflected in the total costs outlined in this business case.

In addition to the executive governance described above, program- and project-level governance will be established (please see Section 8 for further details).

NRPP Investment Roadmap

Detailed planning over a number of months has culminated in the development of a detailed NRPP implementation roadmap to depict the set of projects necessary to deliver the benefits and outcomes described in this document. This section presents the timing and sequence of NRPP projects as well as the timing of expenditures over the duration of the implementation.

The NRPP implementation roadmap spans 7 years, beginning in Year 1 (FY 2014/2015) and completing at the end of Year 7 (FY 2020/2021). Interrelated projects which have common objectives and interdependencies have been grouped into programs (e.g. Legislation, Regulation, & Policy program, Resource Stewardship program). At peak, as many as 41 different projects will be executed concurrently as part of the transformation.

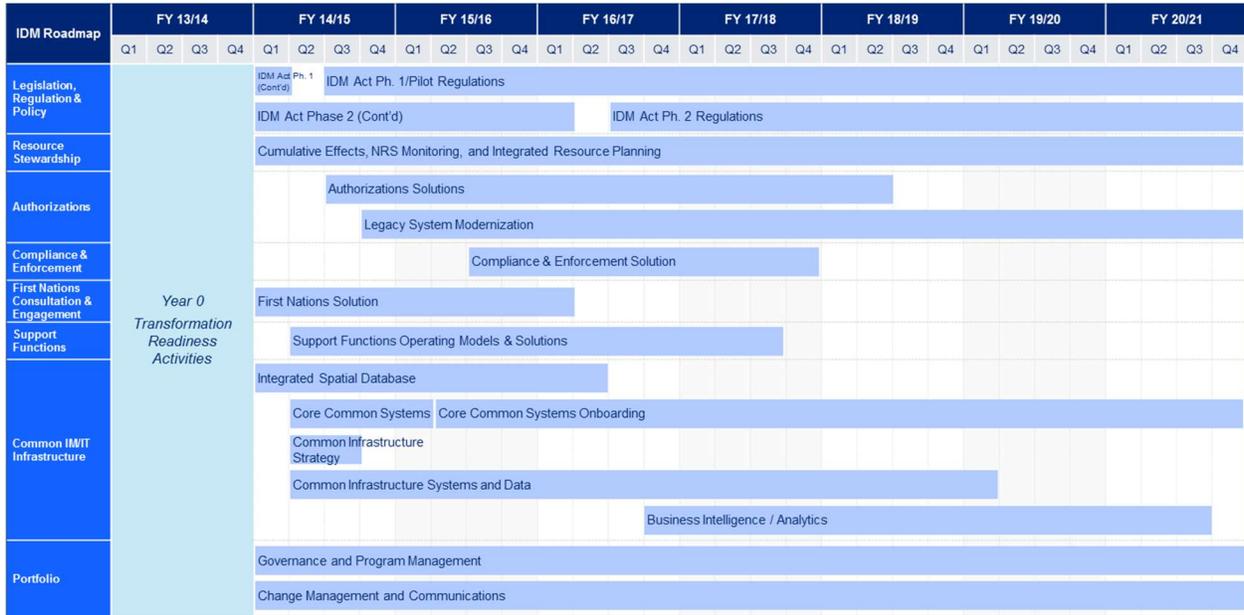
NRPP will be implemented using a phased approach whereby projects are delivered in waves, with core functionality built early and added to over time. Government priorities will inform implementation; for example, process improvements and system capabilities to support LNG will be prioritized to ensure this industry can be advanced in the near term.

