

Natural Resource Permitting Project Business Case

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Table of Contents

Initiative History and Document Purpose.....	5
Executive Summary.....	6
Initiative Summary.....	6
Narrative.....	8
Investment Context.....	16
Government Direction.....	17
Business Problem Statement.....	21
Opportunity Statement.....	22
Program Mandate.....	22
Change Drivers.....	24
Current Situation Context.....	30
Investment Outcomes and Strategic Alignment.....	32
Transformation Evaluation.....	37
Government Capabilities Analysis.....	37
Transformation Analysis.....	39
Risk Analysis.....	53
Risks.....	53
Financial Benefits & Lifecycle Costs.....	56
Summary of Estimated Savings (and Increased Revenue) for the Recommended Approach.....	57
Governance & Investment Roadmap.....	72
Executive Governance.....	72
NRPP Investment Roadmap.....	76
Program Level Business Cases.....	85
Introduction.....	85
Legislation, Regulation & Policy Program.....	86
Resource Stewardship Program.....	90
Authorizations Program.....	95
Compliance & Enforcement Program.....	120
First Nations Consultation & Engagement Program.....	126
Support Functions Program.....	130
Common IM/IT Infrastructure Program.....	133
Portfolio Program.....	141

List of Figures

Figure 1 - Relationship between NRS Transformation, NRPP and ISSS	10
Figure 2 - Key Benefits of NRPP	11
Figure 3 - Summary of NRPP Financial Benefits.....	12
Figure 4 - NRPP Strategic Shifts and Investment Outcomes.....	13
Figure 5 - Dimensions of Transformation for NRPP	14
Figure 6 - Distribution of Costs by Type	15
Figure 7 - NRS Future State Business Architecture and Degree of Impact on NRS Functions.....	23
Figure 8 - NRS Workforce Projections 2012-2015	25
Figure 9 - NRS Ideal State and Core Themes.....	26
Figure 10 - Dimensions of Transformation for NRPP.....	39
Figure 11 - NRPP Transformation Strategic Shifts	43
Figure 12 - Relationship between NRS Transformation, NRPP and ISSS	45
Figure 13 - NRPP Conceptual Architecture	47
Figure 14 - Key Benefits of NRPP	56
Figure 15 - NRPP Annual Benefits by Type.....	57
Figure 16 - Conservative, Optimistic and Aggressive Estimates of Increases in NRS Revenues as a Result of NRPP	61
Figure 17 - Faster Realization of NRS Revenues	61
Figure 18 - Productivity Gains Resulting From NRPP.....	63
Figure 19 - 10-year History of NRS Settlements and Judgements	64
Figure 20 - NRPP Executive Governance Structure.....	72
Figure 21 - NRPP Implementation Roadmap – Summary View	77
Figure 22 - Capabilities Delivered by NRPP.....	77
Figure 23 - Project Alignment Chart.....	78
Figure 24 - Timing of NRPP Expenditures	79
Figure 25 - Internal and External Resource Requirements to Deliver NRPP	80
Figure 26 - Year 1 Detailed Roadmap	83
Figure 27 - Current and Future State Solutions: Authorizations Program Chart #1	113
Figure 28 - Current and Future State Solutions: Authorizations Program Chart #2	114
Figure 29 - Current and Future State Solutions: Authorizations Program Chart #3	115
Figure 30 - Current and Future State Solutions: Compliance & Enforcement Program	124
Figure 31 - Current and Future State Solutions: First Nations Consultation & Engagement Program.....	128
Figure 32 - Current and Future State Solutions: Common IM/IT Infrastructure Program Chart #1.....	137
Figure 33 - Current and Future State Solutions: Common IM/IT Infrastructure Program Chart #2.....	138

List of Tables

Table 1 - Current NRS Business Challenges.....	30
Table 2 - NRPP Initiative Vision	32
Table 3 - NRPP Design Principles	40
Table 4 - Current NRS Technology Challenges	44
Table 5 - NRPP Workforce Transition Enablers.....	52
Table 6 - NRPP Savings Opportunities	57
Table 7 - NRPP Increased Revenue Opportunities.....	59
Table 8 – Approximate Internal Staffing Requirements in Year 1	80
Table 9 - Year 0 and Year 1 Key Activities	81

Initiative History and Document Purpose

An IM/IT Investment Business Case was prepared in 2013 for the Integrated Decision Making (IDM) initiative. The 200+ page document was submitted to and endorsed by the Office of the Chief Information Officer (OCIO) and Deputy Ministers Council on Transformation and Technology (DMCTT). Funding for Phase 1 of the initiative was secured in the spring of 2014. At that time, the name of the initiative was changed to the Natural Resource Permitting Project (NRPP).

This document summarizes and presents the key information that was included in the original IDM business case. The intent is to make this important background information available to potential vendors and other interested parties, in a format that is more easily consumed. Original business case sections pertaining to government approval processes, sensitive financial information, and options analysis that is no longer relevant have been removed.

Section

1

Executive Summary

Initiative Summary

Initiative Name ¹ :	Natural Resource Permitting Project
Initiative Abbreviation:	NRPP
Initiative Description:	NRPP is a major component of the multi-year transformation of the Natural Resource Sector (NRS) to align legislation, processes, people and technology to allow for the integrated management of BC's shared natural resources. NRPP is a component of the NRS Transformation Plan.
NRPP Implementation Programs ² :	<ul style="list-style-type: none">• Legislation, Regulation & Policy• Resource Stewardship• Authorizations• Compliance & Enforcement• First Nations Consultation & Engagement• Support Functions• Common IM/IT Infrastructure
Lead Sector, Ministry or Agency:	Natural Resource Sector
Need for Investment:	The NRS is a key driver of economic activity and employment in the province. In order to meet the objectives of the BC Jobs Plan and other government priorities, such as supporting the development of a Liquefied Natural Gas (LNG) export market, the NRS requires the capability to act as an integrated manager of the province's natural resources and to make timely, durable natural resource decisions that appropriately balance social, economic and environmental objectives. Through a significant investment in legislative change, business transformation, people, and technology, NRPP will address priority needs and expectations of the public, First Nations, clients and proponents, decision makers, and government.

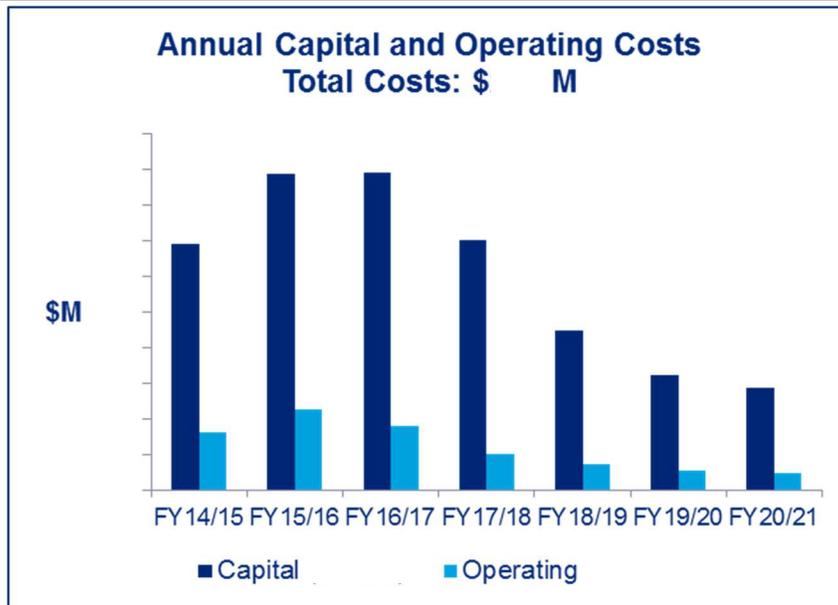
¹ For the purpose of this business case, NRPP is defined as an Initiative.

² The term Program is used throughout this business case to represent a set of interrelated projects that have a common objective and interdependencies that need to be managed together.

Initiative Start
Date:

FY 2014/2015

Costs Summary:
Numbers in
millions³



³ A full summary of the financial impacts of NRPP is included in Section 5.

Narrative

The NRS is a key driver of economic activity and employment in the Province of British Columbia. Over 153,000 jobs in BC are directly related to resource extraction and manufacturing in the areas of agriculture, forestry, mining, and oil and gas⁴, and the NRS generates over \$2.5 billion in direct annual revenue to the province.⁵ The sector's work both directly and indirectly benefits the economic, environmental and social health of our province.

