Section 7

Program Level Business Cases

Introduction

As described in Section 6, the NRPP implementation roadmap depicts the set of projects necessary to deliver the benefits and outcomes described in this business case. These projects were grouped into one of seven programs based on a structured set of decision criteria, including consideration for common objectives, functional alignment, interdependencies, impacts to staff and stakeholders, and risk mitigation. The seven programs include:

- **Legislation, Regulation & Policy (page 86):** Research, development, and submission of legislation required to enable the vision of the Natural Resource Permitting Project. Includes development of regulations, policies, and procedures to support legislative changes and pilots to test key aspects of legislation
- **Resource Stewardship (page 90):** Development of sector-wide plans, processes, and tools to improve monitoring of resource values, and to integrate common objectives and cumulative effects into decision making
- **Authorizations (page 95):** Changes to processes and systems required to support more consistent, timely, and durable decision making, including Lean process re-engineering and systems changes to enable decision making on multi-authorization projects and more advanced online capabilities (application self-assessment, online applications, review and comment)
- **Compliance & Enforcement (page 120):** Implementation of a single, cross-sector Compliance & Enforcement (C&E) system, enabling more integrated, cross-sector C&E activities supported by a sector-wide compliance and enforcement plan and regional deployment model
- **First Nations Consultation & Engagement (page 126):** Consolidation of historic First Nation information and activity into a single system to support improved, more consistent, cross-sector engagement with First Nations related to authorizations
- **Support Functions (page 130):** Application of Lean techniques for more integrated CSNR and Finance processes, development of common cross-sector performance measures, and implementation of online capabilities for initiating and tracking appeals
- **Common IM/IT Infrastructure (page 133):** Implementation of sector IM/IT strategies and of several sector-wide foundational infrastructure components to enable changes to current NRPP systems as well as enable future changes to systems across the sector

Each of the above program areas is supported by a set of ongoing transformation-level functions which will provide governance, project oversight and change management support to all programs. This includes a system integration function which will ensure changes to core IT environments as part of NRPP are coordinated and executed in a standard, integrated way and in alignment with established architectures and architectural standards.

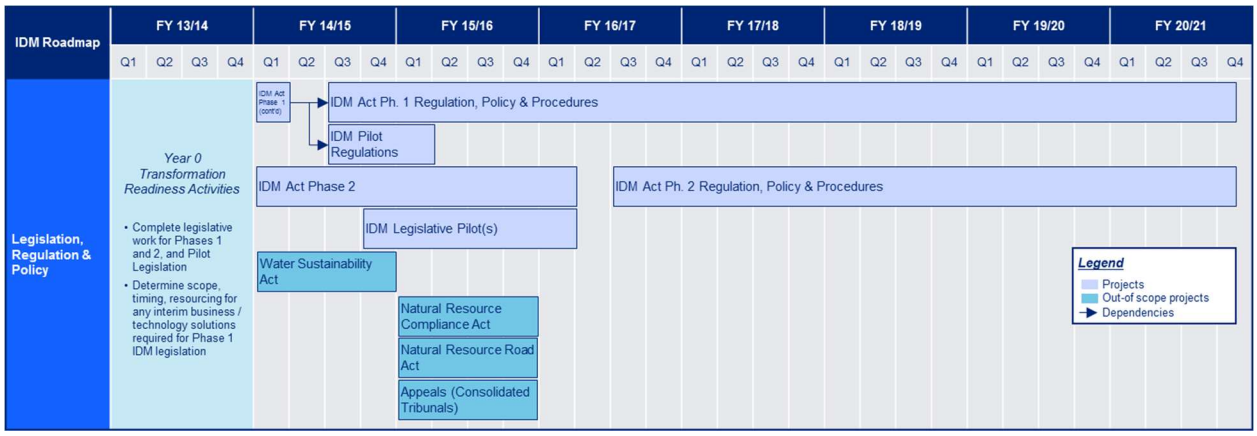
Legislation, Regulation & Policy Program

Program Description

Investigating, documenting, and developing legislative amendments that will enable project-based authorizations, public review and comment, and integrated billing. This program will also enable key aspects of the future state by removing regulatory red tape and allowing for a better, more consistent service experience for proponents and efficiencies for government. This program consists of 11 projects and takes place over 7 years.

Near Term Program Approach and Timelines

The following diagram describes the high-level approach for this program, including the duration and timing of individual projects.



Project Scope

The following projects are in scope for this program:

Project	Scope
NRPP Act Phase 1	Policy research and development of legislation for Phase 1 which will enable government to: require a bundled application for a project; eliminate duplicative requirements for application information, public review and comment, and ongoing reporting; coordinate billings and securities; align length of term and issuance dates so that authorizations for an activity can be renewed or transferred as a bundle; establish the foundations for the delivery of electronic services and the storage, use, and disclosure of information across NRS agencies necessary for the integration of systems. Includes provisions which will enable pilot testing of major transformational changes (e.g. for a specific project(s) or in a geographically restricted area) with interim/work-around systems and processes in order to inform development of Phase 2 legislation
NRPP Act Ph. 1 Regulation, Policy & Procedures	Regulation, policy, and procedure development for Phase 1 legislation.

Project	Scope
NRPP Pilot Regulations	Regulation, policy, and procedure development for Pilot legislation.
NRPP Legislative Pilot(s)	Execution of select pilot(s) to test key aspects of the Phase 2 legislation, including the ability to integrate authorizations.
NRPP Act Phase 2	Policy research and development of legislation for Phase 2 which will address fundamental barriers to integrated decision making through significant legislative change, including: enabling a project decision and authorization; establishing common resource objectives, standards and practices that apply across the natural resource sector; providing support to implementation of a cumulative effects framework and mitigation policy.
NRPP Act Ph. 2 Regulation, Policy & Procedures	Regulation, policy, and procedure development for Phase 2 legislation.
Natural Resource Compliance Act	This scope of this project will not be funded or resourced by NRPP; it is depicted on the roadmap because of its importance to NRPP and/or because of key dependencies with other NRPP projects.
Natural Resource Road Act	This scope of this project will not be funded or resourced by NRPP; it is depicted on the roadmap because of its importance to NRPP and/or because of key dependencies with other NRPP projects.
Appeals (Consolidated Tribunals)	This scope of this project will not be funded or resourced by NRPP; it is depicted on the roadmap because of its importance to NRPP and/or because of key dependencies with other NRPP projects.
Water Sustainability Act	This scope of this project will not be funded or resourced by NRPP; it is depicted on the roadmap because of its importance to NRPP and/or because of key dependencies with other NRPP projects.

Transformed Business Services

The Legislation, Regulation and Policy Program will enable a number of important features of NRPP. While the program will not result in new business services per se, it will enable changes to business services when the projects of other programs are implemented. The other projects, be it technology or business enablement, combined with the legislation will result in services changes. The below information summarizes the changes that legislation will help enable.

Service Name	New Service Description
Integrated Resource Planning	The preparation of cross-sector resource plans that result in a set of shared resource objectives across the sector based on priority values of the province. The determination of the priority resources of the Province can be determined with input and consultation with the public and First Nations. Key Changes: • Legislation to allow for the determination of Resource Stewardship objectives that can be enforced through decision making • Legislation that supports resource stewardship practices and objectives

Service Name	New Service Description
Cumulative effects management	Cumulative effects are the combined effects of past, present and foreseeable human activities, over time, on the environment, economy and society in a particular place. Cumulative Effects Management is the use of analysis and expertise to understand natural resources and their relationships with the aim of comprehensively managing activities that affect the environment, economy and society in a geographic location. Key Changes: • Enabling provisions to support cumulative effects assessment in the authorization decision making process – through a decision test during submission review and authorization issuance
Review and Comment	The Review and Comment service engages the public, impacted agencies and rights holders as part of the authorization process. It includes the posting of application details on a public facing website, sending referrals to external agencies, sending notifications to existing rights holders and impacted parties, and the collection and review of comments and objections from these individuals or groups. Key Changes: • Replacing multiple requirements under different statutes with one set of requirements under a single statute for review and comment • Allow for the review and comment on multi-authorizations or single projects rather than on each individual authorization • Allow for a risk-based approach to determining review and comment requirements
First Nation Consultation	The First Nation Consultation service engages First Nation communities that may be impacted by a proponent's proposed activity. First Nation communities are consulted primarily as part of the authorization process; however a proponent may begin engaging with First Nations earlier as part of pre-application activities. Consultations include sending notifications to impacted First Nations, understanding strengths of claims, identifying any existing engagement agreement, engaging in dialogues with First Nations and determining accommodations to address First Nations interests along with communicating a decision. Key Changes: • Legislation will support consistency in the way statutory decision makers can incorporate terms and conditions associated with First Nation Consultations into the statutory decision • Allow for increased compliance and enforcement verification of the implementation of accommodations reached with First Nations • Legislative provision to enable Government to delegate, as appropriate, the procedural aspect of First Nation Consultations to proponents
Application Submission	Electronic submission provides a proponent with the ability to submit all information required for an authorization application through an online channel. This service supports both project based authorizations and single authorizations. Key Changes: • Legislation to allow for submissions to be received on projects or for multiple authorizations at a single time • Legislation to allow for project based submissions to reduce duplication of information across different authorizations (e.g. allow for integration of supporting plans and information and allow for phasing applications for a complex project)
Authorizations (including Low, Medium and	The preparation of the decision package and making of a decision with respect to low risk projects to Crown natural resources. In making the decision, the components of the decision package are collated and reviewed by a statutory decision maker and adjudicated on.

Service Name	New Service Description
High Risk Projects)	Key Changes: • Issuing one project authorization or multi-authorization document • One or fewer decisions for multi-authorization issuance • Enabling decisions relating to one project to take account of each other - with the development of a project level decision test • Legislation provision will allow for either a single management plan for a project with some low risk projects will no longer requiring a management plan • Greater acceptance of a qualified person's or professional's technical assessments of the project
Renewals	A renewal enables clients to obtain an extension to an existing authorization, right, or land tenure. The renewals service includes the request for the authorization extension, receipt of renewal fee, and processing of renewal request. Key Changes: • Durations of authorizations and tenures for multi-authorization projects will be increasingly aligned so multiple authorizations can be renewed at the same time • Renewals for multiple authorizations will result in a single renewal fee
Assignments	The assignments service enables a client to re-assigning select existing rights to another person or entity. The assignment of existing right is dictated by legislation and may involve re-assigning land leases and rights and resource rights or authorizations. Key Changes: • Legislation to allow for automatic transfer of a project as a bundle (allowing for appropriate due diligence where needed)
Securities	This service includes the calculation, collection and managing of securities as collateral to mitigate potential risks throughout the life of a project. The securities service also involves determining the terms for withholding and/or returning a security following an assessment against the terms set out in the authorization agreement. Key Changes: • One security will be assigned to the project rather than multiple securities assigned to individual authorizations • Consolidation of the types of securities from approximately 40 to 4-6, which would better align with a project based approach • Examination of securities value at major phases of a project • A broadening and standardization of the terms and conditions that allow securities to be withheld so that Government can more accurately mitigate the costs associated with project risks • Ability for project security level to increase or decrease with the changing risk level of a project
Billing and Fees	This service includes the determination and collection of fees owed to the Government by a proponent and the issuance of a corresponding bill. Fees include those collected for the submission of an application, for the issuance of project authorizations, and the ongoing consumption of natural resources associated with a project. Key Changes: • Project based bills including alignment of issuance and anniversary dates (see renewals) • Legislation allowing for regulation making authority to set project based fees

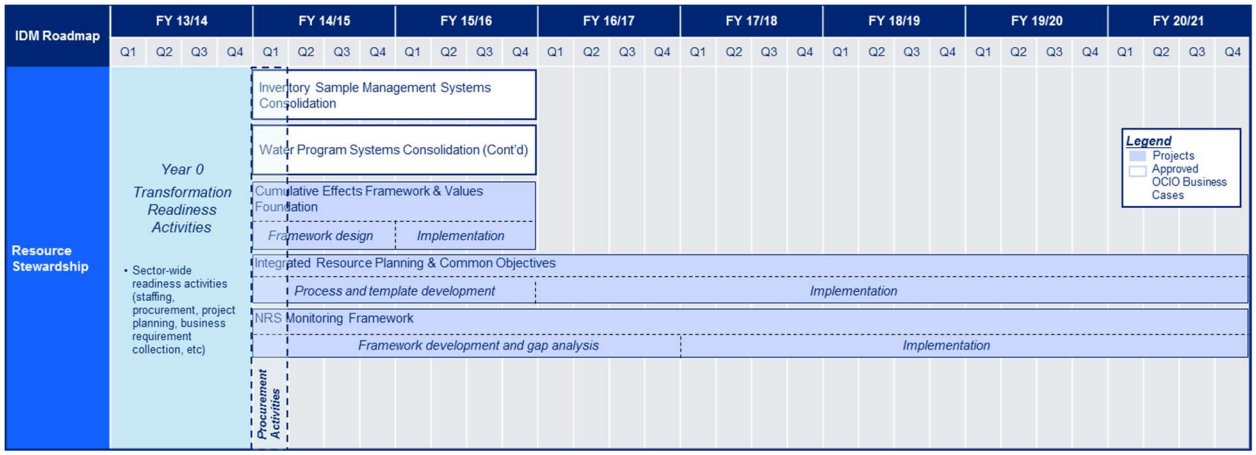
Resource Stewardship Program

Program Description

The Resource Stewardship Program drives creation of cross-sector Resource Stewardship plans that will help statutory decision makers meet provincial objectives in sustaining priority resource values, including a significant resource monitoring component. This program will also develop a cross-sector approach to cumulative effects including embedding cumulative effects into decision making. Select priority data layers for resource values and cumulative effects will be loaded into the spatial database and other data management activities will be undertaken to aid in the protection and sustainment of provincial resources. The Resource Stewardship Program is critical to the ability of the NRS to set clear expectations for proponents. This program consists of 3 projects and takes place over 7 years.

Near Term Program Approach and Timelines

The following diagram describes the high-level approach for this program, including the duration and timing of individual projects.