In total, there are 70 projects depicted on the roadmap:

- 56 projects which contribute costs to the business case:
 - 49 projects within 7 programs
 - 7 projects which provide the set-up and ongoing operation of cross-portfolio functions which support all other programs
- 14 projects which do not contribute costs to the business case, but are highly integrated into NRPP delivery:
 - 4 legislative projects which are included to depict key dependencies
 - 10 projects which already have approved OCIO funding

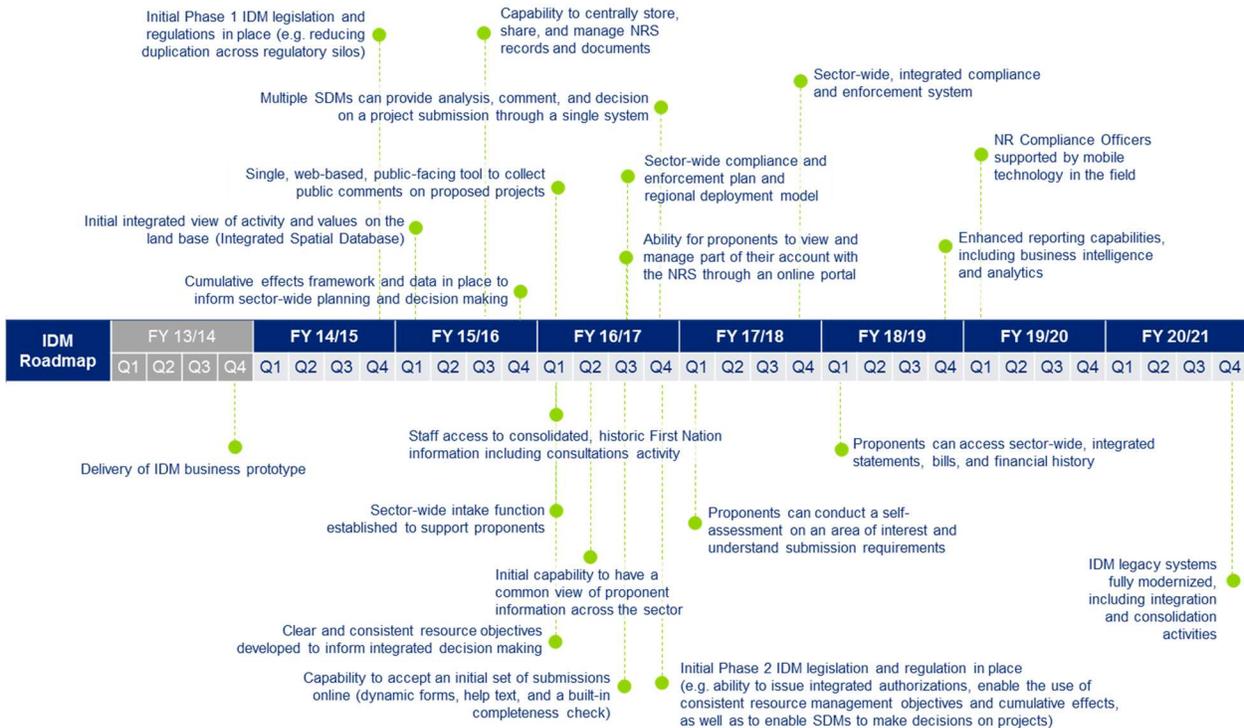
Figure 21 below depicts a high-level summary view of the roadmap.

Figure 21 - NRPP Implementation Roadmap – Summary View



Throughout the duration of the roadmap, NRPP will deliver a number of key capabilities benefiting the public, First Nations, clients and proponents, decision makers, and government as a whole. Capabilities will support the overall business of the NRS, including advancing LNG. The approximate timing of these capabilities is depicted in Figure 22 below.

Figure 22 - Capabilities Delivered by NRPP



Project Alignment Chart

The alignment of projects to each implementation program in the near-term and mid-term is presented in Figure 23.