However, opportunities for significant economic growth and job creation are being missed, and BC's plan to develop a global LNG export market is at risk due to fundamental challenges faced by the NRS. The current process to authorize the use of natural resources in BC is constrained by existing legislation, systems, and business processes that historically were developed to support individual ministries and lines of business. As a result, the NRS has diminished capability to make timely, durable decisions, and is poorly equipped to mitigate the increasing risk of legal action, compensation liabilities and damage to the environment. Further, technology systems are rigidly structured along vertical lines of business, many systems are reaching the end of their useful life, and operational data is fragmented across a number of data repositories. Given these challenges, the authorization process is lengthy, uncertain, duplicative, and frustrating for proponents and staff; citizen service delivery expectations are not being met; and government is exposed to increasing levels of financial and legal risk.⁶

*According to data from the Ministry of Jobs, Tourism and Skills Training, four major value-added Natural Gas projects looking to invest in BC have gone to other jurisdictions in the last 18 months due to a lack of certainty, incomplete information about land availability and challenges with First Nations consultation requirements. Combined, these opportunities represent a **loss of over \$4B in capital investment** and approximately **1,200 to 2,000 direct jobs**. Investment in NRPP is critical to preventing the loss of these types of opportunities as it will significantly reduce barriers to investment, which will contribute to increased government revenues and job creation in natural resource industries.*

In order to support the growth of BC's economy and to take advantage of the generational opportunity to develop a global LNG export market, the NRS requires the capability to act as an integrated manager of the province's natural resources and to make timely, durable authorization decisions. The NRS is poised to transform its business to achieve the vision of: "A prosperous future for all British Columbians through sustainable economic development and shared leadership of natural resources."⁷ A key component of the NRS transformation is the Natural Resource Permitting Project (NRPP). This opportunity for transformation is based on many years of foundational work to increase integration across the sector. NRPP will improve the ability of the six ministries and many agencies in the NRS to work together to provide seamless, high-quality service to proponents and the public, to provide effective resource stewardship across the province, to effectively consult with First Nations in natural resource decisions, and to contribute to cross-government priorities.

⁴ Statistics Canada, Labour Force Survey. Prepared by BC Stats February, 2013. www.bcstats.gov.bc.ca

⁵ Budget and Fiscal Plan 2013/14 – 2015/16, February 19 2013

⁶ Payments under *Crown Proceeding Act* from FY 2003/04 to 2012/13. Data provided by Ministry of Justice, Legal Services Branch, May 2013

⁷ Natural Resource Sector 2014-2015 Transformation Plan

NRPP will stimulate economic growth and will increase job creation in rural and urban communities. For example, each new LNG facility creates **4,000 direct construction jobs, 480 direct permanent operations jobs and \$0.9 to \$1.6 billion in annual government revenue**. If just one proposed LNG terminal is moved to another jurisdiction, it represents a significant economic loss to the province. Investment in NRPP will support the development of a global LNG export market in BC.

NRPP will enable a future state where:

- The NRS has made **significant progress towards realizing its vision** as described in the Natural Resource Sector Transformation Plan
- **Complexity and redundancy** across the NRS are **reduced**; for example, there will be fewer authorization processes due to **LEAN process re-design**, data duplication will be addressed and the number of existing NRPP-related IM/IT systems in place will decrease by approximately 25%
- Government, clients and proponents are better able to **predict the length of time to approval**, which will **increase investment in BC**
- A **modern technology foundation** supports the entire NRS and can be leveraged for new systems and applications
- NRS data and **information is more accessible and transparent** to the public, First Nations, clients, and proponents
- NRS **service delivery is citizen- and client-centered**, timely and responsive with significantly increased **online self-service opportunities**
- **Natural resource projects can be tracked seamlessly** over the entire project lifecycle, from regulatory approval, construction, operation, compliance and enforcement through to post-project obligations
- **First Nations consultation and engagement is more effective and efficient** for both the NRS and First Nation groups faced with increasing numbers of consultation requests
- **Stewardship values, frameworks and tools are incorporated into authorization decision making**, as well as ongoing project management and compliance and enforcement processes
- **Risk models** and processes that balance the risks associated with the geography, the activity and the proponent are incorporated into decision making and **will safeguard public resources**
- NRS staff, management, and statutory decision makers will have the **tools and information** required to make **timely and durable decisions** about the use of BC's natural resources

To be successful, NRPP requires integrated systems and data to support streamlined business processes. As a result, NRPP has been guided by and includes the Integrated Systems and Services Strategy (ISSS), which outlines the vision and directs the development of the sector's Information Management and Information Technology (IM/IT) framework. The ISSS will establish the technology foundation for NRPP and for the NRS as a whole, which will help enable service, business and workforce transformation. The ISSS will also save the sector a significant amount of money going forward as this technology foundation will be leveraged by the entire sector, and future investments in new systems and applications will be substantially lower. NRPP will deliver significant technological changes guided by the ISSS including:

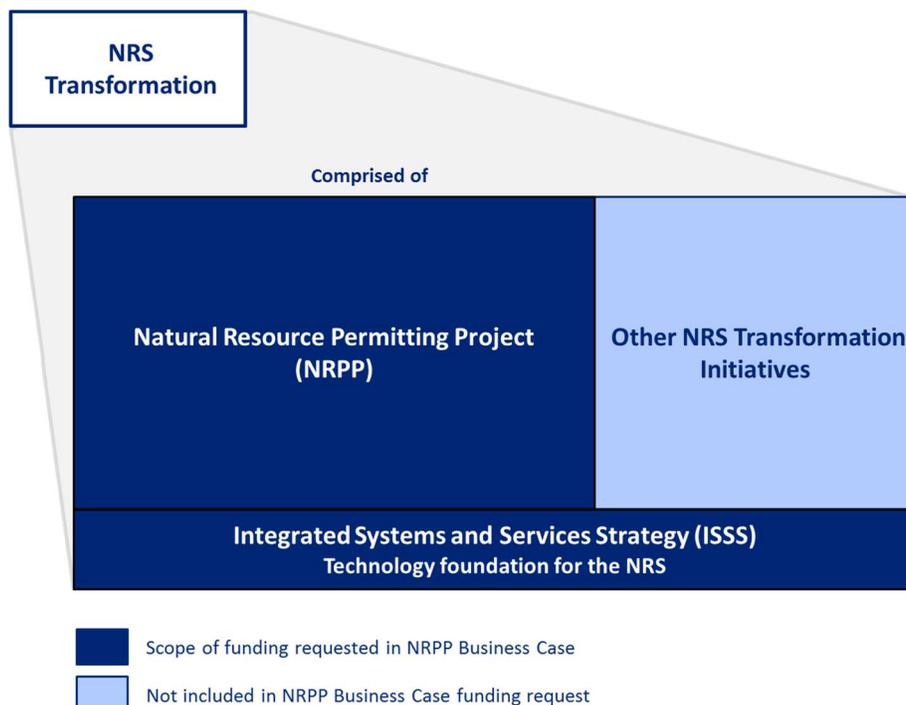
- Implementation of a fast, modern and easy to use website to expedite submissions for authorizations that provide:
 - Smart forms (*technical term – dynamic forms*) that bundle authorization forms together based on the user's specific request, require the user to fill in only relevant information and just once (no repeat questions even if multiple forms are required); smart forms

also provide immediate spell checking, error checking, and help text to produce a more accurate and correct submission

- Mechanism that provides proponents different options to receive immediate feedback and information regarding projects and authorizations (*technical term - self-assessment*)
- Secured online access for proponents (*technical terms - BCeID and the BC Service Card*)
- A method for proponents, staff and decision makers to track all projects and authorizations through the life cycle of the submission (*technical term - embedded workflow*)
- Adoption of a methodology that continually updates and aligns the needs of proponents, staff and decision makers with technology, a state of continuous improvement (*technical term - Business Process Management (BPM)*)
- A common mechanism for the secure management and storage of documents associated with projects and authorizations
- An approach to allow reuse of common business processes and common functions between NRS information systems, removing the need for building duplicative systems (*technical terms - Application Programming Interfaces (API's) and web services*)
- Easy to use tools to allow proponents to quickly view and edit maps online for their authorization submission (*technical terms – Map Viewer and spatial editing*)
- A database that contains necessary and relevant operational data that proponents, staff and decision makers can access in one location, with all data being integrated, approved, current up to the second and time-stamped (*technical term – Operational Spatial-Temporal Database*)

ISSS will provide the technology foundation for the entire NRS and will support the service, business, technology, and workforce transformation to be delivered by NRPP. In turn, NRPP is a major component of the overall NRS Transformation, which is further defined in the 2014-2015 NRS Transformation Plan. The relationship between NRS Transformation, NRPP and ISSS is depicted in Figure 1.