Project Scope

The following projects are in scope for this program:

Project	Scope
Cumulative Effects Framework & Values Foundation	Development of a cross-sector cumulative effects framework; definition, analysis, gathering and assessment of the priority datasets for cumulative effects; loading of priority datasets into the integrated spatial-temporal database
NRS Monitoring Framework	Development of NRS Monitoring framework; input of existing monitoring data into sector database(s); identifying and filling monitoring data gaps based on gap analysis; development of a common portal for monitoring information; and expansion of Multiple Resource Value Assessments and Reports for use by statutory decision makers
Integrated Resource Planning & Common Objectives	Review and rationalization of existing resource objectives, definition of an integrated sector planning process and future common resource objectives, and development of integrated resource plans for priority areas for use by statutory decision makers

Project	Scope
Inventory Sample Management Systems Consolidation Business Case	This project is depicted on the roadmap because of its importance to NRPP and/or because of key dependencies with other NRPP projects. The funding for this business case was endorsed by the OCIO as part of the Sept. 2012 T&T submission and is NOT included in the costs for the NRPP business case.
Water Program Systems Consolidation Business Case	This project is depicted on the roadmap because of its importance to NRPP and/or because of key dependencies with other NRPP projects. The funding for this business case was endorsed by the OCIO as part of the Sept. 2012 T&T submission and is NOT included in the costs for the NRPP business case.

Transformed Business Services

The Resource Stewardship Program will enable a more holistic set of sector wide resource plans including resource objectives and allow for new services that include:

- Integrated resource planning
- Cumulative effects management
- Resource decision support

The results of the Resource Stewardship Program will also see enhancements to the way in which Resource Monitoring is conducted.

Old Service Name	Service Description	Change	New Service Name	New Service Description
Resource planning		Modified	Integrated resource planning	The preparation of integrated resource plans that result in a set of shared resource objectives across the sector based on priority values of the province. The determination of the priority resources of the province can be determined with input and consultation with the public and First Nations. Key Changes: • Development of integrated cross-sector resource plans and common sector wide resource objectives for use by statutory decision makers • Sector will focus on a set of clear resource stewardship goals and objectives that will drive stewardship actions, authorization decisions, and compliance activities • A rationalized set of resource objectives will guide planning and decision making • Sector will identify a set of cross-sector priority resource values and objectives that it will monitor and use as input into stewardship action, authorization decisions, and compliance activities • Sector will identify and fill monitoring gaps based upon priority resource values through monitoring and proponent reporting across the province • Investment in and renewal of resource plans across high priority areas of the province • Sector will develop and deploy a common monitoring portal to publish monitoring information • Resource plans will be more data and analysis driven rather than based on qualitative feedback from staff and the community
N/A		New	Cumulative effects management	Cumulative effects are the combined effects of past, present and foreseeable human activities, over time, on the environment, economy and society in a particular place. Cumulative Effects Management is the use of analysis and expertise to understand natural resources and their relationships with the aim of comprehensively managing activities that affect the environment, economy and society in a geographic location. Key Changes: • More structure and formality around Cumulative Effects Management through the development of a Framework

Old Service Name	Service Description	Change	New Service Name	New Service Description
				• Cumulative Effects Management will become an increasingly prominent input into Integrated Resource Planning • Priority datasets will be defined, analysed, gathered and assessed to inform cumulative effects management and decision making • A spatial risk based model will track priority resource values and inform decision making • Projects that may result in an impact to priority resources will require enhanced mitigation planning and more rigor in the authorization review • Enhanced consultations with proponents on cumulative effects with guidance and tools for proponents to aid in mitigation planning
Resource Monitoring	Resource Monitoring is the development of scientifically sound information on the current status and long term trends in the composition, structure, and function of the Province's Crown natural resources and ecosystems, and to determine how well current management practices are sustaining those resources and ecosystems.	Enhanced	Resource Monitoring	Resource Monitoring is the development of scientifically sound information on the current status and long term trends in the composition, structure, and function of the Province's Crown natural resources and ecosystems, and to determine how well current management practices are sustaining those resources and ecosystems. Key Changes: • A new NRS Monitoring Framework will be developed for integrated sector monitoring • Upfront setting of precision targets and acceptable variability for priority resource values (linked with resource planning activities) • Renewing baseline data for priority resource values across the province through monitoring • Priority datasets will be available through a common Integrated Spatial-Temporal Database • Enhanced reporting on resource objectives and values to the public and proponents through online tools and with risk maps • New comprehensive integrated monitoring reports for non-FREP (Forest and Range Evaluation Program) values • Additional online resources to assist the public and proponents to understand resource values
N/A		New	Stewardship decision support	The service includes the analysis and provision of advice to others in the sector as it relates to the interpretation of resource values and data, the impact of proponent action on Crown natural resources, and interpretation of legal designations Key Changes:

Old Service Name	Service Description	Change	New Service Name	New Service Description
				• Consultations with proponents in the pre-application stage to understand their potential impact on priority resource values and resource stewardship goals and objectives in the development of mitigation plans and / or alternative approaches to project execution • Enhanced communication by the sector to proponents regarding the expectations for the management of projects to minimize the risk to priority resources and contribute to resource stewardship goals and objectives • Integrated resource plans and objectives will be available to support Statutory Decision Makers • Guidelines and tools to support management of priority values based off leading practices and standards • Up-to-date priority resource value data stewardship decision support will increasingly be based off up-to-date resource data • Increased transparency and online resources to help other professionals and proponents interpret resource value data • Standardizing of advice and support to other professionals in the NR sector • Logging of requests for stewardship decision support to inform work load planning and request prioritization

Risk

The top risks associated with this particular program, identified as part of the NRPP Implementation Phase Risk Assessment, include:

- The scope and future state vision of NRPP are not well defined and/or not appropriately maintained throughout the transformation using a formal change request process
- NRS Leadership is not sufficiently focused on (and committed to) harvesting the full benefits/outcomes of NRPP as outlined in the business case
- External stakeholders' values, interests, and business needs are not uniformly represented in the delivery of NRPP due to the large number and scale of stakeholders involved in the transformation

Privacy

The Resource Stewardship Program will not collect personal information from NRS applicants directly. There may be sharing/disclose of information collected from other application functions including:

- Information on rights to the land and existing off-limits tenures
- Comments and input collected from the public
- Information on the nature (time, date and perhaps who) and history of First Nations consultations, as well as agreements and requirements
- Information on the applicant and their current and past application activity could be shared

Organizational Constraints

Internal organizations, departments and business units to be covered by the work:

FLNRO	MOE and EAO	MEM	AGRI	MARR	MNGD
Resource Management Objectives	Ecosystem Protection and Sustainability Branch	Oil and Gas		Strategic Initiatives Division	
Fish, Wildlife and Habitat Management		Mining and Mineral Resources			
Forest Analysis & Inventory		Electricity and Alternative Energy Divisions			
Resource Practices Branch					
Coast Area					
North Area					
South Area					

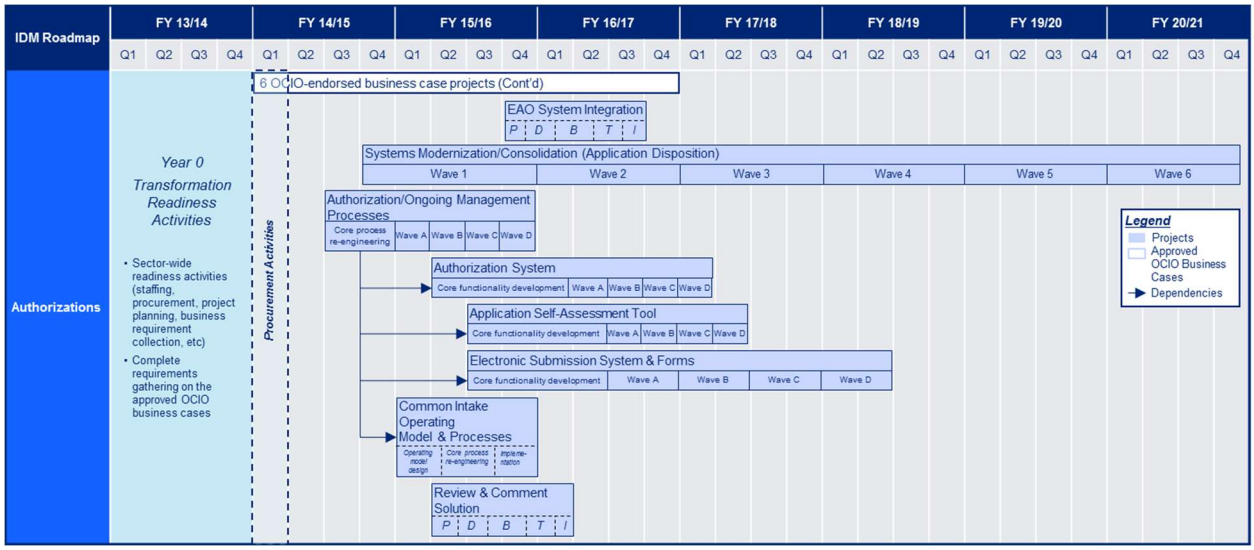
Authorizations Program

Program Description

Develops and implements changes to processes and systems required to support more consistent, timely, and durable decision making. This includes enabling integrated decision making on multi-authorization projects as well as more advanced online capabilities (application self-assessment, online applications, review and comment). This program consists of 17 projects and takes place over 7 years.

Near Term Program Approach and Timelines

The following diagram describes the high-level approach for this program, including the duration and timing of individual projects.



Several projects in this program will begin with creating core functionality and continue by on-boarding additional functionality through "waves". The order of the waves for these projects will be determined using a standardized set of criteria as part of more detailed project planning activities.

Project Scope

The following projects are in scope for this program:

Project	Scope
EAO System Integration	Integration of existing and new NRS systems and processes with the Environmental Assessment Office (EAO) systems and processes which support One Project/One Process.
Systems Modernization/Consolidation (Application Disposition)	Modernization and integration of in-scope NRS legacy systems (e.g. retire, retrofit, rewrite, consolidate) based on ISSS and the specific requirements for NRPP. This includes: the consolidation of existing systems and the development of a new system for Land Tenure Management; rewriting many of the sector's systems that deal with authorizations including the Mines Management and eLicensing Water system, as well as several smaller ones across the sector; modernizing and integrating systems related to the authorizations process using REST web services.
Authorization/Ongoing Management Processes	Process re-engineering using Lean for the authorization and ongoing management processes across the sector. This includes refinement of (and onboarding to) One Project/One Process to enable risk-based approaches, online submissions, open data, coordinated submissions, and other process changes related to the new Authorization System. This also includes a review of each authorization type and ongoing management request (as needed) and Leaning of business processes.

Project	Scope
Authorization System	End-to-end development and implementation of the cross-sector Authorization System, which will include increased integration and automation (workflows, rules, document generation, reports) that will enable sector staff to collaboratively assess and action single and multi-authorization projects and ongoing management requests using new, integrated business processes and technology.
Application Self-Assessment Tool	Development and implementation of the Application Self-Assessment Tool which will enable proponents and staff to query the integrated spatial database based on areas of interest as outlined on a map, resource values, and activities and be supplied with a submission requirements report based on applicable legislation, resource values, and business rules. This includes portal development, rules and workflow configuration, and integration with the integrated spatial database, as well as the design of information or job aids to be provided through the tool.
Common Intake Operating Model & Processes	Design of the operating model and supporting processes required to enable common intake of authorization and ongoing management requests across the sector, including all regions and business lines.
Electronic Submission System & Forms	Development of the system and online forms to be used by proponents to submit online authorization applications and ongoing management requests utilizing dynamic forms, workflow, saving, versioning, business-to-business integration, and automated form completeness verification capabilities.
Review & Comment Solution	Portal and process development to enable online advertising for proposed projects as well as the ability for the public and stakeholders to review and comment on projects. This solution also includes reporting and other functionality to support review and distribution of comments to proponents.
***6 OCIO-endorsed business case projects*[45]**	
Environmental Assessment Systems Modernization Business Case	This project is depicted on the roadmap because of its importance to NRPP and/or because of key dependencies with other NRPP projects. The funding for this business case was endorsed by the OCIO as part of the Sept. 2012 T&T submission and is NOT included in the costs for the NRPP business case.
Mines and Mineral Resource Program Automation Business Case	This project is depicted on the roadmap because of its importance to NRPP and/or because of key dependencies with other NRPP projects. The funding for this business case was endorsed by the OCIO as part of the Sept. 2012 T&T submission and is NOT included in the costs for the NRPP business case.
Hunting Program Automation and Consolidation Business Case	This project is depicted on the roadmap because of its importance to NRPP and/or because of key dependencies with other NRPP projects. The funding for this business case was endorsed by the OCIO as part of the Sept. 2012 T&T submission and is NOT included in the costs for the NRPP business case.

[45] These 6 business case projects that were previously approved by the OCIO all relate to systems primarily focused on authorizations. For this reason, they will be delivered as part of the Authorizations Program of NRPP to maintain alignment with the overall direction of NRPP and sector transformation.

Project	Scope
Natural Resource Road Act Systems Consolidation Business Case	This project is depicted on the roadmap because of its importance to NRPP and/or because of key dependencies with other NRPP projects. The funding for this business case was endorsed by the OCIO as part of the Sept. 2012 T&T submission and is NOT included in the costs for the NRPP business case.
Crown Land Tenures Systems Consolidation Business Case	This project is depicted on the roadmap because of its importance to NRPP and/or because of key dependencies with other NRPP projects. The funding for this business case was endorsed by the OCIO as part of the Sept. 2012 T&T submission and is NOT included in the costs for the NRPP business case.
Natural Gas Pricing System Modernization Business Case	This project is depicted on the roadmap because of its importance to NRPP and/or because of key dependencies with other NRPP projects. The funding for this business case was endorsed by the OCIO as part of the Sept. 2012 T&T submission and is NOT included in the costs for the NRPP business case.

Transformed Business Services

The Authorization Program will enable a more collaborative approach to reviewing and making decisions upon project submission and provide proponents with up-front self-service options to understand submission requirements. The new services include:

- Application Self-Assessment
- Electronic Submissions
- Review and Comment
- Authorizations (based on level of risk – Low, Medium and High)

The results of the Authorization Program will also see enhancements to the way in which the ongoing management of authorizations is conducted – namely for renewals, cancellations, amendments and assignments. Further, this program will result in enhancements to the way in which proponents obtain application assistance, complete an Environmental Assessment, notify the sector of activities, manage the termination of their project, and self-report on activities associated with their project.