Figure 23 - Project Alignment Chart

	Legislation, Regulation & Policy	Resource Stewardship	Authorizations	Compliance & Enforcement	First Nations Consultation & Engagement	Support Functions	Common IM/IT Infrastructure	Portfolio*
Near-term years 1-3 (FY 14/15, 15/16, 16/17)	<ul style="list-style-type: none"> IDM Act Phase 1 IDM Act Ph. 1 Regulation, Policy & Procedures IDM Pilot Regulations IDM Act Phase 2 IDM Act Ph. 2 Regulation, Policy & Procedures IDM Legislative Pilots 	<ul style="list-style-type: none"> Cumulative Effects Framework & Values Foundation Integrated Resource Planning & Common Objectives NRS Monitoring Framework 	<ul style="list-style-type: none"> EAO System Integration Systems Modernization/Consolidation (Application Disposition) Authorization/Ongoing Management Processes Authorization System Application Self-Assessment Tool Common Intake Operating Model & Processes Electronic Submission System & Forms Review & Comment Solution 	<ul style="list-style-type: none"> C&E Operating Model & Processes C&E system 	<ul style="list-style-type: none"> First Nations System First Nations Process/Tools 	<ul style="list-style-type: none"> CSNR Operating Model & Processes Cross-Sector Performance Measures Finance Operating Model & Processes 	<ul style="list-style-type: none"> Integrated Spatial Database Common Client System Common Client Data Conversion Common Financial Management System Common Financial Data Conversion Business Rules Engine ESB Strategy Document & Record Management Strategy Enterprise Service Bus (ESB) Infrastructure User Experience Design & Standards Business Process Management (BPM) Infrastructure Portal Framework Dynamic Forms Infrastructure Document & Record Management Strategy Document & Record Management Reporting Standards Business Intelligence (BI) / Analytics Enterprise Search Other Common Services 	<ul style="list-style-type: none"> Governance Model & PMO Set-up Change Strategy & CMO Set-up Standards & Architectural Framework Governance Model & Portfolio Management Office (PMO) Change Strategy & Change Management Office (CMO) Enterprise Architecture Governance Systems Integration Management
Mid-term, years 4+(Beyond 16/17)	<ul style="list-style-type: none"> IDM Act Ph. 1 Regulation, Policy & Procedures (Cont'd) IDM Act Ph. 2 Regulation, Policy & Procedures (Cont'd) 	<ul style="list-style-type: none"> Integrated Resource Planning & Common Objectives (Cont'd) NRS Monitoring Framework (Cont'd) 	<ul style="list-style-type: none"> Systems Modernization/Consolidation (Application Disposition) (Cont'd) Authorization System (Cont'd) Application Self-Assessment Tool (Cont'd) Electronic Submission System & Forms (Cont'd) 	<ul style="list-style-type: none"> C&E system (Cont'd) 		<ul style="list-style-type: none"> Finance Operating Model & Processes (Cont'd) Appeals Solution 	<ul style="list-style-type: none"> Common Client Data Conversion (Cont'd) Common Financial Data Conversion (Cont'd) Client & Public Portal (Cont'd) Business Intelligence (BI) / Analytics (Cont'd) Historical Data Digitization Mobile Enablement Strategy Mobile Enablement Infrastructure C&E Mobile Enablement Mines Mobile Enablement 	<ul style="list-style-type: none"> Governance Model & Portfolio Management Office (PMO) (Cont'd) Change Strategy & Change Management Office (CMO) (Cont'd) Enterprise Architecture Governance (Cont'd) Systems Integration Management (Cont'd)

*All Portfolio projects apply across all program areas

Timing of Expenditures Chart

The timing of NRPP expenditures by program over the duration of the roadmap is depicted below in Figure 24.

Figure 24 - Timing of NRPP Expenditures

Programs	FY 2014/2015	FY 2015/2016	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020	FY 2020/2021
Legislation, Regulation & Policy				\$X M			
Resource Stewardship				\$X M			
Authorizations				\$X M			
Compliance & Enforcement			\$X M				
First Nations Engagement & Consultation	\$X M						
Support Functions		\$X M					
Common IM/IT Infrastructure				\$X M			
Portfolio				\$X M			
Total Capital and Operating by Year	\$X M						
Grand Total	\$X M						