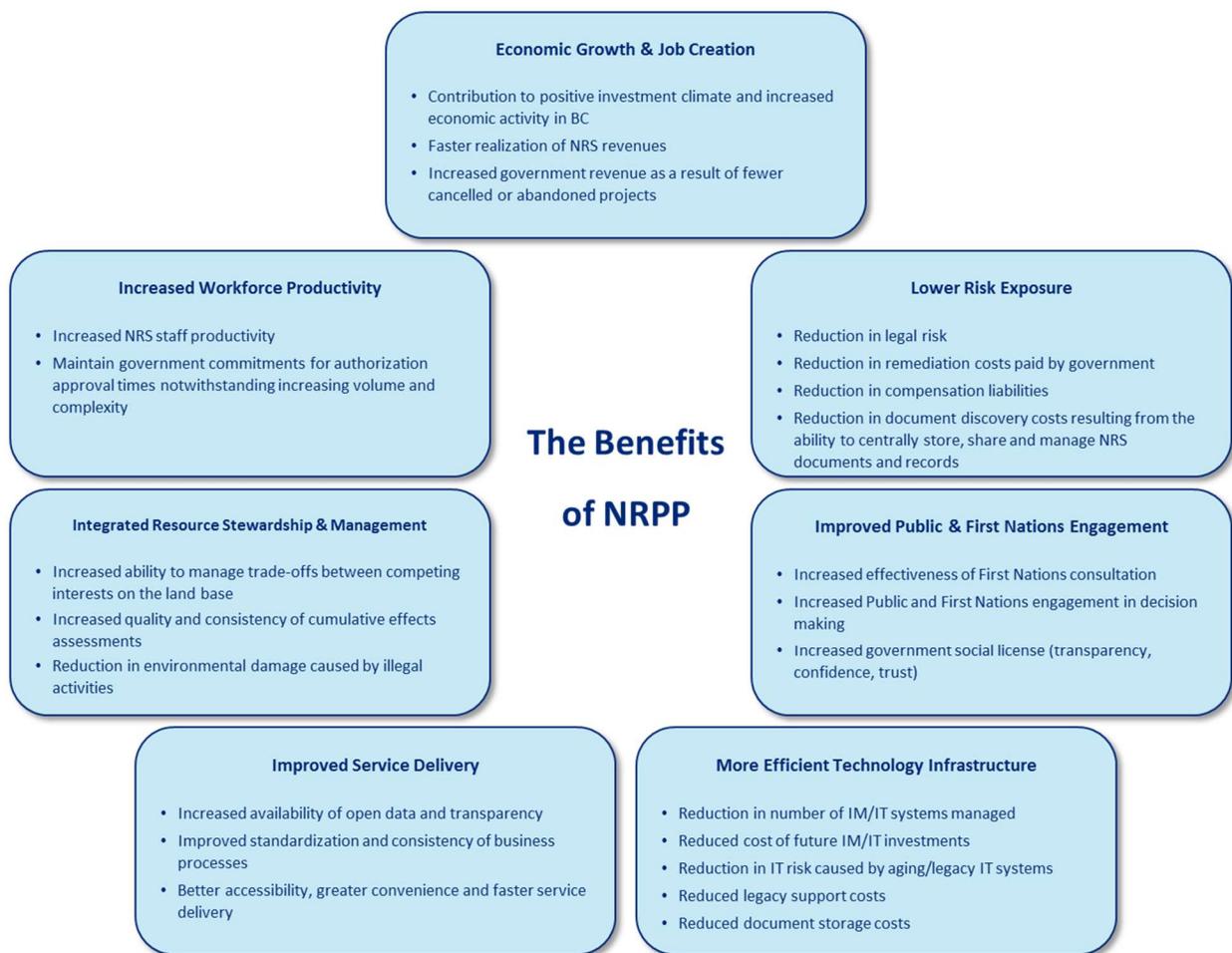
Figure 1 - Relationship between NRS Transformation, NRPP and ISSS



NRPP will be implemented using a phased approach whereby projects are delivered in waves, with core functionality built early and added to over time. Government priorities will inform implementation; for example, process improvements and system capabilities to support LNG will be prioritized to ensure this industry can be advanced in the near term. Details on implementation may be found in the NRPP Investment Roadmap section on page 76.

The changes delivered by NRPP will create significant benefits for key target groups including the public, First Nations, clients and proponents, decision makers, and government as a whole. Benefits have been grouped into seven categories, as shown in Figure 2. Benefits are described in greater detail beginning on page 60.

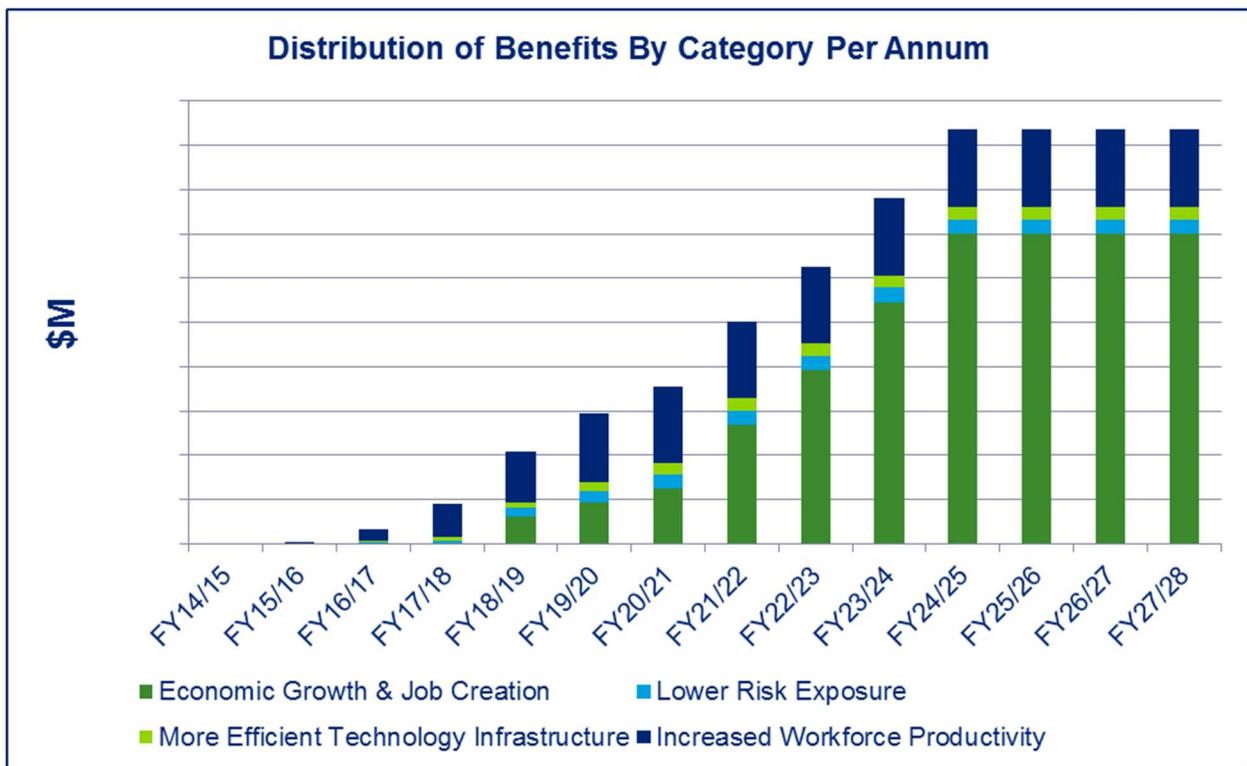
Figure 2 - Key Benefits of NRPP



The investment in NRPP outlined in this business case is necessary to achieve these critical benefits. The realization of these different benefits will incrementally increase over the course of the 7 year implementation; once the full vision of NRPP is implemented in year 7 and full benefits realization occurs in year 11, NRPP will continue to deliver **annual recurring financial benefits of \$X M**. NRPP will also deliver significant financial benefits to proponents, as less time and expense will be required to complete the approval process; however, these benefits to proponents have not been quantified in this business case.

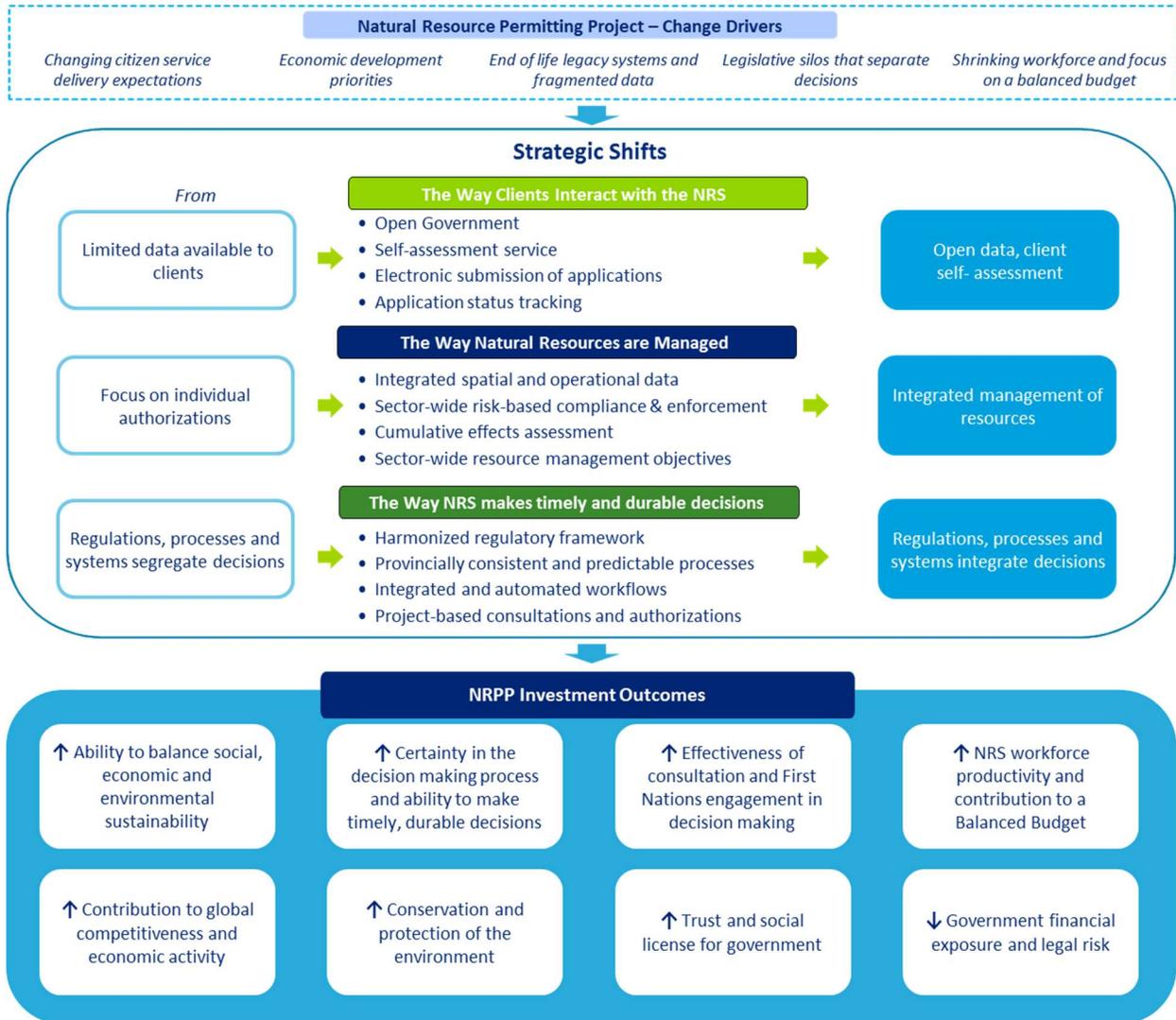
A summary of financial benefits by category is presented in Figure 3 below.