Old Service Name	Service Description	Change	New Service Name	New Service Description
Online Information Services (e.g. Integrated Land and Resource Registry (ILRR), Land Use Plans, NR data warehouse, etc.)	Online information services provide key land, water and resource information to public, proponents, and clients. An example of this is the Integrated Land and Resource Registry (ILRR). It is a spatially enabled, comprehensive register of legal interests, rights, designations, and administrative	Replaced	Application Self-Assessment	The Application Self-Assessment allows a proponent to understand the full set of requirements for an application in order to be considered for engaging in an activity that could impact Crown natural resources. The Application Self-Assessment is only available online and can be used by a Proponent or a staff member of the Intake function. The service utilizes geospatial information to allow the location of the proposed activity to be identified and assesses the legislative requirements based on the nature of activity, location and resource values. The self-assessment also identifies other values or constraints that may be impacted by the proposed activity. This tool will be accessible by

Old Service Name	Service Description	Change	New Service Name	New Service Description
	boundaries on Crown land that is accessible by the public and proponents. It also has information on land and resource restrictions and reservations (e.g. Parks) and locations of private land.			the general public to provide a resource for looking up and better understand the activities occurring in areas of interest. Key Changes: • Proponents will have the ability to complete an Application Self-Assessment online as an initial step towards preparing a formal application • Web based Application Self-Assessment will provide proponent with information on requirements of submission requirements • Application Self-Assessment will identify any existing land tenures or areas of conflict and inform the proponent prior to submission • Application Self-Assessment will identify priority resource values and determine if additional information or action is required by the proponent due to the risk to the resource • Application Self-Assessment will be integrated with geospatial information so proponent can understand other activities underway in their region of interest and potentially identify other locations with fewer restrictions • Application Self-Assessment allows proponents, the public or staff to conduct spatial analyses of resource status of the area under consideration • Application Self-Assessment 'scenario' can become an input towards the completion of a submission
Electronic Submissions	Electronic submission provides a proponent with the ability to submit some information required for certain authorizations through an online channel.	Enhanced	Electronic Submissions	Electronic submission provides a proponent with the ability to submit all information required for all authorization types through an online channel. This service supports both project based authorizations and single authorizations. Key Changes: • Proponents required to submit through the online channel - limited provisions for supporting hard copy applications • Single point of entry into the sector – application support and submission through a single, common intake function for sector

Old Service Name	Service Description	Change	New Service Name	New Service Description
				• Dynamic forms and help text to support a structured and standardized submission process • Use of dynamic forms combining multiple applications into one project application with consolidated information requirements • Proponent may be required to apply for bundles of authorizations based on project type and proposed location • Shift to a single, rather than multiple, application fee • Supplemental documents can be attached with the electronic submission • Submission validation to prevent proponents from providing an incomplete submission • Submission can be created, saved and be completed at a later date • Electronic submission capability can manage and track multiple versions of the submission • Each client and project will have a unique Identification that is associated to each submission, which will facilitate a single view of the client across the sector and consolidate project submission authorizations and fees
Application Assistance	Application assistance is a service provided to clients and proponents to assist them with successfully navigating the online application process. Assistance is provided both through multiple service channels (on-line, in-person, telephone).	Enhanced	Application Assistance	Application assistance is a service provided to clients and proponents to assist them with successfully navigating the online application process. Assistance is provided both through multiple service channels (on-line, in-person, telephone). Key Changes: • Enhanced set of application support resources available online • Requests for application support tracked for service standards setting and performance management • Proponents will be informed when an applications requires handoff to another function (e.g. Environmental Assessment)
Notification	The notification of activity service provides proponents with a method of informing Government of an activity they are	Enhanced	Proponent Notification of Activity	The notification of activity service provides proponents with a method of informing Government of an activity they are going to engage in without the requirement to submit an application for approval. Notifications are for activities that do not require authorizations.

Old Service Name	Service Description	Change	New Service Name	New Service Description
	going to engage in without the requirement to submit an application for approval. Notifications are for activities that do not require authorizations.			Key Changes: • Proponents to notify of an activity primarily through online completion of sector requested information • Proponents to receive a system generated acknowledgement confirming that notification has been received by sector • Greater set of activities for which notification of activity will qualify (mostly existing single authorizations) • Proponents will be informed when a notification is required through the Application Self-Assessment or Application Support rather than a full submission • Notifications can be associated to an existing project authorization (where a related authorization already exists) • Proponents to be informed if any concerns are raised by the sector with a follow up communication • Activities associated with notifications will be spatially viewable to the sector for compliance verification
Environmental Assessment	Environmental Assessment (EA) is a process to assess the potential environmental, economic, social, health and heritage effects of proposed projects as required under the Environmental Assessment Act. Such projects may only proceed after completing the EA process and upon issuance of an EA certificate. The EA process provides for meaningful participation by First Nations, proponents, the public, local Governments, and	Enhanced	Environmental Assessment	• Environmental Assessment (EA) is a process to assess the potential environmental, economic, social, health and heritage effects of proposed projects as required under the Environmental Assessment Act. Such projects may only proceed after completing the EA process and upon issuance of an EA certificate. • The EA process provides for meaningful participation by First Nations, proponents, the public, local Governments, and federal and provincial agencies. The proponent provides and the EAO assesses, with advice from the working group, material submitted by the proponent, including Application Information Requirements, an Application for an EA certificate (including studies), and First Nation and public consultation plans and reports. The EAO prepares environmental assessment reports and makes recommendations to Ministers for a decision as to whether to approve or reject a project. Key Changes:

Old Service Name	Service Description	Change	New Service Name	New Service Description
	federal and provincial agencies. The proponent provides and the EAO assesses, with advice from the working group, material submitted by the proponent, including Application Information Requirements, an Application for an EA certificate (including studies), and First Nation and public consultation plans and reports. The EAO prepares environmental assessment reports and makes recommendations to Ministers for a decision as to whether to approve or reject a project.			• EA documentation to be submitted electronically through sector wide intake tool including Application Information Requirements, studies, consultation plans and reports, responses to public, First Nation and Working Group comments, and Application for an EA certificate • Single (electronic) intake function across the sector would allow EA to access submission directly • Proponent's use of Application Self-Assessment tool would identify if an Environmental Assessment is required by legislation and direct to EAO for guidance • The creation of a single and shared record for a proponent's project across the sector • Progress in the EA process would be made available to proponent, and those issuing other authorizations, through NR tool and online • Once granted, the EA certificate and data would be accessible across the sector through the new Project Tracking System, which will Improve coordination with subsequent authorization processes and C&E
Engagement	Engaging impacted agencies and rights holders as part of the authorization process. Includes advertising through the gazette and sending referrals to external agencies, sending notifications to existing rights holders and impacted parties.	Replaced	Review and Comment	• The Review and Comment service engages the public, impacted agencies and rights holders as part of the authorization process. It includes the posting of application details on a public facing website, sending referrals to external agencies, sending notifications to existing rights holders and impacted parties, and the collection and review of comments and objections from these individuals or groups. This is separate from First Nations Consultations which are addressed separately. It is also separate from public engagement not associated with a specific application such as on policy, legislation or land use planning. Key Changes: • Implementation of a modernised review and comment approach for the NR sector with more flexibility for proponents to use the most appropriate tools to reach stakeholders and the public • Web-based public facing system to collect public comments on projects in lieu of

Old Service Name	Service Description	Change	New Service Name	New Service Description
				Gazette with tools to guide public and rights holders to tool • Formalized and streamlined notification process for existing rights holders and impacted parties • Advertising and notification letters to be auto-generated with content from submission • Rights holders notifications can be served electronically and public comments can be collected electronically and reviewed by Statutory Decision Maker and forwarded to proponent • Existing rights holders and the public can register for notifications by Government for updates to a project
Authorization application review and decision making	Authorizations applications are reviewed and decided on by separate statutory decision makers (SDMs) independent of each other and independent of risk category in the process.	Enhanced	Low risk project authorization application review and decision making	The preparation of the decision package and making of a decision with respect to low risk projects to Crown natural resources. In making the decision, the components of the decision package are collated and reviewed by a statutory decision maker and adjudicated on. Key Changes: • Workflow will guide the adjudication of the low risk authorization submission • A single source file for the project submission and accompanying decision package • Fewer SDMs adjudicating on lower risk submissions • A junior staff member acting as an administrative Project Manager • Electronic checklist to confirm complete decision package creation • Automated creation of authorization documents including pre-defined, common conditions that can be finalized by the SDM for the project type allows flexibility to move toward project based decisions, a single decision maker and one authorization document over time (where desirable and feasible) • Enhanced automation of legislative tests for lower risk, simple projects • Electronic filing, associated with a project number, of all project files including decision rationale, decision package, authorization

Old Service Name	Service Description	Change	New Service Name	New Service Description
				and conditions and any additional relevant documentation • The new project tracking system and client portal will enable proponents to track the progress of applications, and projects online
Authorization application review and decision making	Authorizations applications are reviewed and decided on by separate statutory decision makers (SDMs) independent of each other and independent of risk category in the process.	Enhanced	Medium risk project authorization application review and decision making	The preparation of the decision package and making of a decision with respect to medium risk projects to Crown natural resources. In making the decision, the components of the decision package are collated and reviewed by a statutory decision maker and adjudicated on. Key Changes: • Workflow will guide the adjudication of the medium risk authorization submission • A single source file for the project submission and accompanying decision package • A more senior staff member acting as an administrative Project Manager including the creation of the decision package • Project Manager to coordinate one or more technical assessment to provide analysis, comment and decision on different components of submission (where applicable) • Fewer SDMs adjudicating • Automated creation of authorization documents including pre-defined, common conditions that can be finalized by the SDM for the project type allows flexibility to move toward project based decisions, a single decision maker and one authorization document over time (where desirable and feasible) • Enhanced automation of legislative tests with some manual review of additional requirements associated with a medium risk project • Electronic checklist to confirm complete decision package creation • Authorizations recorded using a common system • Automated verification of Environmental Assessment certificate (as required) • Automated creation of authorization documents (with accompanying manual selection of common conditions by project type)

Old Service Name	Service Description	Change	New Service Name	New Service Description
				• Decision and rationale shared with First Nations and the public • Electronic filing, associated with a project number, of all project files including decision rationale, decision package, authorization and conditions and any additional relevant documentation • The new project tracking system and client portal will enable proponents to track the progress of applications, and projects online
Authorization application review and decision making	Authorizations applications are reviewed and decided on by separate statutory decision makers (SDMs) independent of each other and independent of risk category in the process.	Enhanced	High risk project authorization application review and decision making	The preparation of the decision package and making of a decision with respect to high risk projects to Crown natural resources. In making the decision, the components of the decision package are collated and reviewed by a statutory decision maker and adjudicated on. Key Changes: • Workflow will guide the adjudication of the high risk authorization submission • A single source file for the project submission and accompanying decision package • A senior staff member acting as an administrative Project Manager including the creation of the decision package • Project Manager to coordinate one or more staff members to complete senior technical assessment to provide analysis, comment and decision on different components of submission • Enhanced collaboration and coordination of SDMs in reviewing submissions through NRPP solution • Automated creation of authorization documents including pre-defined, common conditions that can be finalized by the SDM for the project type allows flexibility to move toward project based decisions, a single decision maker and one authorization document over time (where desirable and feasible) • Enhanced automation of legislative tests with some manual review of additional requirements associated with a high risk project • Electronic checklist to confirm complete decision package creation

Old Service Name	Service Description	Change	New Service Name	New Service Description
				• Authorizations recorded using a common system • Automated verification of Environmental Assessment certificate • Automated creation of authorization documents (with manual selection of common conditions supplemented by unique conditions by the project type) • Decision and rationale shared with First Nations and the public • Electronic filing, associated with a project number, of all project files including decision rationale, decision package, authorization and conditions and any additional relevant documentation • The new project tracking system and client portal will enable proponents to track the progress of applications, and projects online
Transactional authorizations	The service includes the online submission of an application for the permit, electronic payment, automated adjudication of the application, and the automated provision of the permit/authorization.	Enhanced	Transactional authorizations	The service includes the online submission of an application for the permit, electronic payment, automated adjudication of the application, and the automated provision of the permit/authorization. Key Changes: • Transactional authorizations will largely be automated with the decision governed by a rules engine that incorporates decision constraints regarding volumes of authorizations, proponent risk, resource values and objectives and other decision making factors • Automated checks for completion, along with submission payment, will be required before authorization issuance • Creation of authorization documents will be automated and offered in electronic format to the proponent (where legislatively appropriate) • Set and communicated service standards for transactional authorizations • Electronic filing, associated with a project number, of all project files including decision rationale, decision package, authorization and conditions and any additional relevant documentation
Amendments	The amendments service enables	Enhanced	Amendments	The amendments service enables clients to update/change information related to their

Old Service Name	Service Description	Change	New Service Name	New Service Description
	clients to update/change information related to their existing project authorization. Amendments can occur when a proponent identifies a change in their project and it may or may not require additional stakeholder consultations.			existing project authorization. Amendments can occur when a proponent identifies a change in their project and it may or may not require additional stakeholder consultations Key Changes: • Majority of amendments to be requested online with limited provisions for over the phone or in-person • Amendment submission will utilize 'dynamic forms' based on type of amendment and location • Amendment online submission capability will limit types of acceptable amendments based on legislation • Amendment submission will first verify then utilize the client's original authorization tombstone data • Clients will submit amendment requests online and will be able to 'attach' additional documentation as part of the request • Enhanced guidance provided to clients regarding the applicability of amendment request (some requests will require completion of a new submission) • Amendments will be increasingly automated - low risk amendments fully automated • Amendment request linked to original FN Consultation and public review and comment records to determine if additional engagement is required • Multiple amendments to the same project will result in the re-consideration of overall project risk and may result in a more thorough and senior review of the project request • If move to one project authorization, may be flexibility to further streamline existing authorization specific requirements
Assignments	The assignments service enables a client to re-assigning select existing rights to another person or entity. The assignment of existing right is dictated by legislation and may	Enhanced	Assignments	The assignments service enables a client to re-assigning select existing rights to another person or entity. The assignment of existing right is dictated by legislation and may involve re-assigning land leases and rights and resource rights or authorizations. Key Changes:

Old Service Name	Service Description	Change	New Service Name	New Service Description
	involve re-assigning land leases and rights and resource rights or authorizations.			• Majority of assignments to be requested online with limited provisions for over the phone and in person • Clients will be able to look up all their authorizations, based on project number, and determine which authorizations qualify for assignment • Requests for assignments to be made at the project level with assignments for multiple authorizations possible • Assignment service will use existing tombstone data and request additional information related to the entity requesting the transfer of rights • Authorizations not qualifying for assignment will not be accepted by the submission process and clients will be guided to complete a new application • Enhanced online resources to help clients understand the rights and obligations of their authorization and the applicability of authorizations for assignment • Enable the assignment of all authorizations for a project as a package (where appropriate), ensuring appropriate due diligence procedures
Renewals	A renewal enables clients to obtain an extension to an existing authorization, right, or land tenure. The renewals service includes the request for the authorization extension, receipt of renewal fee, and processing of renewal request.	Enhanced	Renewals	A renewal enables clients to obtain an extension to an existing authorization, right, or land tenure. The renewals service includes the request for the authorization extension, receipt of renewal fee, and processing of renewal request. First Nations consultation requirements will continue to apply. Key Changes: • Majority of renewals to be requested online with limited provisions for over the phone and in person • Low or medium risk projects that have previously been consulted on with stakeholders, within the context of the renewal duration requested, will result in a largely automated renewal adjudication process • Individual authorizations can be renewed independently of other project authorizations • Renewals of high risk projects will require review by a SDM prior to approval