Staffing Requirements

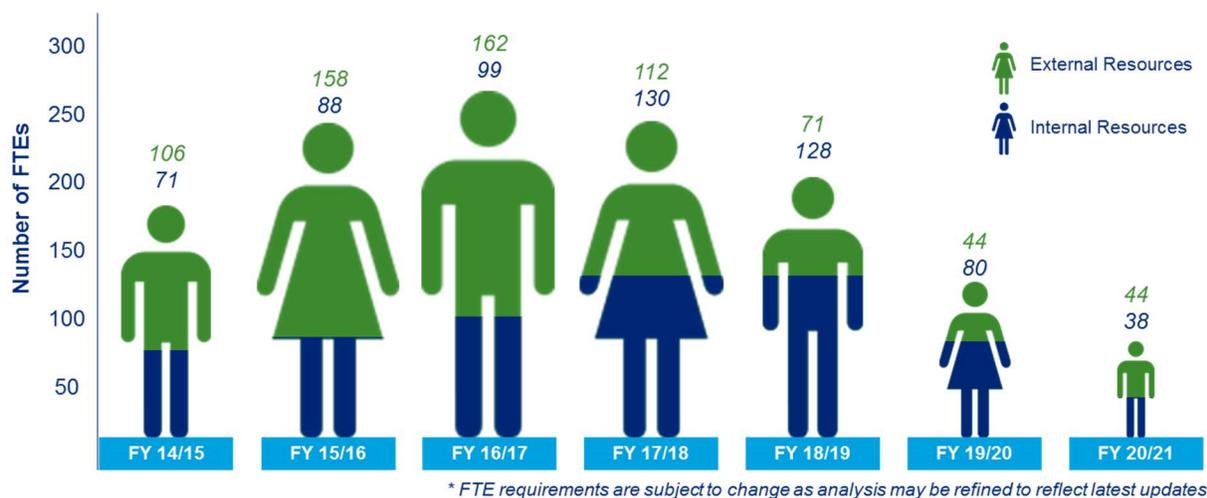
At different stages of the roadmap, the number of NRS staff required to support the transformation will vary. Each implementation program (as shown in Figure 21) will be led by program directors and program management resources, supported by seconded staff and external parties for project delivery. The degree of involvement of sector staff will be based on requirements and availability. A key goal will be to minimize impact to operational / business-as-usual activities.

As shown in Figure 25, an estimated 71 internal staff will be needed full-time to support the implementation of NRPP in year 1, with a peak of 130 staff needed in year 4. The cost of these employees has been included in this business case. Additional NRS staff will be consulted and engaged throughout the transformation to ensure business expertise is informing the implementation of NRPP;

however, these employees needed on an ad-hoc basis have not been included in the costs for this business case. Discussions to determine how to best leverage cross-government capabilities will continue over the coming months.

Funding will be required to hire or backfill the positions required to support implementation of NRPP; approval of this business case therefore constitutes approval to hire for internal positions as required.

Figure 25 - Internal and External Resource Requirements to Deliver NRPP



To highlight the range of NRS staff that will be required to support implementation of NRPP, Table 8 below lists the types of positions and the number of internal FTEs that will be required in Year 1.

Table 8 – Approximate Internal Staffing Requirements in Year 1

Position Type	Internal FTEs
NRS Business Resources	5
Program and Project Management Resources	8
Change Management Resources	15
Training Material Developers (for 3-6 months)	25
Portfolio Sponsor (ADM Level)	1
Portfolio Director	1
Portfolio Management Office	4
Program Directors	4
Policy Analysts	2
Managers for Legislative Pilots and Regulation	2
Legislative Support Resources	2
External Legislative Engagement	2
Total	71

Year 0 Readiness Activities and Year 1 Plan

A significant amount of planning has been done to identify activities that can take place within the current fiscal year, as well as to define the key activities to take place in Year 1. A summary of key activities for Year 0 and Year 1 are presented in Table 9 below.