Figure 3 - Summary of NRPP Financial Benefits



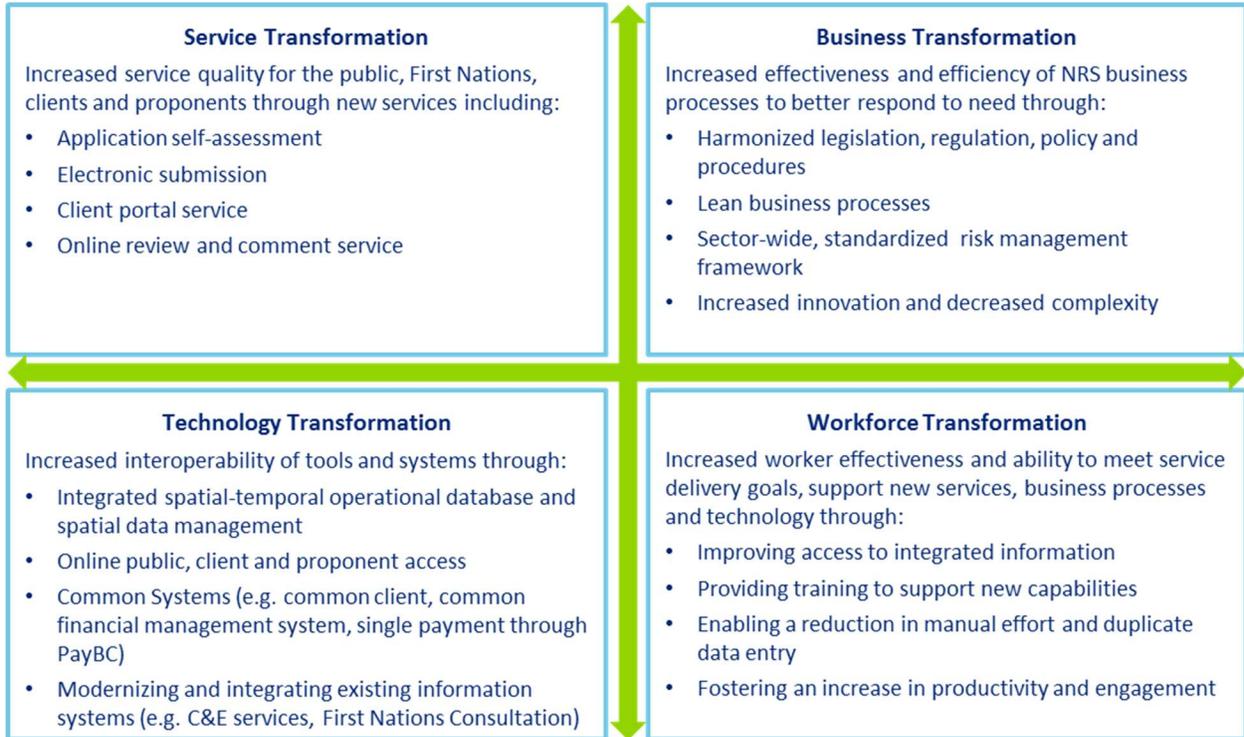
To achieve these benefits, the NRS must make three strategic shifts. Doing so will fundamentally transform the way clients interact with government, the way the province’s natural resources are managed, and the way in which authorization decisions are made. Figure 4 presents a summary of the strategic shifts required to move from the current state to the future state as well as the investment outcomes that will be enabled by NRPP.

Figure 4 - NRPP Strategic Shifts and Investment Outcomes



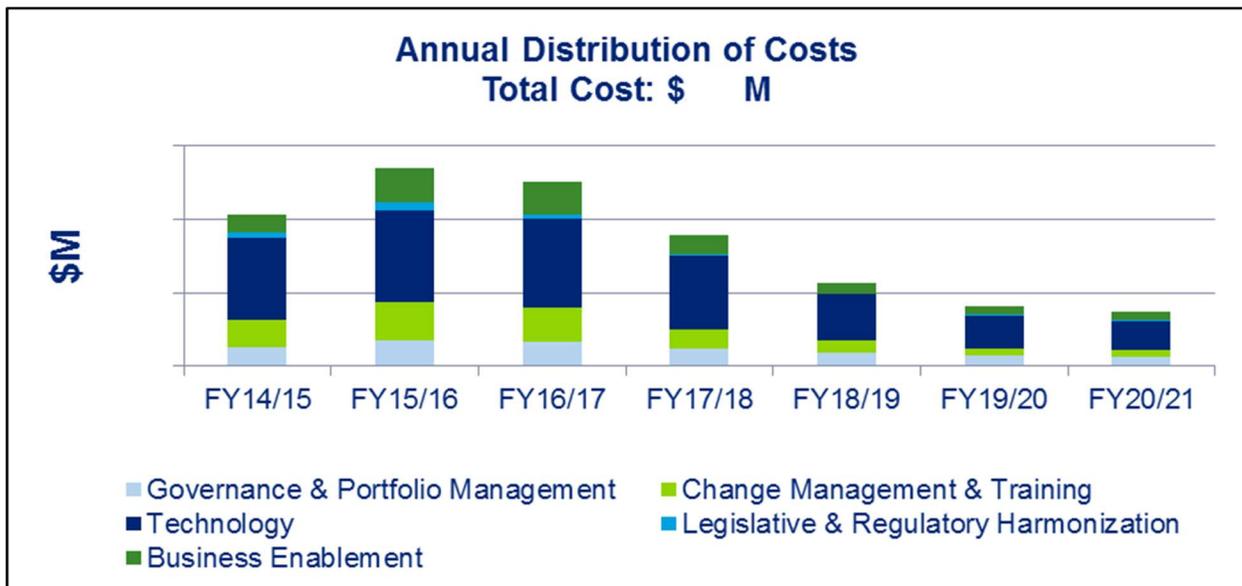
To achieve the strategic shifts depicted in Figure 4, transformation along business, service, technology and workforce dimensions will be required. The dimensions of transformation for NRPP are summarized in Figure 5 and are described in detail in the Transformation Analysis section on page 39.

Figure 5 - Dimensions of Transformation for NRPP



NRPP will require a **total investment of \$X M** over seven years as outlined in Figure 6 below. In addition to the NRPP investment, there will be on-going hardware and software maintenance, support costs and amortization charges that will need to be funded during and beyond the core 7 year investment period. More detailed information on the capital and operating costs required to implement NRPP is provided in Section 5.

Figure 6 - Distribution of Costs by Type



The NRS has demonstrated a strong track record of business integration, and has made incremental yet meaningful steps toward transformation with available resources, including the creation of the Ministry of Forests, Lands and Natural Resource Operations to set the stage for integration. However, without a significant long-term investment in NRPP, the NRS will not be able to bring about a transformational level of change and achieve the full benefits of sector-wide integration.

The status quo is unsustainable as the current constraints and challenges faced by the NRS will lead to greater delays in project approval timelines, increases in authorizations backlogs, lost economic opportunities, increases in legal and financial risk, and declining levels of satisfaction with NRS services provided to the public, First Nations, clients and proponents.

*An oil and gas company acquired a tenure in northeastern British Columbia only to find out the **NRS had not disclosed that the area was considered historically and spiritually significant** by a local aboriginal group. The matter proceeded through an extensive litigation process and **settled in FY 2012/13 for \$X M.***

Investing in NRPP is central to enabling government to deliver on many of the commitments made in the BC Jobs Plan and in the June 2013 Speech from the Throne, as well as the priorities outlined in the Premier’s mandate letters to NRS Ministers, Core Review, Citizens @ the Centre, and Being the Best. The outcomes of NRPP will directly contribute to the achievement of government priorities including building a strong economy, developing a global LNG export market, and achieving a Balanced Budget.

Introduction

Government looks to the NRS to be a driver of economic prosperity while maintaining high expectations for resource conservation and environmental sustainability. A critical part of the government's new mandate is the commitment to building a strong economy so that British Columbians can continue to afford robust public services.⁸ World class health care, education, skills training and social safety nets for urban and rural communities are only possible if there is a strong economy.