Old Service Name	Service Description	Change	New Service Name	New Service Description
				• Renewals will first confirm then utilize tombstone data associated with the their previous application for request • The sector intake function will remind client of renewal requirements and issue an automatically generate reminders • Renewals to be auto-generated when Government is solely responsible for issuance and the risk of the renewal is low • Clients who miss the renewal period will be required to submit a completely new submission request
Cancellations	The cancellations service enables a client to cancel an existing tenure, authorization or submission. The service includes the steps to submit a cancellation request, and the determination of how to managing the termination including verifying termination obligations, as well as any financial impacts of to the cancellation.	Enhanced	Cancellations	The cancellations service enables a client to cancel an existing tenure, authorization or submission. The service includes the steps to submit a cancellation request, and the determination of how to managing the termination including verifying termination obligations, as well as any financial impacts of to the cancellation. Key Changes: • Majority of cancellations to be requested online with limited provisions for over the phone and in person • Client can cancel individual authorizations or a complete project • Electronic intake function will manage cancellation application with dynamic forms • Client can select from list of common cancellation reasons – tombstone data on client and authorization will pre-populate forms • Clients who cancel an authorization or land tenure will be required to meet all post project obligations – which are documented in an electronic file along with project number • Compliance and enforcement and or regional operations staff will be automatically informed of cancelled projects for verification of obligations • The cancellation of the an authorization or tenure will result in an administrative fee and no refund for the original authorization or tenure cost

Old Service Name	Service Description	Change	New Service Name	New Service Description
				• Cancellation of a primary permit will trigger the automatic cancellation of ancillary permits for a multi-authorization project
Self-Reporting	Self-Reporting provides the ability for clients to submit information to the NR Sector regarding their ongoing activities, use of resources data, and any ongoing reporting requirements. Providing this information will in large part be facilitated through online tools.	Modified	Self-Reporting	Self-Reporting provides the ability for clients to submit information to the NR Sector regarding their ongoing activities, use of resources data, and any ongoing reporting requirements. Providing this information will in large part be facilitated through online tools. Key Changes: • Majority of reporting requirements to be submitted online with limited provisions for hard copy • Reporting requirements will be consolidated where necessary to reduce duplication • Increased emphasis on Clients self-reporting for compliance and mitigation planning • Clients will be able to submit documentation online and associate the documentation with their project • Self-reporting will be accepted by Government and verification will occur through a combination of random audits and the ongoing review by NRS staff where required • Enhanced data analytics utilized to understand client data including aggregate trends on client data • Self-reporting data to inform select consumption fee requirements • Reminders sent to clients regarding reporting requirement
Land re-statusing	Land re-statusing is the service whereby a parcel of Crown land is returned to the Province. The service is largely administrative in how it gets returned, however a number of conditions or obligations must be met by a proponent prior to formal acceptance and updating of the land	Enhanced	Land re-statusing	Land re-statusing is the service whereby a parcel of Crown land is returned to the Province. The service is largely administrative in how it gets returned, however a number of conditions or obligations must be met by a proponent prior to formal acceptance and updating of the land for use by proponents. Key Changes: • Re-statusing of Crown land through a single interface that automatically updates other systems that draw upon land status information (Application Self-Assessment, authorizations etc.)

Old Service Name	Service Description	Change	New Service Name	New Service Description
	for use by proponents.			• Existing land tenures will be associated with a project file and any associated authorizations, including conditions and obligations that need to be met, will be assessed prior to re-statusing • Workflow to guide land re-status process • All current land status (including re-statused land) data will be accessible using spatial technology
Remediation	Remediation is the service whereby a parcel of land which is no longer in use by a client is evaluated for its public and environmental health and safety and in the event that the land is not deemed satisfactory then action is taken to remediate the land for future use which could include surface cleaning, more detailed land excavation and cleaning and removal of potentially harmful by-products	Enhanced	Remediation	Remediation is the service whereby a parcel of land which is no longer in use by a client is evaluated for its public and environmental health and safety and in the event that the land is not deemed satisfactory then action is taken to remediate the land for future use which could include surface cleaning, more detailed land excavation and cleaning and removal of potentially harmful by-products Key Changes: • Enhanced data collected on remediation efforts including linking the project type and its major features, critical events resulting in land contamination and the associated costs associated with remediation • Increased standardization of monitoring and inspecting processes for sites as part of the determining remediation requirements • Use of previous remediation information to inform future authorizations including the setting of conditions and the determining of project securities as collateral in the event of remediation required • Improved utilization of verification resources – based out of the Lands Tenures department - to assess remediation efforts • Stronger links between land use planning and remediation efforts in particular when land use is changing and requiring stronger remediation standards
Termination and obligations management	The Termination and Obligations management services supports NRS Staff in working with proponents to terminate their authorized activity on Crown land and	Enhanced	Termination and obligations management	The Termination and Obligations management service supports NRS Staff in working with proponents to terminate their authorized activity on Crown land and monitor the proponent and their meeting of required obligations at the end of the project Key Changes:

Old Service Name	Service Description	Change	New Service Name	New Service Description
	monitor the proponent and their meeting of required obligations at the end of the project			• Implementing a standardized process, enabled by workflow, for documenting and verifying termination and associated obligations • Information related to the Project Authorized Post-Project activities will be recorded, tracked, and visible through a common interface instead of fragmented across multiple systems • Termination and obligations to be determined at the project level rather than on isolated authorizations • Improved utilization of verification resources to assess termination and obligations of proponents post project • Stronger communication of termination and obligation requirements to the proponent up front as part of project • Existing land tenures will be associated with a project file and any associated authorizations, including conditions and obligations that need to be met, will be assessed prior to re-statusing • Data on proponents' unmet obligations to be part of project risk and considered in project authorization decisions

Illustrate the Current and Future State Solutions

Figure 27 - Current and Future State Solutions: Authorizations Program Chart #1

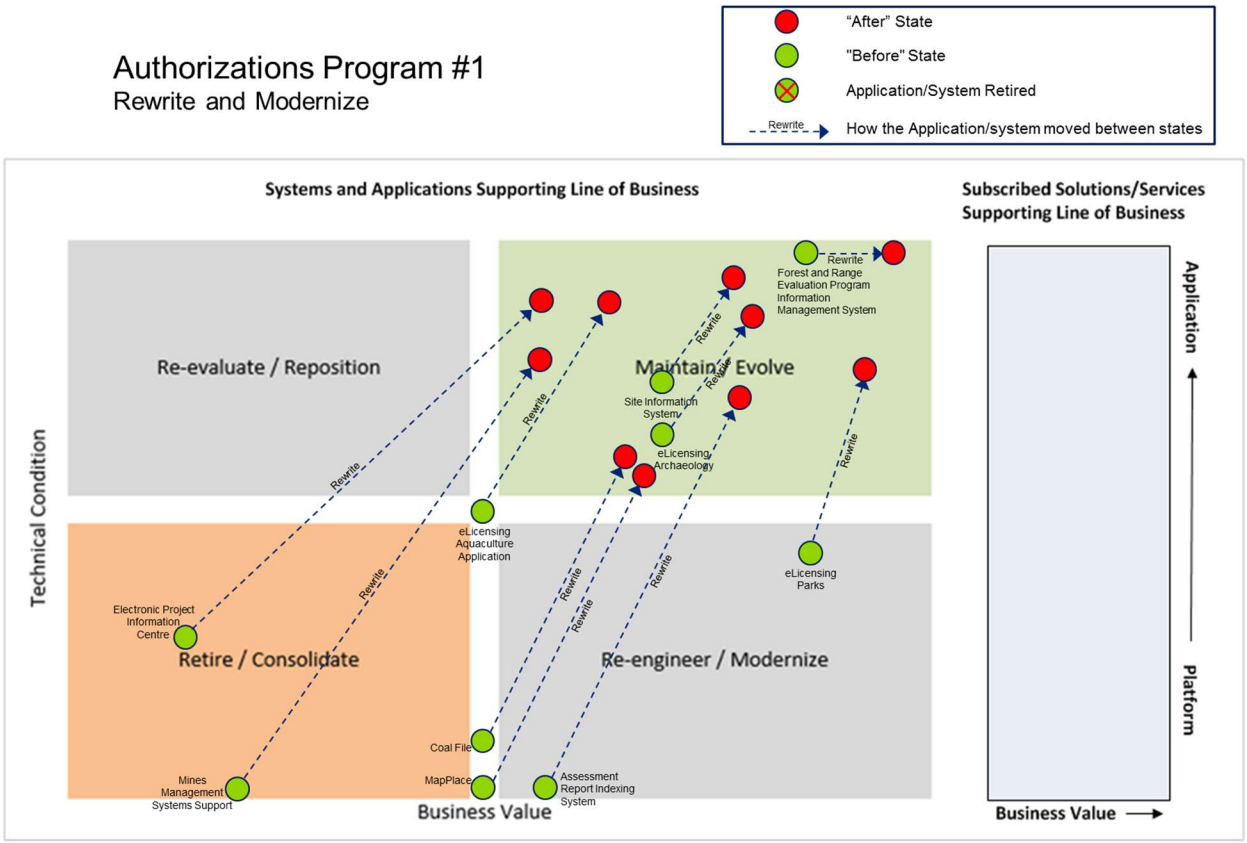


Figure 28 - Current and Future State Solutions: Authorizations Program Chart #2

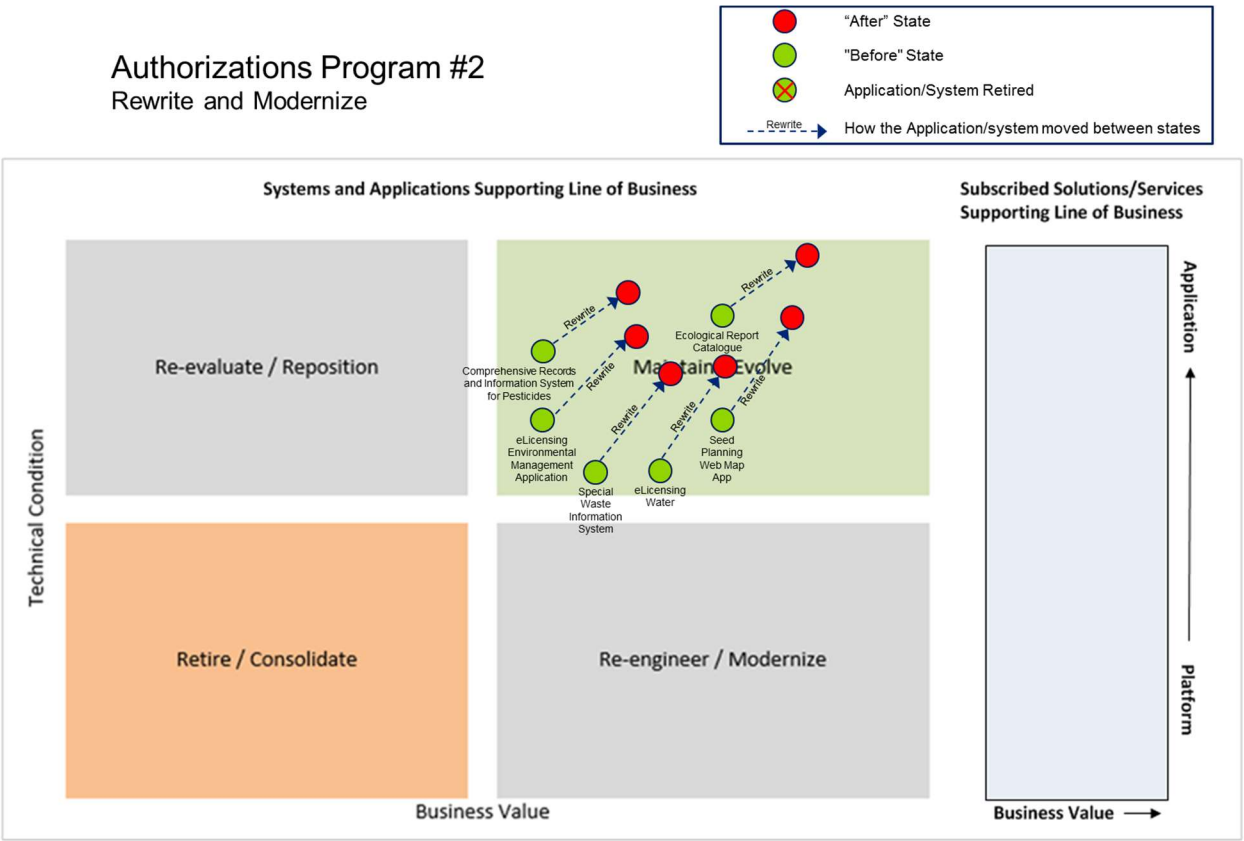
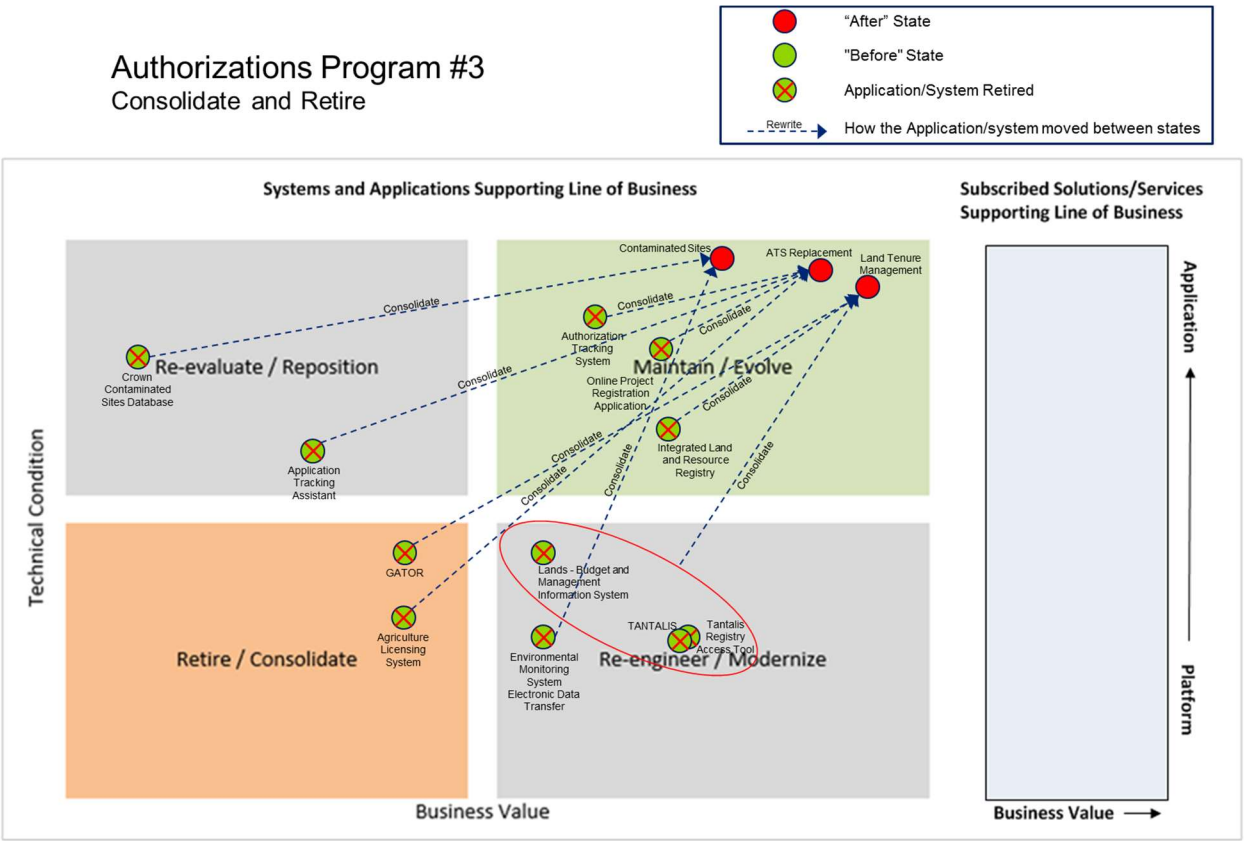