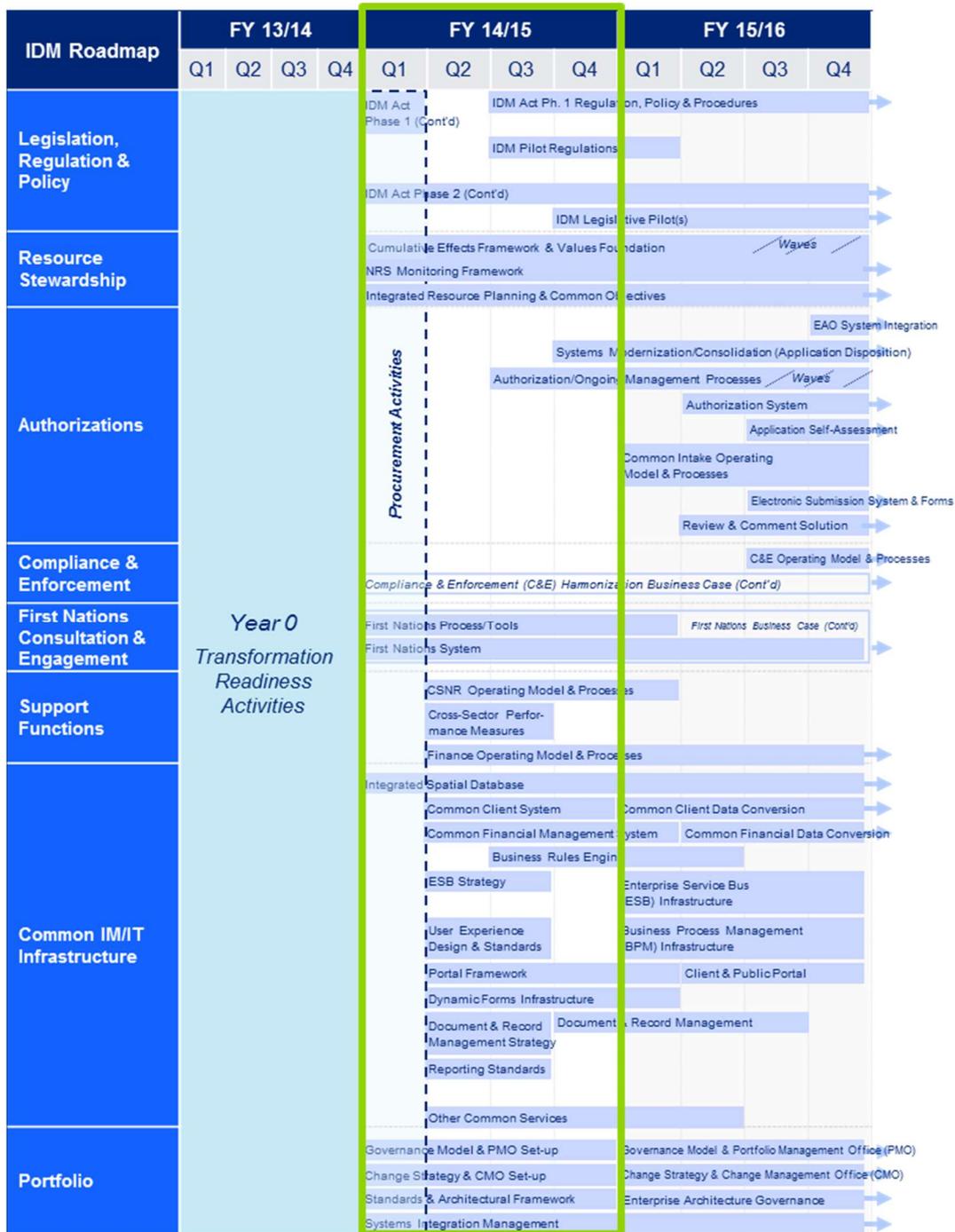
Table 9 - Year 0 and Year 1 Key Activities