The NRS includes:

- Ministry of Aboriginal Relations and Reconciliation (MARR)
- Ministry of Agriculture (AGRI)
- Ministry of Energy and Mines (MEM)
- Ministry of Environment (MOE), including the Environmental Assessment Office (EAO)
- Ministry of Forests, Lands and Natural Resource Operations (FLNRO)
- Ministry of Natural Gas Development (MNGD)
- Several Boards, Agencies and Commissions, e.g. Farm Industry Review Board, Agriculture Land Commission and Oil and Gas Commission

Combined, these ministries generate over \$2.5 billion in direct annual revenue to government, with revenues expected to increase moderately to \$2.8 billion by FY 2015/2016.⁹ 153,000 jobs in BC are directly related to resource extraction and manufacturing in the areas of agriculture, forestry, mining and oil and gas.¹⁰

Section 2 of the business case sets the stage for the urgent need for investment in NRPP, highlights the internal NRS pressures and external environment factors driving the need for change, and explicitly defines the business problem to be addressed by NRPP. This section also presents a detailed description of the current state challenges that are constraining the ability of the NRS to support economic growth in BC. Section 2 concludes with an outcome model intended to define and communicate the investment outcomes of NRPP and the ways in which the initiative aligns to government priorities.

⁸ Mandate Letters from Premier Christy Clark, dated June 10 2013

⁹ Budget and Fiscal Plan 2013/14 – 2015/16, February 19, 2013

¹⁰ Statistics Canada, Labour Force Survey. Prepared by BCStats in February 2013. www.bcstats.gov.bc.ca

Government Direction

This business case has been developed in response to direction provided by the Deputy Ministers' Committee on Transformation and Technology (DMCTT) to continue exploring the benefits and opportunities presented by NRPP. This section describes how this and other government direction has guided the planning of this initiative, as well as the ways in which NRPP directly aligns to key government priorities referenced in:

- Speech from the Throne
- Premier's Mandate Letters to NRS Ministries
- BC Jobs Plan
- Citizens @ The Centre: Government 2.0
- Being the Best
- Core Review

This section concludes with a summary of the NRS' track record in demonstrating a commitment to integration and transformation.

DMCTT Direction

On October 31, 2012, DMCTT endorsed the approach outlined in the "Integrated Decision Making Addendum", which was appended to the NRS 2013/2014 Transformation Plan. This business case builds on the IDM Addendum and responds to the observations and direction outlined in the DMCTT letter dated October 31, 2012. Specifically, the business case includes:

- Benefits to operational costs that will materialize as a result of capital investment
- A formal cross-sector governance and management structure to oversee planning and implementation
- Integration of LEAN processes into planning and implementation

Speech from the Throne

The recent Speech from the Throne reinforced the commitment that "government will continue to improve efficiencies and timeliness of the permitting process, where backlogs will continue to be dramatically reduced."¹¹ The Natural Resource Permitting Project is the initiative that will enable government to deliver on this commitment.

Premier's Mandate Letters to NRS Ministers

NRPP will directly support the NRS in delivering a number of the government priorities and ministerial objectives described in the mandate letters to NRS Ministers from Premier Christy Clark dated June 10, 2013. NRPP will make meaningful contributions to achieving the stated government priorities, including "getting to yes" on economic development and securing LNG opportunities. Additionally, the

¹¹ Speech from the Throne, June 26, 2013. 2013 Legislative Session: 1st Session, 40th Parliament.

improvements to provincial permitting systems and processes delivered by NRPP will directly support the achievement of several individual ministerial objectives,¹² including:

- **Eliminate red tape** where possible while maintaining rigorous permitting requirements (FLNRO)
- **Streamline all mining application processes** to ensure that they all can be done online with faster turnaround times for project proponents (FLNRO)
- Work with project proponents to complete negotiations and **accelerate final investment decisions** on BC LNG projects (MNGD)
- **Work with BC First Nations** that are impacted by natural gas extraction, pipelines, LNG facilities or refineries to ensure they are provided with the chance to participate in and **benefit from this economic opportunity** (MARR)
- Ensure our 'One Project/One Process' is executed to foster a single assessment that can get **certainty for investors** in a faster way while maintaining rigorous environmental standards to meet the targets in the BC Jobs Plan (MEM)
- Continue to **develop the Site C dam project** and support it through the environmental assessment review process (MEM)
- Balance ministerial budgets in order to **control spending** and ensure an **overall balanced budget** for the province of British Columbia (FLNRO, MEM, MNGD, MOE, MARR and AGRI)

BC Jobs Plan

In recent years, authorization backlogs have accumulated due to increased staff workloads, increased demand for permits and approvals, and increasingly complex reviews. One of the key commitments of the BC Jobs Plan in 2011 was for the NRS to reduce the backlog of mining notice of work applications and land and water authorizations in order to support job creation and stimulate economic development in the province.¹³

In a competitive investment climate, global investors will consider the efficiency of a jurisdiction's permitting and regulatory system when evaluating locations for projects. Delays in approving projects caused by insufficient resources or inconsistent application of government policies significantly discourage private sector confidence and investment, and create barriers to job creation.

To address the issue of backlog, government provided natural resource ministries with temporary funding and introduced specific targets in September 2011 to reduce backlogs and improve turnaround times on approvals. The NRS received contingency funding totalling nearly \$X M over fiscal years 2011/12, 2012/13, and the first half of 2013/14, which represented a short-term investment to reduce the backlog of priority authorizations. With this additional funding, the NRS was successful in meeting targets. Without the investment in NRPP, it is certain the backlogs will accumulate again, particularly in industries where the volume of authorizations and complexity of reviews continue to grow.

NRPP will directly contribute to government's ability to deliver on the commitments outlined in the BC Jobs Plan. Through transforming the way in which the NRS interacts with clients, the way in which natural resources are managed, and the way in which authorization decisions are made, NRPP will

¹² Mandate Letters from Premier Christy Clark, dated June 10 2013

¹³ BC Jobs Plan, September 2011

deliver a long term approach to reducing delays in the approvals process, allowing government to meet its commitments to authorization approval timelines and to build a positive investment climate in BC.

Citizens @ the Centre: Government 2.0

Citizens @ the Centre: Government 2.0 outlines a transformation and technology strategy for the BC Public Service. The strategy notes that “we are moving to a more collaborative model to address major issues, drawing on the resources of multiple ministries, external agencies and other levels of government. We will encourage collaboration while discouraging fragmentation.”¹⁴ Consistent with this vision, NRPP gives life to the defining principles of Citizens @ the Centre, including:

- Using technology to **change how citizens access BC government services**
- Creating collaborative information systems that provide citizens with a **single access point** to the resource of multiple ministries and agencies
- **Saving citizens’ time** in their interaction with government and making it easier to access better quality services
- Empowering citizens to **create value** from trusted sources of government information based upon open data standards
- Encouraging the use of collaborative technologies within the public service to break down barriers to information sharing and facilitate the **delivery of quality services** to citizens

One of the most fundamental objectives of NRPP will be to integrate disparate spatial and operational data so that the public, First Nations, clients, proponents and decision makers can easily access consolidated, map-based information concerning activities on the land base. Trusted, high-quality integrated data that is easily accessible will assist proponents in planning their projects and preparing more complete applications and will allow decision makers to make more timely and durable decisions that reduce the risk to government and the public. NRPP will deliver technology components to improve citizen engagement in ways that are not currently possible. Wider availability of open data will increase government’s ability to meet citizen expectations of transparency and convenience.

NRPP will also result in increased online self-service options for citizens, businesses, and other proponents through streamlined, cross-sector online service delivery channels. These changes will directly support the achievement of the shifts outlined in the Citizens @ the Centre strategy.

Being the Best

Consistent with the “Lean Thinking” strategy of Being the Best, NRPP includes investment in business process re-engineering using LEAN methodologies to streamline and standardize processes across the sector. This approach will contribute to increased workforce productivity and efficiency, and to the provision of better service to the public, clients and proponents.

By implementing cross-sector processes and systems, NRPP will also directly foster a cultural shift towards more collaboration, flexibility, and communication across the sector; this will support an

¹⁴ Citizens @ the Centre: Government 2.0

employment experience that is not only engaging, but that also enables government to offer the people in this province the very best. In this way, NRPP will contribute to building a better BC Public Service.

Core Review

A Core Review of government will be conducted during the 2013-14 fiscal year to ensure the best possible use of government resources. The objectives of the Core Review¹⁵ include:

- Ensure that the programs and activities of ministries are focused on achieving government's vision of a strong economy and secure tomorrow
- Ensure that government is operating as efficiently and effectively as possible
- Confirm government's core responsibilities and eliminate programs that could provide better service at less cost through alternative service delivery models
- Ensure budget targets are achieved consistent with Budget 2013 (June Update)
- Identify opportunities where further savings can be re-directed to high priority programs
- Ensure public sector management wage levels are appropriate while recognizing the need for leaders who can positively impact the effectiveness and productivity of public sector agencies

NRPP directly aligns and contributes to the key objectives of Core Review. The vision of the transformation reinforces government's vision of a strong economy and secure tomorrow by creating the systems and processes that will establish BC as a place for natural resource development. NRPP will improve the efficiency and effectiveness of NRS operations by: reducing overlap and duplication between the six ministries in the NRS; delivering meaningful reductions in red tape and unnecessary regulations, such as systemic duplication of requirements for proponents and delays due to different lengths of term and issuance dates; and producing measurable increases in workforce productivity across the NRS through LEAN process re-engineering and increased workflow automation.