Figure 29 - Current and Future State Solutions: Authorizations Program Chart #3



Risk

The top risks associated with this particular program, identified as part of the NRPP Implementation Phase Risk Assessment, include:

- Delivery of highly complex technical components (e.g. mandated enterprise technologies, systems integration, data conversion) is more difficult than expected and requires additional resources to deliver on time/on quality
- NRPP programs/projects implement IM/IT solutions which do not adequately enable and align to future state NRS business processes
- Critical interdependencies between programs/projects within the NRPP portfolio, or between the NRPP portfolio and other sector or government initiatives, are not actively tracked and managed
- The legislative changes required to enable NRPP are not approved on schedule as outlined by the transformation roadmap
- The funding requested to deliver the NRPP portfolio is not approved in full
- Change management capability (e.g. processes, skillsets, and supporting resources) does not sufficiently support the size, complexity or nature of NRPP
- Portfolio/program/project management capability (e.g. processes, skillsets, and supporting resources) does not sufficiently support the size, complexity or nature of NRPP
- NRS resources are not available (or do not have capacity) for NRPP projects due to demands from business-as-usual activities or from other NRS projects outside of NRPP

- External stakeholders (e.g. clients, proponents, partners, interest groups, etc.) do not support NRPP vision and objectives
- The scope and future state vision of NRPP are not well defined and/or not appropriately maintained throughout the transformation using a formal change request process

Privacy

The Authorizations Program will not collect any additional personal information from applicants beyond what is covered in current NRS statutes. Examples of application information collected include:

- Name
- Address
- Contact Information (phone, fax, email)
- Occupation
- Age
- Citizenship
- First Nations Identification

As well, similar information may be collected or shared regarding potentially impacted individuals and parties such as:

- Existing Right's Holders
- Concerned persons
- Neighbours
- Overlapping and neighbouring tenure holders
- Upshore/riparian rights holders

In addition, at each stage of the process to approve an authorization, there may be collection of information at the following points:

Pre-Application

Information on a project scenario will be collected and the applicant may save the scenario – no information is collected on the person, their address etc. An output of the pre-application may be shared internally in the NRS, containing information related to the current land status, existing tenures and off-limits areas. At no point in this process is the name of any conflicting or current rights holder shared with the public.

Application Intake

No additional information on the client other than what is collected in parent statues will be collected. Supplementary collection of information on the client's intended project activity may be required if the client is applying for multiple authorizations or the project is particularly complex. The consolidated application information may be shared between FrontCounter BC and other sector agencies as required.

Public Review and Comments

The NRS will be collecting input on major natural resource projects from the public, potentially impacted clients and existing rights holders. This information will not be visible by the public, though may be accessed by other parties in situations such as:

- Multiple decision makers across Ministries and statues may share/have access to the comments provided
- The comments may be shared/disclosed with a proponent at the discretion of the decision maker
- The sector may help a proponent identify existing rights holders and therefore disclose personal contact information on those rights holders

Submission Review and Decision

Clients may be asked to provide more clarity on certain aspects of their project so that a decision may be made on their application. This additional information may then be shared/disclosed across statues and agencies inside the NRS. Application and activity information may also be disclosed to other levels of government for consideration. The following types of information may be shared across the NRS and other levels of government as part of the Submission Review and Decision function:

- Disclosure of additional application and activity information to First Nations
- Disclosure of additional application and activity information to municipalities, regional districts and federal levels
- Disclosure of additional application and activity information to any other accreditation bodies or agencies as needed
- Disclosure of additional application and activity information to potentially impacted individuals and existing rights holders

Compliance & Enforcement

In the event that a client is found noncompliant with a regulatory/statutory requirement or in contravention of an environmental assessment certificate, information would be collected as part of the investigation and issuance of an enforcement action. No additional information would be collected beyond what is currently gathered by the NRS, though compliance data may be shared/disclosed within the sector as the function is integrated across many statues.

Financial Management

As part of NRPP, a single proponent record will be created for a number of different functions in the NRS to facilitate billing and invoicing activities. This common client financial record requires no additional information, though client information may be shared across multiple NRS statutes/agencies during the following situations:

- Creation of a common client record
- Client information could be shared/disclosed between different NRS billing systems and broader provincial financial systems/agencies
- If a client were to fall into arrears, client information could be disclosed to an external collection agency/company

Reporting

NRPP will include enhanced reporting capabilities that enable access to authorization levels, compliance rates, service standards and other performance metrics. The extent to which sector-level information is shared/disclosed to parties outside of the NRS has yet to be determined. Project-level reporting for compliance, fees, renewals, discharge levels and other performance metrics may be shared/disclosed across multiple NRS statutes/agencies.

Renewals, Replacements, Transfers and Amendments

The sector will need to confirm that existing applicant information is current and will update any information that is out-of-date or inaccurate as part of standard renewal, replacement, transfer or amendment operating procedures. In the case of amendments, renewals and replacements, sharing/disclosure of information may occur between NRS agencies, external referrals and First Nations as these parties are required to review and provide input.

Post Project

In the event that a member of the public (who has already engaged in a project) required remediation or is in a position of not meeting their termination obligations, information on their remediation costs and contact information may be shared/disclosed across NRS agencies.

Organizational Constraints

Internal organizations, departments and business units to be covered by the work:

FLNRO	MOE and EAO	MEM	AGRI	MARR	MNGD
Archaeology	Environmental Assessment Office	BC Geological Survey	Aquaculture Operations Branch		
Crown Land Opportunities and Registration	Environmental Management	Mines Management	Plant and Animal Health		
FCBC	Knowledge Management				
Financial Services	Parks and Protected Areas				
Fish, Wildlife and Habitat Management					
Water Licensing					
Forest Analysis & Inventory					
GeoBC					
Land Tenures					
Tree Improvement					

External and Business Constraints

- The re-engineering of the authorizations process and systems in this program will have critical dependencies on the NRPP Act Phase 1, 2, and Pilot projects in the Legislation, Regulation & Policy Program. Authorization decisions and tenuring will also be affected by the Natural Resource Road Act
- These projects, in particular the application self-assessment service, will have dependencies on the Integrated Spatial Database project

- The Electronic Submission System & Forms project will be dependent on Dynamic Forms Infrastructure project (Common Infrastructure IM/IT Program)
- Systems-related scope will have dependencies on core common infrastructure projects (e.g. Business Rules Engine, Enterprise Service Bus, Business Process Management, Document & Record Management, etc.) in the Common IM/IT Infrastructure Program
- There will be external contracted resources, including the System Integrator, and contractors for the individual projects that will be influencing the scope of the architecture work for the program
- As required, project Solution Architects will work with ASB to develop Architecture artifacts; the project strategy is to adhere to existing standards where they exist and assuming the project is able to proceed following the Province's webMethods standard, this is not expected to be a major task

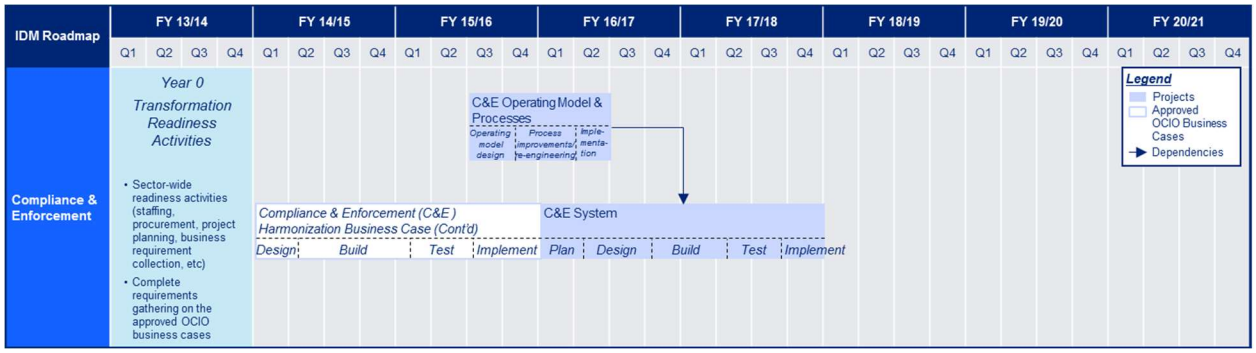
Compliance & Enforcement Program

Program Description

Implements a single, cross-sector Compliance & Enforcement system, enabling more integrated, cross-sector C&E activities supported by a sector-wide compliance and enforcement plan and regional deployment model. This program consists of 3 projects and takes place over 4 years.

Near Term Program Approach and Timelines

The following diagram describes the high-level approach for this program, including the duration and timing of individual projects.



Project Scope

The following projects are in scope for this program:

Project	Scope
Compliance & Enforcement (C&E) Harmonization Business Case	This project is depicted on the roadmap because of its importance to NRPP and/or because of key dependencies with other NRPP projects. The funding for this business case was endorsed by the OCIO as part of the Sept. 2012 T&T submission and is NOT included in the costs for the NRPP business case.
C&E Operating Model & Processes	Development of a cross-sector C&E operating model, risk framework, and performance measures. Re-engineering and integration of C&E business processes for planning (including regional deployment model), promotion, verification, enforcement, and appeals. This includes other process changes related to the new C&E System.
C&E System	Implementation of a consolidated system used to track compliance and enforcement actions and history, including workflow creation and consolidation of several legacy systems.

Transformed Business Services

The Compliance and Enforcement Program will enhance or modify the way in which compliance and enforcement staff engage in their business activities. The program will result in changes to the way in which Compliance Planning is conducted. Further, Compliance Verification, Investigation and Enforcement services will also see enhancements through the development of standardized processes enabled by workflow and technology. Compliance Reporting will also be enhanced.

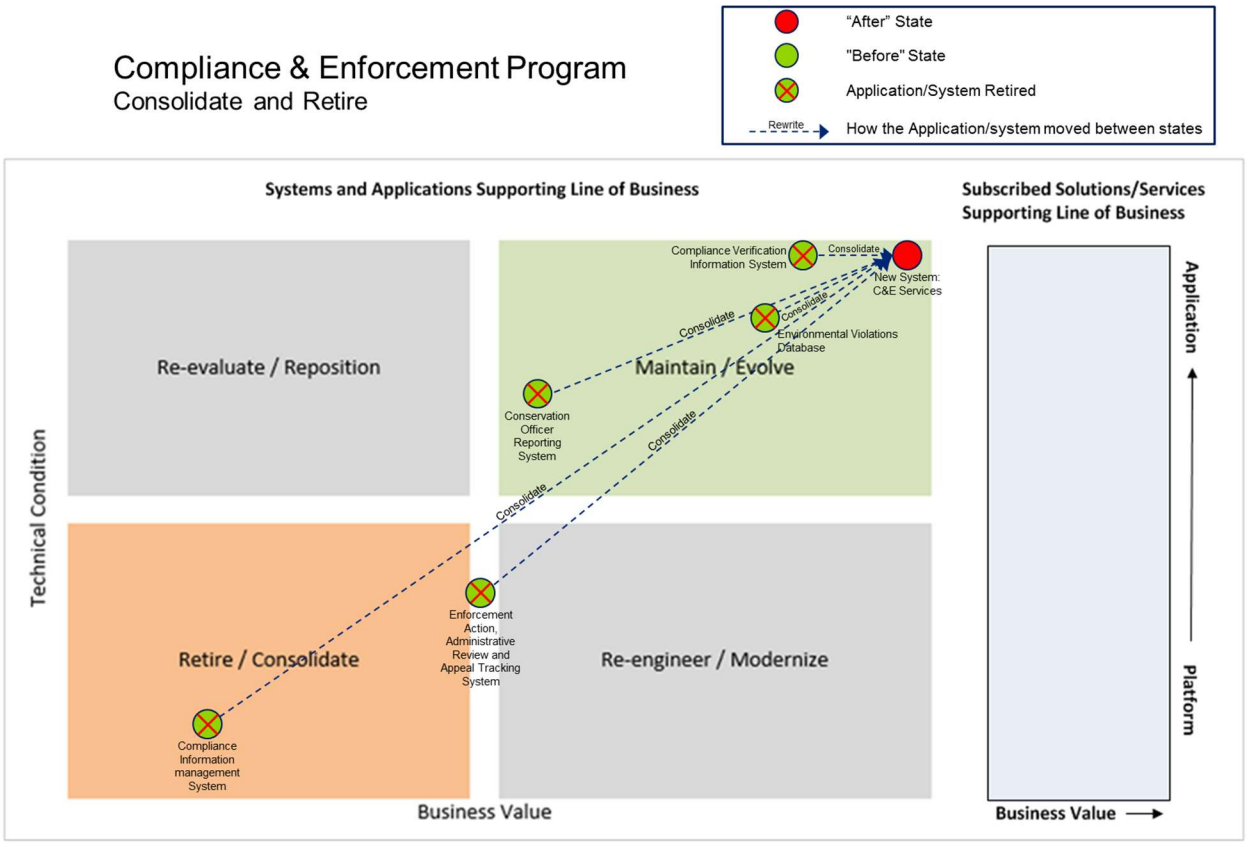
Old Service Name	Service Description	Change	New Service Name	New Service Description
Compliance Planning	The Compliance Planning service includes providing input to and developing the plan for the deployment of compliance and enforcement resources based on the priorities of resource stewardship and the natural resource risks associated with regulated entity activities.	Modified	Compliance Planning	The Compliance Planning service includes providing input to and developing the plan for the deployment of compliance and enforcement resources based on the priorities of resource stewardship and the natural resource risks associated with regulated entity activities. Key Changes: • Sector-wide, risk driven, C&E plan and regional deployment model • Compliance and Enforcement planning will use a greater amount of data on regulated entities and resource values for the purpose of setting compliance priorities • Regional work plans will be driven by sector-wide capacity and will be supported by planning tools that link level of effort, risk of activities and Compliance and Enforcement resource capacities • Improved knowledge and coordination of projects, stewardship goals, and compliance capacity will guide the deployment of compliance resources across the entire sector • Increased use and tracking of common, cross sector-performance measures, compliance targets and effectiveness metrics, ambient and resource values, enabled by an improved ability to track and analyze the data • Improved FN engagement and information, enabled by an improved FN Consultation tracking system, to guide planning
Compliance Reporting	Activities that measure and report upon a set of compliance activities and data including compliance risks, results of inspections, and enforcement actions across the NR sector	Enhanced	Compliance Reporting	Activities that measure and report upon a set of compliance activities and data including compliance risks, results of inspections, and enforcement actions across the NR sector Key Changes: • Determination of a common, sector-wide approach to compliance reporting • Compliance reports to expand and become an input into compliance planning across the sector • Results of C&E activities will be collected by each agency across the sector and reported in a common system or integrated set of systems