Category	Year 0	Year 1
Business Enablement	<ul style="list-style-type: none"> • Prepare detailed business requirements, use cases, and business rules for key Year 1 & 2 projects • Gather existing process documentation and prepare it for process review/re-engineering activities • Continue work on key projects already in progress related to NRPP projects (e.g. authorization framework, records management); project alignment with NRPP roadmap and governance structure finalized 	<ul style="list-style-type: none"> • Develop implementation plan for stewardship processes and framework • Complete Lean prioritization and preparation for authorization and ongoing management processes and begin re-engineering of priority processes • Implement a standard set of tools and procedures as well as process refinements for First Nations consultation and engagement, to improve sector usage as well as support business requirements for the First Nations system • Improve operating model and Lean processes for CSNR to support business, technology, and legislative changes resulting from the transformation • Complete Lean prioritization and preparation for Finance processes and begin re-engineering priority processes
Legislative & Regulatory Harmonization	<ul style="list-style-type: none"> • Prepare NRPP Act Phase 1 legislation for submission in spring 2014 • Continue foundational work for the NRPP Act Phase 2 legislation • Scope, timing, and resourcing plans developed for any interim business / technology solutions required for Phase 1 NRPP legislation 	<ul style="list-style-type: none"> • Complete NRPP Act Phase 1 legislation and develop initial regulations, policies, and procedures and implemented with appropriate change management and training in the regions
Technology	<ul style="list-style-type: none"> • Complete requirements gathering for existing business cases • Validate the NRPP technical approach via ISSS technology pilot project • Continue foundational work related to web services and the integrated spatial-temporal operational database • Complete strategy work related to security and authentication, business process management, business rules, and enterprise search 	<ul style="list-style-type: none"> • Complete specifications for priority authorization systems • Complete specifications for First Nations consultation system • Purchase integrated database hardware and software and prepare it for use • Implement a foundational set of common services and infrastructure (e.g. common client, common financial management)

Category	Year 0	Year 1
		<ul style="list-style-type: none"> • Develop NRPP user experience design and standards to guide system development • Deploy, verify, and test common technology infrastructure • Define and finalize document and record management strategy • Implement consistent cross-sector standards for operational reporting • Develop standards and architecture framework for NRPP
Change Management & Training	<ul style="list-style-type: none"> • Develop key strategies, including long-term communication strategy and leadership and sector alignment strategies, and implement them across the sector 	<ul style="list-style-type: none"> • Implement NRPP communication strategy and leadership and sector alignment strategies across the sector • Develop stakeholder analysis, change readiness assessment, and leadership action plans • Conduct ongoing change management and training activities related to individual projects
Governance & Portfolio Management	<ul style="list-style-type: none"> • Complete detailed project planning (e.g. charters, scope, individual project plans) for individual Year 1 projects • Develop staffing plan for transformation, with a focus on Year 1 & 2 and identification of SMEs in critical business areas • Document key linkages between initiatives planned and underway • Develop NRPP procurement strategy to guide near-term (Year 1 and 2) and long-term procurement activities • Initiate year 1 procurement activities and key RFPs ready for release • Design and set up select aspects of the Transformation governance and PMO model and make initial portfolio functions available to support and guide Year 1 Transformation Activities • Identify and confirm specific individuals for key governance and portfolio management functions and roles • Determine Baselines for key OCIO outcome model KPIs 	<ul style="list-style-type: none"> • Ensure the sector is aligned throughout the execution of Year 1 projects • Complete detailed project planning (e.g. charters, scope, individual project plans) for individual Year 2 projects • Initiate year 2 procurement activities and key RFPs ready for release • Conduct ongoing project management activities related to ensuring successful delivery of individual projects and the overall portfolio (e.g. reporting, risk and issue management, etc.)

A detailed roadmap showing the specific projects to be undertaken in Year 1 is presented in Figure 26 below.

Figure 26 - Year 1 Detailed Roadmap



Year 1 Key Capabilities

At the end of Year 1, the following capabilities will be in place:

- New legislative framework in place to enable a more efficient, project-focused approval process for proponents by creating administrative efficiencies and reducing red tape
- High-priority business processes re-engineered to be more efficient, leverage technology and improve workforce productivity
- Many new ISSS (Integrated System and Services Strategy) infrastructure components implemented or in progress, creating the foundation for improved business processes, a faster, more maintainable, systems development model, and enhanced online self-service options for proponents and clients
- Initial foundational integrated spatial-temporal operational database available, which integrates authorization and resource data to allow statutory decision makers to make more timely and durable decisions
- IM/IT and priority finance operating model and processes re-engineered to support updated technologies and improve workforce productivity
- New Common Client architecture available to enable more effective business processes by reducing duplicate data entry, improving data quality and supporting a holistic view of clients
- Transformation governance model in place that allows the sector to move forward with multiple projects in parallel with the right level of ownership, accountability, and oversight across the NRS and government