NRS' Track Record

The NRS is poised to transform its business to more fully implement its vision of: "A prosperous future for all British Columbians through sustainable economic development and shared leadership of natural resources."¹⁶ The sector's readiness for transformation is based on foundational work over many years to increase integration across the sector. The implementation of "One Project/One Process" to ensure consistency and efficiency provincially across the NRS in the processing of natural resource authorizations has demonstrated a significant commitment to integration. In addition, the NRS has made incremental yet meaningful steps toward transformation with available resources, including the following achievements:

- **Reduced backlogs:** Achievement of the backlog reduction targets stated in the BC Jobs Plan, including an 80% reduction of backlogged Notices of Work (NOW) for mining projects and a 50% reduction in backlogged Land Act and Water Act authorizations¹⁷

¹⁵Core Review Terms of Reference, http://www2.news.gov.bc.ca/news_releases_2013-2017/2013MEM0005-001183.htm

¹⁶ 2014-2015 NRS Transformation Plan

¹⁷ <http://www.bcjobsplan.ca/streamline-natural-resource-projects/>

- **FrontCounter BC expansion:** Offices in 28 locations and creation of Virtual FrontCounter BC to increase service levels to British Columbians and provide online service 24/7
- **Enhancements to “One Project/One Process”:** Continuous improvement of the sector-wide approach to authorization decision making through LEAN projects (e.g. billings and revenue management, Site C permitting process)
- **New Major Project Managers:** Facilitation of industry-government interactions relating to the authorizations process by establishing a group of service-oriented Major Project Managers
- **New legislation:** Approval of legislation that enables a sector-wide approach to compliance and enforcement
- **More consistent First Nations consultation:** Development of a First Nations consultation toolkit to enable quality and consistent approaches to consultation
- **Streamlined Corporate Services:** Amalgamation of all sector-based Corporate Services into one division, including Finance, HR and IM/IT
- **New governance structure:** Endorsement of a governance structure for all sector-wide transformation activities
- **Detailed transformation planning:** Development of a number of detailed documents to support the development of this business case, including future state NRPP Business Architecture, NRPP Governance Model and PMO Design, NRPP Risk Assessment, NRPP Change Management and Communication Strategy, and NRPP Transformation Roadmap

The NRS has started the journey towards transformation. However, without a significant long-term investment, the NRS will not be able to bring about a transformational level of change and achieve the full benefits of sector-wide integration.

Business Problem Statement

The NRS is a key driver of economic activity and employment in the province. In order to meet the objectives of the BC Jobs Plan and government priorities, the NRS requires the capability to act as an integrated manager of shared natural resources and to make timely, durable authorization decisions that appropriately balance social, economic and environmental objectives. However, the current process to authorize the use of natural resources in BC is constrained by existing legislation, systems, and business processes that historically were developed to support individual ministries and lines of business. As a result, the authorization and ongoing management processes are lengthy, duplicative, and frustrating for proponents and staff; citizen service delivery expectations are not being met; opportunities for economic growth and job creation are being missed; and government is exposed to increasing levels of financial and legal risk.¹⁸

¹⁸ Payments under *Crown Proceeding Act* from FY 2003/04 to 2012/13. Data provided by Ministry of Justice, Legal Services Branch, May 2013

*A District Manager approved a forest development plan and awarded multiple cut blocks in a watershed; however, the **decision was inappropriate and not durable** because the plan conflicted with regulations and did not consider impacts to endangered species. The case was **settled in FY 2010/2011 for \$X M.***

Opportunity Statement

NRPP provides an opportunity to fundamentally transform the way government services are delivered, the way in which natural resources are managed, and the way in which authorization decisions are made. NRPP will be enabled by integrating technology, harmonizing legislation, streamlining business processes, and supporting workforce transformation.

The outcomes of NRPP align directly to government's priorities of supporting the growth of the economy while ensuring resources are sustained for a safe and prosperous future. NRPP will also enable government to achieve productivity improvements and other efficiencies, consistent with government's goals of balancing the provincial budget and ensuring government is using its resources effectively and in the areas that can make the most difference to citizens or the economy. NRPP will also generate a number of financial and intangible benefits for the public, First Nations, clients, proponents, decision makers, and government as a whole.

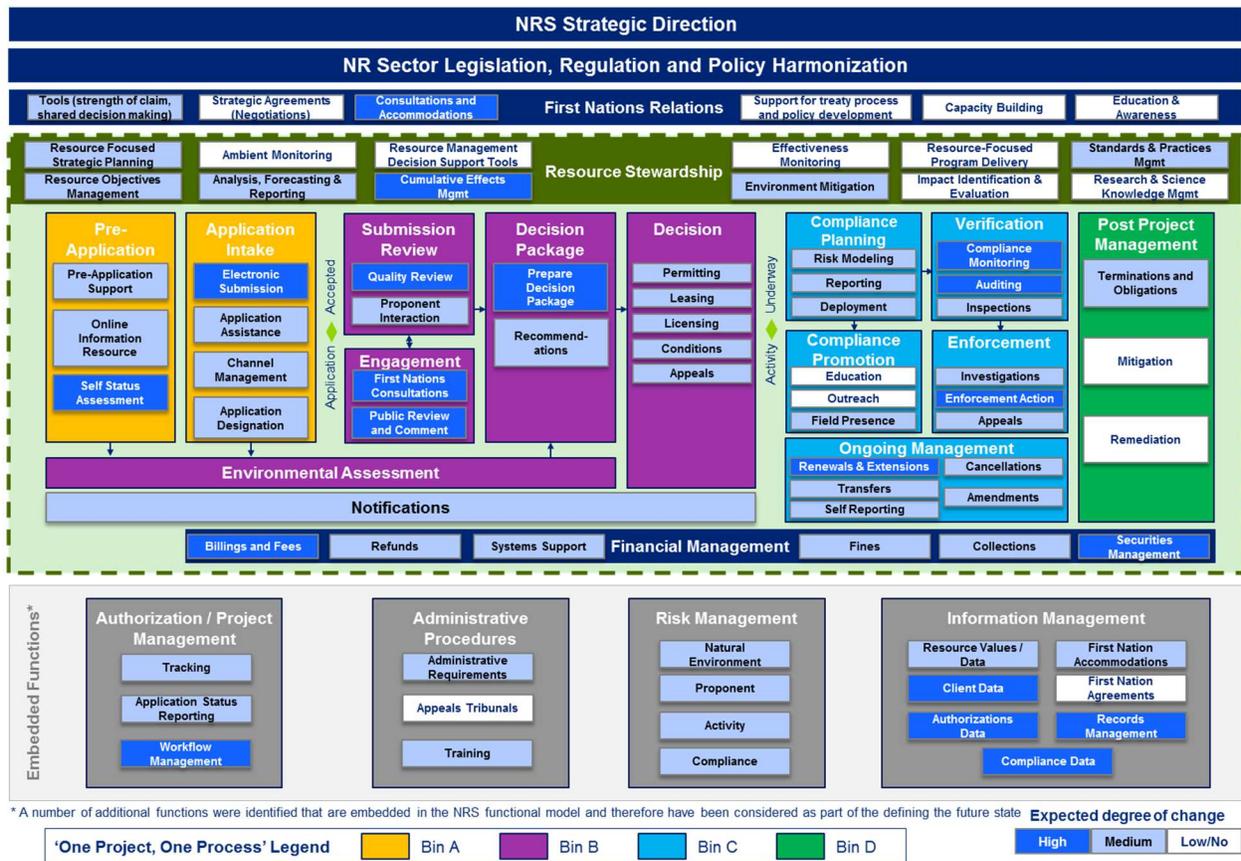
Integration in the natural resources sector has been ongoing for many years. The Ministry of Sustainable Resource Management, Integrated Land Management Bureau, creation of the Natural Resource Sector Board, the Resource Management Co-ordination Project and subsequent creation of the Ministry of Natural Resource Operations and Forests, Lands and Natural Resource Operations are just some of the many examples of NRS integration. The sector is poised to make another substantive step through NRPP. The changes contemplated to business processes, technology, and legislation will ensure the province can take advantage of growing economic opportunities, while reducing levels of legal and financial risk and firmly establishing government's social license.¹⁹ It will also allow the NRS to meet the increasing demands of the public, First Nations, clients and proponents.

Program Mandate

NRPP is an initiative that will contribute to the transformation of the entire NRS. Multiple programs and multiple ministries will be directly affected. To guide the planning of NRPP and the development of this business case, the NRS has designed a desired future state business architecture, which defines the future state business functions and services. As shown in Figure 7, transforming to the desired future state business architecture will require a Medium or High degree of change in a significant number of functions throughout the sector.

¹⁹ Social license is the level of acceptance or approval continually granted to an organisation's operations or project by the local community and other stakeholders. Definition from the Australian Centre for Corporate Responsibility, <http://www.accsr.com.au/html/sociallicense.html>.

Figure 7 - NRS Future State Business Architecture and Degree of Impact on NRS Functions



Further details may be found in the *NRPP Business Architecture* document which can be provided upon request. This document includes:

- Business function descriptions
- Business service descriptions
- Business process descriptions
- Business requirements
- Use cases

Change Drivers

A number of change drivers are affecting the ability of the NRS to support government priorities:

- Growing BC population
- Shrinking public sector workforce
- Rapid pace of technological advancement
- Changing needs and expectations of citizens and businesses
- Increasing pressure for environmental oversight
- Increasing demand in China and India for natural resources

Combined, these factors create an urgent need for the NRS to transform its business and increase its ability to adapt to the rapidly changing external and internal environment.