Old Service Name	Service Description	Change	New Service Name	New Service Description
				• Results of enhanced cross-sector compliance reporting will inform the reallocation or redeployment of C&E resources
Compliance Verification	Compliance verification involves both visual and documentation review to check proponent compliance with the defined legislation, standards and practices. Non-compliance occurrences are identified through the compliance verification activities and may result in investigation or enforcement actions being taken.	Enhanced	Compliance Verification	Compliance verification involves both visual and documentation review to check proponent compliance with the defined legislation, standards and practices. Non-compliance occurrences are identified through the compliance verification activities and may result in investigation or enforcement actions being taken. Key Changes: • NR C&E officers will carry more powers to engage in broader verification activities • Workflow to guide completion of compliance verification documentation (forms) alongside a standardized, sector-wide approach to compliance verification • Compliance verification model with greater emphasis on audits and proponent self-reporting • 'Umbrella' legislation will be developed that harmonizes existing legislations in separate Acts so as to simplify the locating and use of legislation at appropriate times • NR C&E Officers will be supported by mobile technology that allows access to proponent information, existing authorizations, maps, relevant legislation, previous verification findings and administrative procedures • Proponent self-inspections, or 3rd party verifications, will increase in prominence supported by legislation and authorization conditions • Future compliance verification model will include a shift to a greater number of broader scope inspections based upon the entire project • A common method to record, track and manage complaints in relations to compliance verification
Compliance Investigation	A Compliance Investigation is a comprehensive assessment and investigation of a project or authorized activity where an investigation has	Enhanced	Compliance Investigation	A Compliance Investigation is a comprehensive assessment and investigation of a project or authorized activity where an investigation has been deemed necessary. It includes reviewing existing authorizations and activities, the collection of evidence and interviewing of witnesses, and consulting with other ministries or

Old Service Name	Service Description	Change	New Service Name	New Service Description
	been deemed necessary. It includes reviewing existing authorizations and activities, the collection of evidence and interviewing of witnesses, and consulting with other ministries or Government agencies as part of the Compliance Investigation process			Government agencies as part of the Compliance Investigation process Key Changes: • Workflow to guide completion of compliance investigation documentation • Standardized, sector-wide process for engaging in compliance investigation • 'Umbrella' legislation will be developed that harmonizes existing legislations in separate Acts so as to simplify the investigation process • NR C&E officers will be supported by mobile technology that allows access to proponent information and allows for documentation of investigations in the field (that can be supplemented upon later in the office) • Common procedures, forms and investigation file for sector
Compliance Enforcement	Compliance enforcement involves actions and tools to address incidents of non-compliance and can include one or more of the following actions: Orders, agreements, administrative penalties, civil action, restorative justice, prosecution, etc.	Enhanced	Compliance Enforcement	Compliance enforcement involves actions and tools to address incidents of non-compliance and can include one or more of the following actions: Orders, agreements, administrative penalties, civil action, restorative justice, prosecution, etc. Key Changes: • A standardized process, enabled by IT, to recommend appropriate compliance enforcement actions, utilizing a proponent's compliance history and risk of non-compliance to select the appropriate enforcement action • C&E Officer will be supported by mobile technology to review legislation, proponent authorizations and conditions, proponent compliance history and issue enforcement penalty - in some cases on the spot • C&E Officer will have mobile access to a regulated entity's compliance history in determining future enforcement actions - escalating penalties for proponents based on the history of compliance of the proponent • C&E Officer can review results of compliance verification activities in order to make compliance enforcement decision in the field or back in an administrative setting

Illustrate the Current and Future State Solutions

Figure 30 - Current and Future State Solutions: Compliance & Enforcement Program



Risk

The top risks associated with this particular program, identified as part of the NRPP Implementation Phase Risk Assessment, include:

- NRS resources are not available (or do not have capacity) for NRPP projects due to demands from business-as-usual activities or from other NRS projects outside of NRPP
- NRPP programs/projects implement IM/IT solutions which do not adequately enable and align to future state NRS business processes
- NRS staff are not adequately informed or prepared to adopt new or changed business, technology, and legislation capabilities established as part of NRPP
- Individual NRS staff and collective business lines do not support NRPP, and do not adopt broad integration implemented by NRPP (e.g. common client, common finance, etc.)
- Change management capability (e.g. processes, skillsets, and supporting resources) does not sufficiently support the size, complexity or nature of the NRPP implementation
- External stakeholders (e.g. clients, proponents, partners, interest groups, etc.) do not support NRPP vision and objectives

Privacy

Under NRPP, no additional information would be collected beyond what is currently gathered as part of the compliance and enforcement functions. In the event that a client is found noncompliant with a regulatory/statutory requirement or in contravention of an environmental assessment certificate, information would be collected as part of the investigation and issuance of enforcement. This function is moving towards integration across the NRS so that sector staff could be investigating and enforcing compliance across multiple statues, hence, information may be shared/disclosed internally within the NRS.

Organizational Constraints

Internal organizations, departments and business units to be covered by the work:

FLNRO	MOE and EAO	MEM	AGRI	MARR	MNGD
Compliance and Enforcement	Conservation Officer Service				
	Environmental Management				

External and Business Constraints

- Changes and consolidations to Compliance & Enforcement activities will have dependencies on the NRPP Act Phase 2 project as well as the Natural Resource Compliance Act project in the Legislation, Regulation & Policy Program
- Systems-related scope will have dependencies on core common infrastructure projects (e.g. Business Rules Engine, Enterprise Service Bus, Business Process Management, Document & Record Management, etc.) in the Common IM/IT Infrastructure Program
- There will be external contracted resources, including the System Integrator, and contractors for the individual projects that will be influencing the scope of the architecture work for the program.
- As required, project Solution Architects will work with ASB to develop Architecture artifacts; the project strategy is to adhere to existing standards where they exist and assuming the project is able to proceed following the Province's webMethods standard, this is not expected to be a major task

First Nations Consultation & Engagement Program

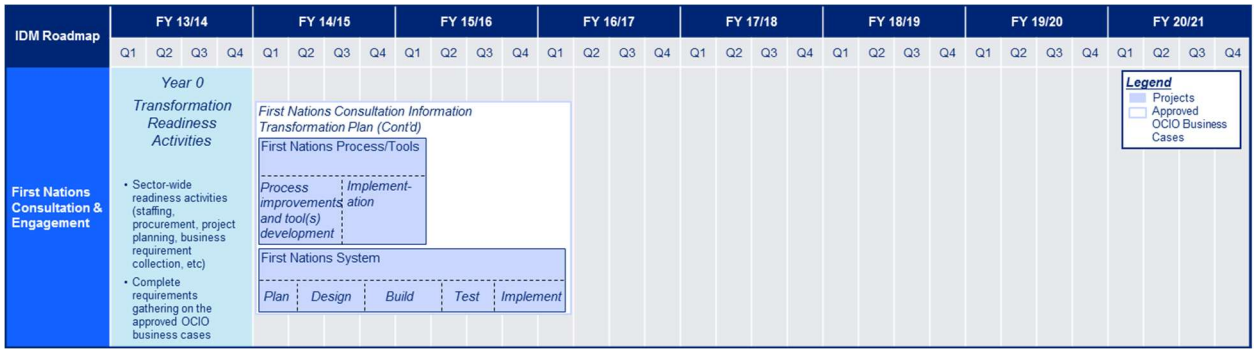
Program Description

Enables access to consolidated, historic First Nation information and activity in a single system to support improved, more consistent, cross-sector engagement with First Nations related to authorizations. This program consists of 3 projects and takes place over 3 years.

Note: The province's First Nations consultation policy will not be changed as part of this program. The scope of this program only includes improvements to the processes and tools which support this policy.

Near Term Program Approach and Timelines

The following diagram describes the high-level approach for this program, including the duration and timing of individual projects.



Project Scope

The following projects are in scope for this program:

Project	Scope
First Nations Consultation Information Transformation Plan Business Case	This project is depicted on the roadmap because of its importance to NRPP and/or because of key dependencies with other NRPP projects. The funding for this business case was endorsed by the OCIO as part of the Sept. 2012 T&T submission and is NOT included in the costs for the NRPP business case. The scope of the First Nations System NRPP Project will be integrated with the scope of this project to meet the NRPP business and technical requirements.

Project	Scope
First Nations Process/Tools	**Note:** The province's First Nations consultation policy will not be changed as part of this program. The scope of this project only includes improvements to the processes and tools which support this policy. Review of existing First Nation consultation, accommodation, and engagement processes and tools, including usage across the NR sector. Process re-engineering (as needed) for these processes, including development of a standard set of tools and procedures, to address current process improvement opportunities, as well as support business requirements for the First Nations System project.
First Nations System	Implementation of a cross-sector First Nations tracking system for recording and storing data on consultations, accommodations, and other historical engagement activities. This system will be integrated with authorizations and compliance systems. This system will ensure that integrated spatial data and information about First Nations consultation, treaty obligations, strategic engagement agreements, and strength of claim is more easily accessible so that decisions on natural resource projects are made with a more holistic view of impacts on First Nations interests.

Transformed Business Services

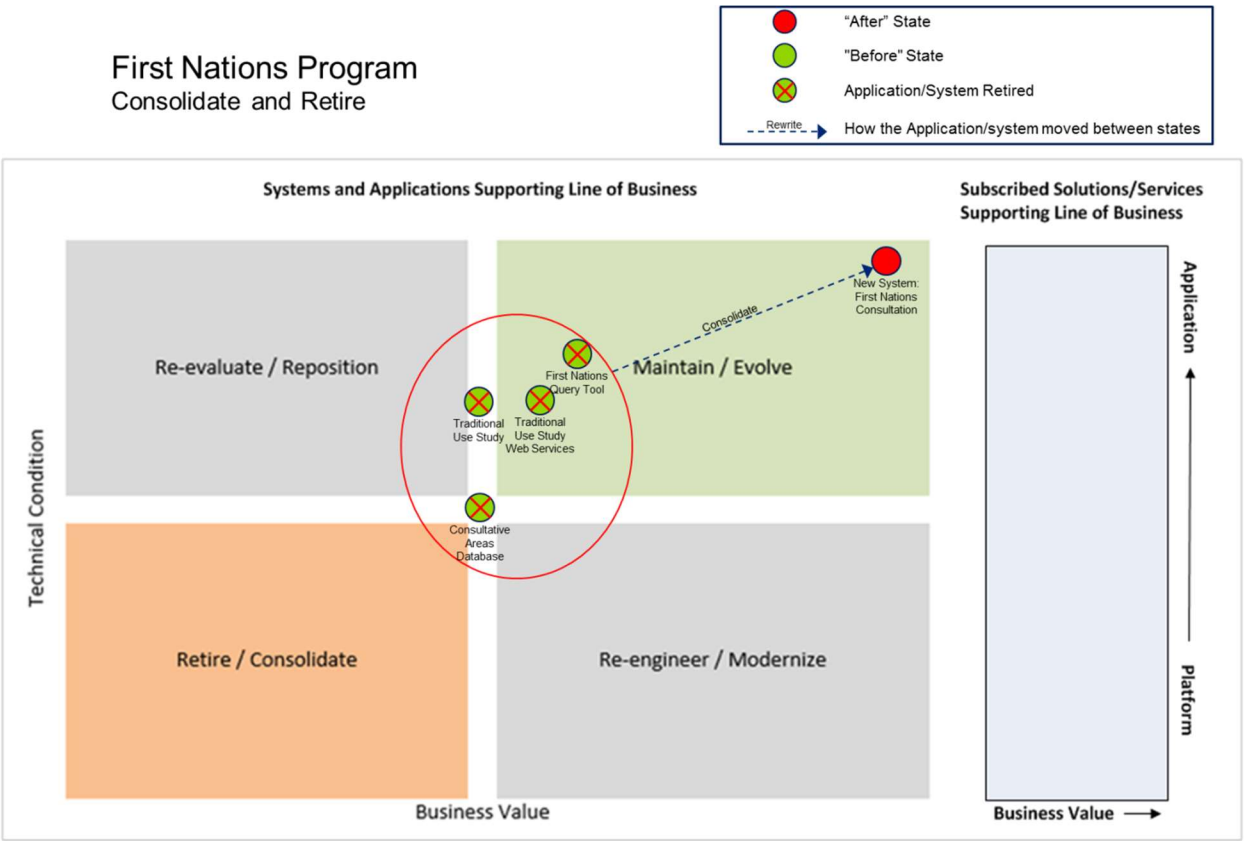
The First Nations Consultation & Engagement Program will involve dedicated projects that define a common First Nation Consultation process and that provide the necessary information to the government's engagement team to more effectively engage with First Nations through improved access to historical consultation information.

Old Service Name	Service Description	Change	New Service Name	New Service Description
First Nation Consultation		Enhanced	First Nation Consultation	The First Nation Consultation service engages First Nation communities that may be impacted by a proponent's proposed activity. First Nation communities are consulted primarily as part of the authorization process; however a proponent may begin engaging with First Nations earlier as part of pre-application activities. Consultations include sending notifications to impacted First Nations, understanding strengths of claims, identifying any existing engagement agreement, engaging in dialogues with First Nations and determining accommodations to address First Nations interests along with communicating a decision. Key Changes: • Implementation of defined and standard First Nation Consultation approach for the NR sector including a standard set of tools and procedures for assessing proposed activity impacts, assessing the nature and strength of Aboriginal rights and scope of treaty rights

Old Service Name	Service Description	Change	New Service Name	New Service Description
				• Results of discussions including FN interests and accommodations are documented and readily available through one system to others in the sector • Statutory decision makers have access to previous information on prior strength of claim assessments and accommodations to determine the options and a best course of action • Discussions will occur early on with major proponents to help proponent identify which FNs have more significant interests / rights

Illustrate the Current and Future State Solutions

Figure 31 - Current and Future State Solutions: First Nations Consultation & Engagement Program



Risk

The top risks associated with this particular program, identified as part of the NRPP Implementation Phase Risk Assessment, include:

- Change management capability (e.g. processes, skillsets, and supporting resources) does not sufficiently support the size, complexity or nature of the NRPP implementation
- Individual NRS staff and collective business lines do not support NRPP vision and objectives, and do not adopt broad integration implemented by NRPP (e.g. common client, common finance, etc.)
- External stakeholders (e.g. clients, proponents, First Nations, interest groups, etc.) are not adequately informed or prepared to adopt new or changed business, technology, and legislation capabilities established as part of NRPP
- External stakeholders' values, interests, and business needs are not uniformly represented in the delivery of NRPP due to the large number and scale of stakeholders involved in the transformation

Privacy

Under NRPP, information on the nature (time, date and perhaps who), history of client First Nation consultations, agreements and requirements will be collected. There may be additional types of information needed as the NRS moves to integrate the different systems storing data on First Nations Consultation; at this time, these additional information requirements are undefined. Currently in some agencies, all application information submitted by clients is disclosed with First Nations and therefore is considered a public disclosure of information.

Organizational Constraints

Internal organizations, departments and business units to be covered by the work:

FLNRO	MOE and EAO	MEM	AGRI	MARR	MNGD
First Nations Relations Branch				Strategic Initiatives	

External and Business Constraints

- The First Nations Process/Tools and System projects will have dependencies on the NRPP Act Phase 1 project in Legislation, Regulation & Policy Program
- The First Nations System project will have dependencies on core common infrastructure projects (e.g. Business Rules Engine, Enterprise Service Bus, Business Process Management, Document & Record Management, etc.) in the Common IM/IT Infrastructure Program
- There will be external contracted resources, including the System Integrator, and contractors for the individual projects that will be influencing the scope of the architecture work for the program
- As required, project Solution Architects will work with ASB to develop Architecture artifacts; the project strategy is to adhere to existing standards where they exist and assuming the project is able to proceed following the Province's webMethods standard, this is not expected to be a major task

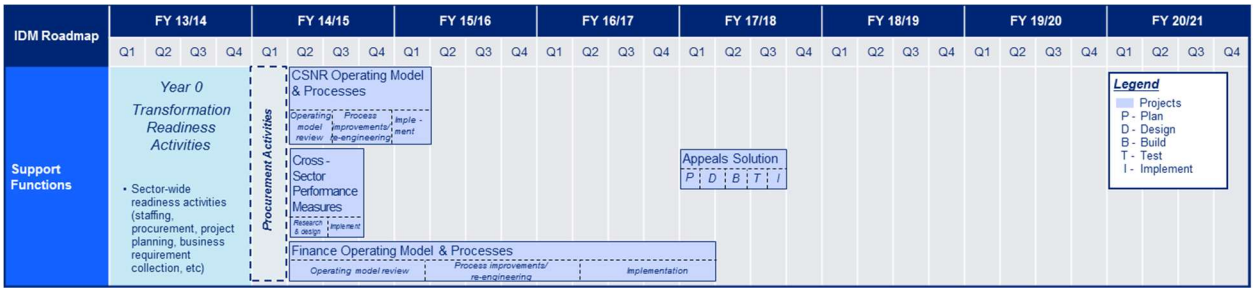
Support Functions Program

Program Description

Reviewing and applying Lean techniques for more integrated CSNR and Finance processes, developing common cross-sector performance measures, and the online capabilities for initiating and tracking appeals. This program consists of 4 projects and takes place over 4 years.

Near Term Program Approach and Timelines

The following diagram describes the high-level approach for this program, including the duration and timing of individual projects.



Project Scope

The following projects are in scope for this program:

Project	Scope
CSNR Operating Model & Processes	Refinement or redesign of the operating model and processes for Corporate Services for the Natural Resource Sector (CSNR) to support business, technology, and legislative changes resulting from NRPP.
Finance Operating Model & Processes	Refinement or redesign of the operating model and processes for Finance to support the consolidation and integration of existing finance systems through the Common Financial Management System project. This includes the review and refinement of items impacted by NRPP legislative changes (e.g. finance policies, securities guidelines, security values rules, etc.)
Cross-Sector Performance Measures	Development and implementation of service standards and performance measures to track and report cross-sector performance in the areas of Authorizations and Compliance and Enforcement.
Appeals Solution	Implementation of an online appeals submission system to provide submission, notification, and review functionality for standardized authorization and compliance appeals from proponents.

Transformed Business Services

The Support Functions Program will enhance or modify the way in which a number of support functions engage in their business activities. The program will largely focus on bringing common business processes to Finance and core CSNR services. The program will also result in the integration of CSNR operations and cross sector Finance operations. The program will also result in new performance

management capabilities and enhancements to the appeals process for both authorizations and for compliance and enforcement decisions.

Old Service Name	Service Description	Change	New Service Name	New Service Description
Compliance Appeals	The Compliance Appeals Service supports the regulated entity's ability to appeal, and request a review of, the enforcement action taken. The process involves a review by an Administrative Appeal Board for Administrative penalties, agreements and orders, or a review by a Judicial Appeal Body for Civil action, restorative justice, and prosecution or tickets. The enforcement action will be reviewed and the Appeals body may confirm, modify or reject the enforcement decision.	Enhanced	Compliance Appeals	The Compliance Appeals Service supports the regulated entity's ability to appeal, and request a review of, the enforcement action taken. The process involves a review by an Administrative Appeal Board for Administrative penalties, agreements and orders, or a review by a Judicial Appeal Body for Civil action, restorative justice, and prosecution or tickets. The enforcement action will be reviewed and the Appeals body may confirm, modify or reject the enforcement decision. Key Changes: • Regulated entities can initiate an appeal online • Regulated entities can document the appeal, associated with a non-compliance decision or enforcement action in a single source location supported by workflow • Relevant sector staff are notified of and can review an appeal request and document their rationale and the circumstances of the enforcement decision • Cross sector tribunal boards can access appeal case notes and document appeal resolution in the appeals tracking system. • Regulated entity can self-service status of appeal • Appeal record along with resolution is filed electronically
Billings and Fees	This service includes the determination and collection of fees owed to the Government by a proponent and the issuance of a corresponding bill. Fees include those collected for the submission of an application, for the issuance of authorizations, and the ongoing use of natural resources	Modified	Billings and Fees	This service includes the determination and collection of fees owed to the Government by a proponent and the issuance of a corresponding bill. Fees include those collected for the submission of an application, for the issuance of project authorizations, and the ongoing use of natural resources associated with a project. Key Changes: • Access to a consolidated source of financial information - through system consolidation (reduction of the current 34 Finance systems), system integration and/or common interfaces • Application and authorization fees to be associated with a single project and

Old Service Name	Service Description	Change	New Service Name	New Service Description
	associated with a project.			proponents will have a consolidated view of their activities and fees across a project • A common client or proponent record will be created and proponents will be able to view their financial status and history • Potential for consolidated project based fee structure for some types of fee (e.g. application fees) • Sector will issue 'Statements' to proponents (some statements will be online) and can 'drill down' to individual invoices and view how fees are calculated • Billings and fees are consolidated so the proponent can pay at one time, or individually, and are coordinated across project • Increased use of automated fee schedules and rules around the kinds of payments allowed for different types of fees • Automated reminders / notifications sent to proponents when fees due
Fines	This service includes the tracking and collection of tickets, administrative penalties, and cost recovery owed as a result of an enforcement action against proponents who are determined to be in a state of non-compliance.	Enhanced	Fines	This service includes the tracking and collection of tickets, administrative penalties, and cost recovery owed as a result of an enforcement action against proponents who are determined to be in a state of non-compliance. Key Changes: • Access to a consolidated source of financial information - through system consolidation (reduction of the current 34 Finance systems), system integration and/or common interfaces • A common client or proponent record will be created and proponents will be able to view their financial status and history across the NR sector • Fines will be associated with a proponent and a corresponding project • Automated reminders / notifications sent to proponents when fines are due • Sector will issue 'Statements' to proponents (some statements will be online) and can 'drill down' to individual invoices and view how fees are calculated • Management of the kinds of payments allowed for different types of fines

Risk

The top risks associated with this particular program, identified as part of the NRPP Implementation Phase Risk Assessment, include:

- Union(s), corporate HR, and Ministry HR are not appropriately engaged to ensure HR changes resulting from NRPP projects are made in alignment with established agreements, policies, and processes
- Individual NRS staff and collective business lines do not support NRPP vision and objectives, and do not adopt broad integration implemented by NRPP (e.g. common client, common finance, etc.)
- Change management capability (e.g. processes, skillsets, and supporting resources) does not sufficiently support the size, complexity or nature of the NRPP implementation
- Portfolio/program/project management capability (e.g. processes, skillsets, and supporting resources) does not sufficiently support the size, complexity or nature of the NRPP implementation
- Critical interdependencies between programs/projects within the NRPP portfolio, or between the NRPP portfolio and other sector or government initiatives, are not actively tracked and managed
- The legislative changes required to enable NRPP are not approved on schedule as outlined by the transformation roadmap

Privacy

The Support Functions Program includes a project that would modernize the method for client appeals on authorizations decisions. As such, the following types of information may be shared/disclosed internally in the NRS as part of the appeals decision-making process:

- Applicant personal information
- Potentially impacted individual information
- Information on a project scenario
- Comments from public, potentially impacted individuals and existing rights holders on projects
- Information on the decision made that warranted the appeal
- Information on the nature and history of First Nation consultations, as well as any relevant agreements and requirements

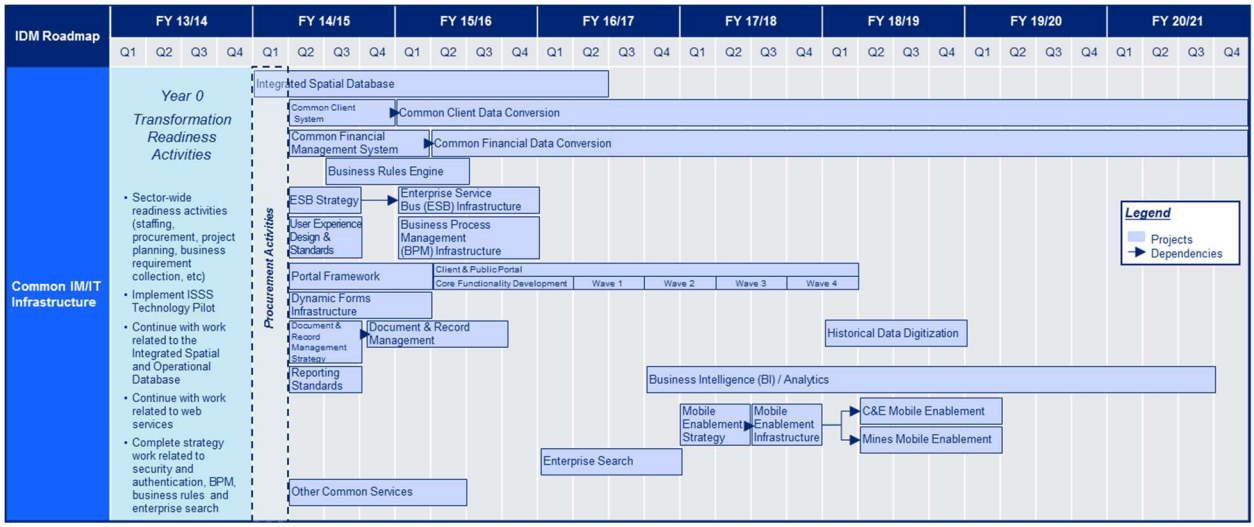
Common IM/IT Infrastructure Program

Program Description

Plans, develops and implements foundational infrastructure components (e.g. application framework) and capabilities that will be used to enable changes to new and existing NRPP systems across the sector. This program consists of 24 projects and takes place over 7 years.

Near Term Program Approach and Timelines

The following diagram describes the high-level approach for this program, including the duration and timing of individual projects.



Several projects in this program will begin with creating core functionality and continue by on-boarding additional functionality through "waves". The order of the waves for these projects will be determined using a standardized set of criteria as part of more detailed project planning activities.

Project Scope

The following projects are in scope for this program:

Project	Scope
Integrated Spatial Database	Development and implementation of a cross-sector spatial database capable of storing the various layers of sector spatial data and displaying spatial map information to staff and proponents. This project also includes a spatial conflict engine and reporting capabilities.
Common Client System	Development of a system and management approach to maintaining common client records across the sector, and integrating the common client record across in-scope systems.
Common Client Data Conversion	Consolidation and conversion of existing client record data across in-scope NRPP systems resulting in cleansed, sector-wide client data. Systems will be onboarded in waves, and in alignment with when they are addressed in the Systems Modernization/Consolidation (Application Disposition) project.
Common Financial Management System	Development of a common financial management system to enable a common view of sector financial information, including electronic payments (through PayBC), consolidated fees and billing, proponent history, common securities management, reporting, and other capabilities.
Common Financial Data Conversion	Consolidation, conversion, and cleansing of existing financial data across in-scope NRPP systems into the new common financial management system. Systems will be onboarded in waves, and in alignment with when they are addressed in the Systems Modernization/Consolidation (Application Disposition) project.
Business Rules Engine	Installation and set-up of business rules engine to enable sector-wide use of a common business rules engine.