Demographics

British Columbia Demographics

The population of BC is expected to increase from 4.2 million in 2013 to 5.9 million in the year 2035, representing an increase of 27%.²⁰ This growth in population will lead to a higher level of activity on the land base, which in turn will increase the workload of NRS decision makers and compliance and enforcement officers. If the NRS does not invest in transforming its business, the sector will not be able to cope with increased demand resulting from population growth, which will result in lost economic opportunities for British Columbians.

As the population increases, environmental pressures around the province will also increase accordingly. Population growth results in higher levels of transportation activities, increased pressure on waste management systems, increased potential for human-wildlife conflict, and additional housing and industrial development. As industry grows, so do pressures on ecosystems resulting from changes to the land base, natural resources, and species.²¹ A key aspect of NRPP is better integrating government's environmental objectives into decision making. This will allow decision makers to appropriately balance social, economic and environmental objectives in their resource management decisions even as the population of BC grows.

NRS Workforce Demographics

The NRS workforce includes 5,450 individuals, based out of over 50 communities and operating from over 400 sites in BC. Collectively the NRS represents over 20% of BC Public Service employees.²²

Workforce projections show that a smaller public service is expected in the future, due in large part to an aging workforce. The number of NRS employees is projected to decrease by 7.1% over the next three

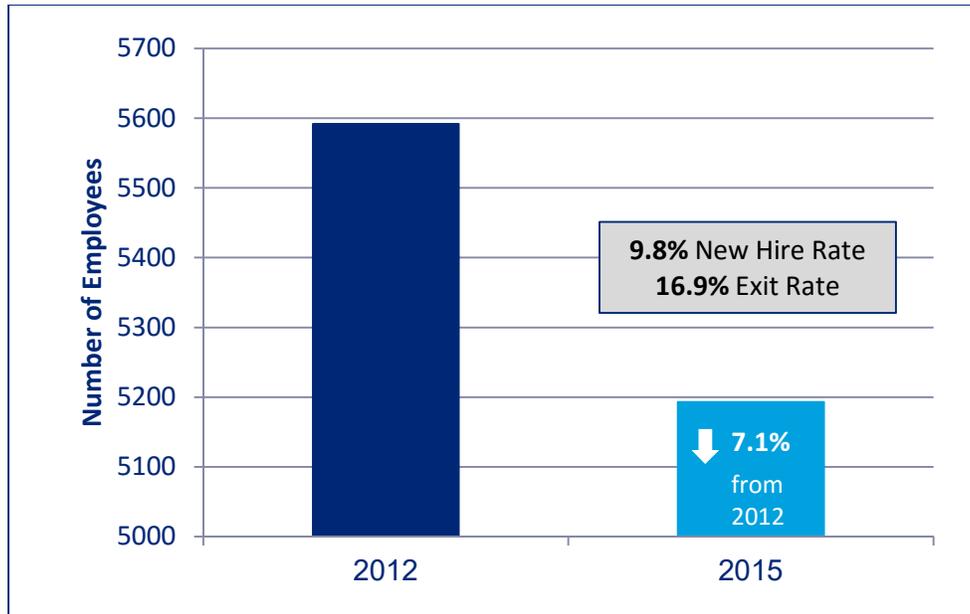
²⁰ <http://www.bcstats.gov.bc.ca/StatisticsBySubject/Demography/PopulationProjections.aspx>

²¹ Ministry of Environment and the Environmental Assessment Office, 2013/14 – 2015/16 Service Plan

²² 2012-2015 Workforce Projections; prepared to support the Natural Resource Sector 2013-2014 Transformation Plan

years from 5,592 employees in 2012 to 5,193 employees in 2015, due to a shrinking workforce and labour supply.²³ Currently, over 57% of the workforce in the NRS is over 48 years of age, and as a result, exits from the NRS are expected to continue to increase while the new hire rate is limited by budget constraints and government’s ability to recruit and retain staff. These trends are summarized in Figure 8.

Figure 8 - NRS Workforce Projections 2012-2015



The problems associated with a shrinking workforce include a loss of organizational knowledge and highly specialized skill sets, and increasing pressure to deliver on the sector’s goals and objectives with fewer staff. The projected rate of attrition will challenge the NRS to maintain commitments to authorization decision timelines, in particular given that the volume of authorizations and their level of complexity are expected to increase over the next few years.

To help the NRS to operate and meet service delivery expectations that continue to increase in complexity and volume, NRPP will make a significant contribution to increased productivity and efficiency of the NRS workforce by:

- Aligning and reducing the number of systems that staff need to access for information
- Reducing activities requiring manual effort and duplicate data entry
- Providing self-service options to clients and proponents to reduce dependence on NRS staff
- Streamlining, standardizing, and integrating business processes
- Improving staff access to integrated information
- Training staff to use new systems and processes

²³ 2012-2015 Workforce Projections; prepared to support the Natural Resource Sector 2013-2014 Transformation Plan

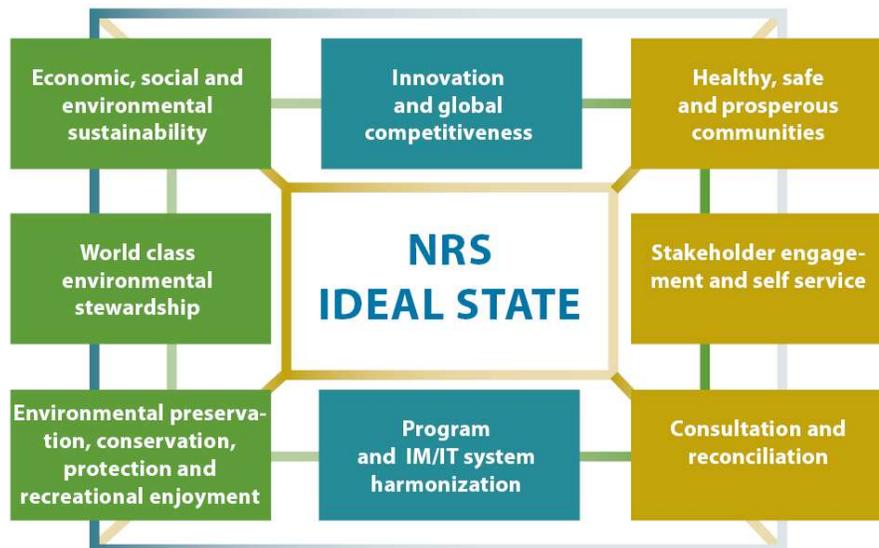
- Implementing a risk-based approach to compliance and enforcement such that a lower number of staff is deployed to monitor the highest risk activities, and administrative tasks are minimized

The investments made in NRPP will allow the sector to deliver increasing levels of service to the public, First Nations, clients and proponents, decision makers, and government as a whole.

Program changes

The Natural Resource Sector 2014-15 Transformation Plan sets out a vision for the NRS that will drive economic and social prosperity, and ensure a secure, safe and sustainable environment for current and future generations of British Columbians. Eight core themes have been identified to define the ideal NRS state, which has helped the sector frame a call to action for sector-wide transformation; these themes are presented in Figure 9.

Figure 9 - NRS Ideal State and Core Themes



In addition, the Transformation Plan defines new sector and corporate outcomes to help the sector understand where to focus its action and leadership in order to realize the NRS vision and support government direction. NRPP is a key component of the NRS Transformation Plan which will move the sector towards its ideal state and contribute to the achievement of sector and corporate outcomes.

Technological changes

The rapid pace of technological advancement and the changing needs and expectations of citizens continue to influence how public services are delivered. This includes how government collects information and data and makes it available, how current services are delivered, and how citizens and stakeholders are engaged to shape the design and delivery of future services. These changing needs and expectations require technology changes to enable new and updated services and ways of engaging with the public and managing the land base.

Some of the technological change drivers influencing planning for NRPP include the need for:

- A consistent, single point-of-access to NRS information that is critical to decision making
- A common, single view of a proponent or client for the NRS
- A common First Nation record with cross-sector access to consolidated, historic First Nation information
- Bundling of multiple proponent applications for authorizations and permits under a single project identifier to facilitate expedited processing
- Up-to-the-minute tracking of applications for single or multi-authorizations and permits
- Consolidation of billings and fees for authorizations and permits so that a proponent may search, view and pay outstanding fees at one time
- Support for multiple payment types using PayBC services
- Convenient online access to NRS information systems outside of regular business hours
- The ability to provide selected services on mobile devices such as smart phones and tablets
- Convenient access to integrated data, providing a consistent view of activity on the land base
- A consolidated document management system for cost-effective storage of documents associated with projects, authorizations, and permits
- Enhanced self-service options to increase public, proponent and client satisfaction, and increase public understanding of resource management decision making
- Reduced complexity of information and systems across the NRS
- Reduced dependency on obsolete technology
- Consolidation of overlapping, redundant information systems and decommissioning of end-of-life systems
- High-level reporting and business intelligence abilities

The investment in technology proposed as part of NRPP will provide the NRS with a common technical foundation to deliver the valuable outcomes associated with NRPP. This foundation will also be able to support the broader information systems and data needs of the NRS. This initial investment in technology will allow the NRS to implement a structured approach and plan that will govern all future technology investments, including elimination of duplicate and disparate systems and data.