Project	Scope
ESB Strategy	Solution selection and strategy definition for the middle-tier Enterprise Service Bus solution to facilitate system integration.
Enterprise Service Bus (ESB) Infrastructure	Installation and configuration of the middle-tier Enterprise Service Bus solution for use by projects to facilitate system integration.
Business Process Management (BPM) Infrastructure	Installation and configuration of the business process management infrastructure (workflow engine) for use by projects to automate business processes.
User Experience Design & Standards	Creation of the user experience design and principles for use by projects to include in system design (as needed). This includes interface standards for public facing portals as well as user interface prototypes as guidelines for various web form stereotypes (e.g. lists, data entry pages, notifications, etc).
Portal Framework	Definition of a strategy to guide the development of a public-facing NRS portal which will enable online access to different features or content linked to different NRS source systems. Includes installation and set-up of portal infrastructure for use by projects which will develop the portal and/or integrate systems with the portal.
Client & Public Portal	Development of the client and public portal, including phased integration with other NRS source systems which will provide portal content (e.g. account management, financial account management, spatial database, authorizations module, self-reporting module, etc.).
Dynamic Forms Infrastructure	Solution selection, installation, and set-up of dynamic forms infrastructure for use by other projects to support electronic submissions.
Document & Record Management Strategy	Creation of a sector-wide document and record management strategy and supporting classification system, including solution determination and scope definition to determine which capabilities are needed (e.g. image and capture, organization and storage) and which documents and records will be included.
Document & Record Management	Implementation of a cross-sector document and record management system, including organization, storage, and imaging/capture capabilities as well as conversion of in-scope legacy documents and records.
Historical Data Digitization	Development of the data digitization strategy, which outlines the scope and prioritization of historical paper records for digitization and/or disposal. This project also includes the development of processes and guidelines for digitization, as well as the actual digitization (e.g. manually keying in or scanning) of in-scope paper records.
Reporting Standards	Development of consistent cross-sector standards for operational reporting for use by projects which have operational report development or refinement in scope.
Business Intelligence (BI) / Analytics	Development of the strategy and scope of capabilities which will be developed as part of Business Intelligence/Analytics. This project includes the installation and configuration of the server(s) and designer tools, as well as report development and integrations with in-scope systems across the sector.

Project	Scope
Mobile Enablement Strategy	Definition of the strategy and selection of the technology solution which will be used to enable use of mobile applications in the field.
Mobile Enablement Infrastructure	Installation and configuration of the infrastructure required to enable mobile applications to be used in the field, including development of the mobile user interface and mobile data synchronization capabilities.
C&E Mobile Enablement	Development and implementation of a mobile application to enable C&E officers to upload and download compliance and enforcement mobile data needed for inspection, investigation, and enforcement activities in the field. This project includes implementing necessary data integration and synchronization capabilities.
Mines Mobile Enablement	Development and implementation of a mobile application to enable Mines officers to upload and download mobile data needed for mines activities in the field. This project includes implementing necessary data integration and synchronization capabilities.
Enterprise Search	Implementation of the solution used to enable enterprise search, including integration with systems in scope.
Other Common Services	Selection, development, and configuration of solutions used to enable other common services, including notification and document generation, for use by multiple sector systems.

Transformed Business Services

The Common IM/IT Infrastructure Program will be a key enabler of a number of service enhancements or addition of new services as part of NRPP. While the program will not result in new business services, per se, it will enable changes mainly through the implementation of new technologies. The Common Infrastructure technologies will act as a platform that will enable the following:

- Workflow (for a number of business processes including authorizations review and decisions, compliance and enforcement verification, inspection and enforcement, a number of common finance processes, Environmental Assessments, and the ongoing management of existing authorizations)
- Business Rules Management (platform for built in business results to facilitate a number of business process steps)
- Common Client (a single source of truth for client information)
- Business Intelligence and Analytics (enhanced data analytics and business reporting)
- Enterprise Service Bus (integration of different line of business systems to provide a holistic view of proponent authorizations)
- Integrated Spatial Database (integration of resource value dataset across the sector with a view to manage these resource values across the land base)
- Client and Public Portal (the backbone solution for enabling Review and Comment and Application Self-Assessment services on the web)
- Enterprise Search (the search capability to find and retrieve documents and information within different datasets across the sector)
- Mobile Enablement (enhanced Compliance and Enforcement workflow accessible through a mobile device)

- Document and Records Management (platform for enhanced storage and retrieval of sector documents and records)

Illustrate the Current and Future State Solutions

Figure 32 - Current and Future State Solutions: Common IM/IT Infrastructure Program Chart #1

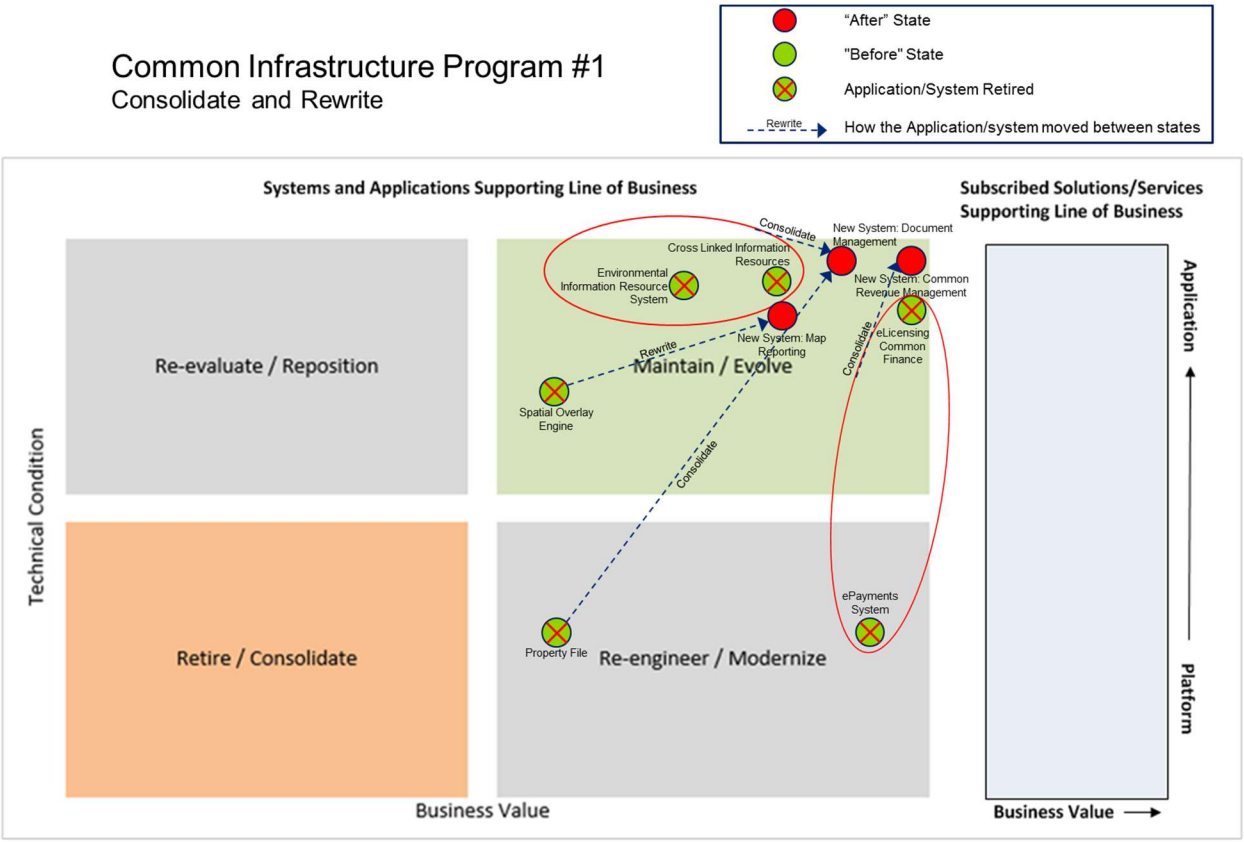
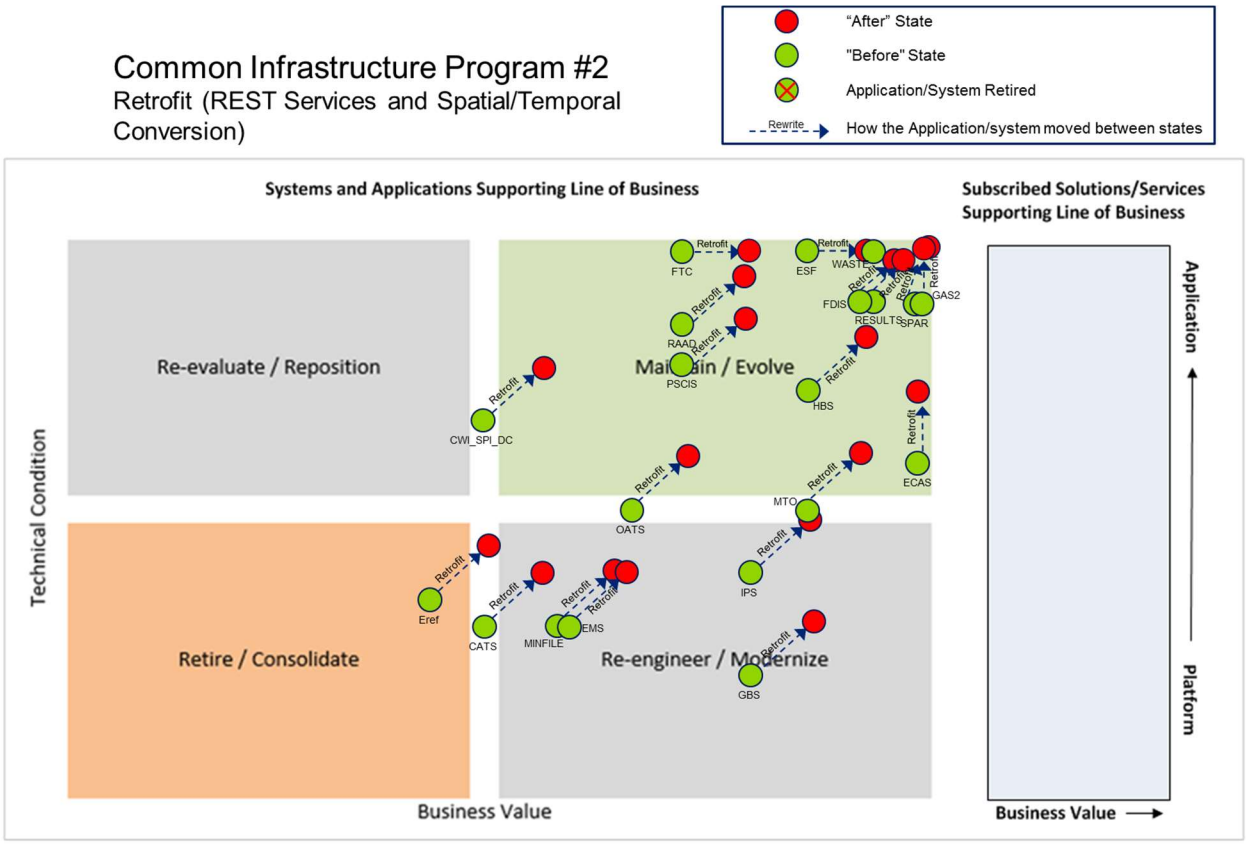


Figure 33 - Current and Future State Solutions: Common IM/IT Infrastructure Program Chart #2



Risk

The top risks associated with this particular program, identified as part of the NRPP Implementation Phase Risk Assessment, include:

- Delivery of highly complex technical components (e.g. mandated enterprise technologies, systems integration, data conversion) is more difficult than expected and requires additional resources to deliver on time/on quality
- NRPP programs/projects implement IM/IT solutions which do not adequately enable and align to future state NRS business processes
- NRPP programs/projects implement architectural decisions which do not comply with NRS architectural blueprints, guidance, and standards
- Internal and contracted resources assigned to NRPP projects do not have the capability (e.g. skillsets, experience) to deliver their assigned work
- Individual NRS staff and collective business lines do not support NRPP vision and objectives, and do not adopt broad integration implemented by NRPP (e.g. common client, common finance, etc.)

Privacy

The Common IM/IT Infrastructure Program involves the design and build of systems that would support integrated decision making in the NRS. As such, a variety of client and personal information may be

shared internally and be seen by external contractors in the implementation of projects such as the Common Client System, the Common Financial Management System and other infrastructure components. No information will be shared/disclosed to parties outside of the NRS who are not involved with the implementation of the program. Examples of information that may be shared/disclosed internally include:

- Applicant personal information
- Potentially impacted individual information
- Information on application activity, including current and previous NRS authorization applications
- Client financial records and financial information

Organizational Constraints

Internal organizations, departments and business units to be covered by the work:

FLNRO	MOE and EAO	MEM	AGRI	MARR	MNGD
Archaeology	Ecosystems	BC Geological Survey	Agricultural Land Commission		
FCBC	Ecosystems; ADM's Office	Compliance and Administration			
Financial Services	Environmental Management	Mineral Titles & Policy			
Fish, Wildlife and Habitat Management	Knowledge Management	Petroleum & Natural Gas Titles			
Water Licensing					
Forest Tenures					
Information Management					
Resource Practices					
Timber Pricing					
Tree Improvement					

External and Business Constraints

- The Common Financial Management System and Data Conversion projects have dependencies with the Finance Operating Model & Processes project as well as with any systems in other programs with which they will integrate
- The C&E Mobile Enablement project will have dependencies with projects in the Compliance & Enforcement Program
- The Common Client and Business Intelligence / Analytics projects will have dependencies with any systems in other programs with which they will integrate as well as with privacy provisions contained within legislation
- There will be external contracted resources, including the System Integrator, and contractors for the individual projects that will be influencing the scope of the architecture work for the program

- The Common Client, Business Intelligence / Analytics, Business Rules, Dynamic Forms, and Document & Record Management projects will be dependent on NRPP Act Phase 1, 2, and Pilot projects in the Legislation, Regulation & Policy Program
- As required, project Solution Architects will work with ASB to develop Architecture artifacts; the project strategy is to adhere to existing standards where they exist and assuming the project is able to proceed following the Province's webMethods standard; this is not expected to be a major task

Portfolio Program

Program Description

Each of the programs described in Section 8 is supported by a set of ongoing transformation-level functions which will provide governance, project oversight and change management support to all programs. This includes a system integration function which will ensure changes to core IT environments as part of NRPP are coordinated and executed in a standard, integrated way and in alignment with established architectures and architectural standards.

A complete Program Level Business Case has not been developed for the Portfolio program; however, the capital requirements, program approach and program organization are provided here for completeness and traceability.

Near Term Program Approach and Timelines

The following diagram describes the high-level approach for this program, including the duration and timing of individual projects.