Economic or business changes

In a competitive investment world, the efficiency and robustness of a jurisdiction's permitting and regulatory system is a key indicator for global investors regarding the relative attractiveness of risking capital. Permitting delays caused by lack of sufficient resources or inconsistent application of government policies significantly discourage private sector confidence and investment, job creation and, ultimately, economic growth.²⁴ A lack of investor confidence in the durability of decisions also damages BC's reputation and has a negative impact on economic growth. Global economic factors, such as growing demand in China and India for natural resources, are also putting pressure on the NRS to better support investment and development in BC.

²⁴ Association for Mineral Exploration British Columbia, Top Policy Issues and Recommendations, 2013

The NRS needs to overcome specific obstacles in order to improve BC's competitive edge and attract global investment:

- Red tape, lengthy authorization timelines and uncertainty which discourage investment
- Inconsistent approaches to decision making resulting in varying timelines and outcomes
- Lack of clear expectations and objectives available to proponents prior to submitting an authorization application
- Legislative and technology silos, and inefficient business processes which are causing delays in "getting to yes"

By improving permitting processes and systems, and reducing current permitting delays, NRPP will position the NRS to support continued and successful economic growth in the province which will benefit BC's urban and rural communities. While NRS revenues are highly sensitive to market prices for timber, natural gas, minerals and other commodities, removing barriers to economic development will encourage investment, attract new major projects, and result in an increase in economic activity in BC. A detailed description of potential increases in government revenue resulting from increased economic development may be found in Section 5 (Economic Growth and Job Creation, page 60).

Environmental factors

The health of BC's natural environment has been impacted over the last few years and will continue to be impacted by the mountain pine beetle epidemic, habitat fragmentation and loss, wildfires, invasive species, and climate change.²⁵ In addition, the public, the courts and First Nations have voiced concerns that many uses of natural resources authorized by the NRS have a negative impact on the environment, and that cumulative effects of past, present and proposed use of natural resources are not well understood. Growing demand for better environmental management in BC is also increasing the complexity of natural resource decision-making.

Ecosystems in BC provide clean water and air, timber, game, fish, scenery, flood control, and other goods and services that sustain rural and urban communities and the provincial economy. Many of these natural goods and services would be costly or impossible to replace. Climate change will likely have profound impacts on many ecosystems in BC over time. In many parts of BC, snow packs are projected to decrease and snow is projected to melt earlier. This means less runoff in summer and less water for agriculture, hydropower, industry, communities and fisheries. Where glaciers contribute to stream flow, long-term loss of glacier mass will further exacerbate water shortages. The seasonal droughts of 2003 and 2009 demonstrated the vulnerability of community and irrigation water supplies.²⁶

The ability of the NRS to effectively manage and steward the province's natural resources has a direct impact on the economy, our society, our communities and our way of life. Transformation is necessary to better incorporate stewardship values, frameworks and tools into authorization decision making,

²⁵ Ministry of Environment and the Environmental Assessment Office, 2013/14 – 2015/16 Service Plan

²⁶ <http://www.env.gov.bc.ca/cas/impacts/index.html>

ongoing project management, and compliance and enforcement processes to enable the NRS to make durable decisions that minimize negative impacts on the environment.

Social changes

Government service delivery expectations are changing rapidly as a result of advances in technology. Significantly more citizens and businesses are turning to the internet to access government service; easy access to government services and information is increasingly considered a reflection of governments' commitment to openness and transparency. In a recent survey of businesses across Canada by the Institute for Citizen-Centred Service to gather information about governments' performance in the delivery of public services,²⁷ results indicated that while the majority of businesses in Canada agree that good government service is essential to a healthy business climate, most businesses felt:

- That red-tape burden had increased or remained the same over the past three years
- They received a poor return on their tax dollar
- That governments did not operate in an open and accountable manner
- That government policies did not contribute to a level playing field
- That they were insufficiently consulted and engaged in government decision making processes

Clearly, there is a significant opportunity for Canadian governments to improve service delivery and build greater confidence. NRPP will deliver new services and will modify existing services to the public, First Nations, clients and proponents. The set of new and enhanced service options will provide these groups with increased flexibility and convenience in their interactions with the NRS. Furthermore, the proposed service transformation allows government to better meet the needs and expectations of individuals and companies looking for information or looking to invest in BC.

Legislation

Under the current suite of regulatory regimes in the NRS, the decisions required to authorize natural resource activities are defined in separate statutes and regulations, treated as independent of one another, each with their own distinct requirements and tests. This means that the current legislative framework doesn't match the flow of business, nor does it support integrated decisions. Where a private sector organization might view a gravel pit as a project, the legislative framework in BC views it as multiple activities requiring multiple authorizations. This can lead to systemic duplication of requirements for proponents through the application, decision making and ongoing management (assignment and renewal) processes, with a corresponding duplication of effort by government staff to administer those requirements. There are also gaps in government's resource management direction where some industries create adverse impacts on resource values and reap windfall benefits at the expense of industries who must comply with legally established objectives.

Fundamentally, the various decisions relating to different aspects of an activity are not connected to allow the activity to be considered as a whole. As a result, government's ability to effectively manage risk at the project level is limited, presenting a barrier to consistent direction on resource management

²⁷ Taking Care of Business 3, Institute for Citizen-Centred Service, 2011

and the management of cumulative effects. After an authorization is approved, mechanisms to renew, replace, amend, or transfer different approvals and authorities also remain fragmented across multiple business lines and limit the potential for government and the proponent to deal efficiently with issues that may arise during the construction and/or operational phases of the project. This reality has been exacerbated by the backlog in processing amendments, replacements, and renewals, making it difficult for a proponent to demonstrate good standing and affecting their ability to raise financial support and effect transfer of ownership.

Further, existing legislation governing Freedom of Information and Protection of Privacy may limit the use, storage, and disclosure of information between agencies and electronic service delivery necessary to realize the benefits of integration envisaged under NRPP.

While efforts to address these problems within the current legal framework have shown some success, legislative change is necessary to harmonize requirements across statutes and to address the more fundamental barriers to NRPP.

Current Situation Context

The ability of the NRS to manage natural resources in an integrated manner is constrained by existing legislation, systems, and business processes that historically were developed to support individual ministries and lines of business. Demand for resource use and the complexity of the work is increasing beyond the current capacity of the NRS workforce. In addition, the size of the workforce has and will continue to decline, resulting in increased authorizations backlogs, decreased ability to meet service delivery expectations, and erosion of public confidence.

Specific challenges and associated impacts are outlined in Table 1 below.

Table 1 - Current NRS Business Challenges

Business Challenges	Impacts
The decision making process is lengthy, inconsistent and lacks transparency	<ul style="list-style-type: none"> • Delays and uncertainty create barriers to investment, cause frustration for proponents and clients, and limit the ability of the NRS to support economic growth and job creation • NRS workforce productivity is limited by the manual and duplicative effort involved in the authorization process • \$X M in contingency funding has been requested since 2011 to address the authorizations backlog generated as a result of lengthy approval timelines; when the contingency funding ends, it is likely that backlogs will again begin to accumulate
The lack of self-service options constrain the public, First Nations, proponents and clients to remain overly dependent on government for information	<ul style="list-style-type: none"> • Proponents and clients are frustrated by the lack of open information and an inability to access services online • Accessing NRS services is time consuming and costly for proponents and clients • Proponents regularly complain that government is not clear in their expectations and there is not fulsome information to draw upon

Business Challenges	Impacts
	<ul style="list-style-type: none"> • NRS workforce productivity is limited by the need to respond to a high volume of inquiries and requests for information
<p>The cumulative effects of past, present and proposed use of natural resources are not well understood nor integrated into decision making for projects not subject to environmental assessment</p>	<ul style="list-style-type: none"> • Unintended impacts to environmental, societal and economic values have accumulated over time • Irreversible damage to ecosystems and specific populations has occurred
<p>Information systems are disparate, costly to maintain and do not allow information/data to be integrated</p>	<ul style="list-style-type: none"> • Lack of a consistent, single-point of access to NRS information, which is critical to decision making • No common (i.e. single) view of a proponent or client for the NRS • Difficult to track applications for authorizations and permits either singly, or bundled within a project • Billings and fees are not coordinated for authorizations and permits, resulting in confusion and extra work for sector staff and clients • Increased dependency on obsolete technology
<p>Decisions and processes are inconsistent from agency to agency and region to region</p>	<ul style="list-style-type: none"> • Proponents are uncertain of government’s expectations resulting in uncertain investment climate, poor applications and process delays • Records and reports to the public and to investors are difficult to obtain and time consuming and costly to prepare • Systems and databases are fractured and disparate, resulting in poor availability of information for analysis and application preparation
<p>The NRS has limited ability to maintain physical and electronic records in a manner consistent with legislation and policies</p>	<ul style="list-style-type: none"> • Government is exposed to increasing risk of significant document discovery costs to locate physical records in the event of litigation or Freedom of Information requests • Settlements have been paid in the past in cases where documents could not be located
<p>The NRS does not have the capability to assess and mitigate the risk of activities on the land base sector-wide, leading to financial losses and legal action against government</p>	<ul style="list-style-type: none"> • Performance security terms and amounts are inconsistently applied and are often insufficient to cover remediation costs • Government has paid significant remediation costs totalling at least \$X M over the past 5 years • Government has been exposed to increasing levels of legal risk; NRS settlement and judgment costs have grown from less than \$X M in FY 2008/2009 to \$X M in FY 2012/2013

Investment Outcomes and Strategic Alignment

To define and communicate the investment outcomes of NRPP and to demonstrate alignment of this initiative to government priorities, an outcome model has been developed to support this business case. Presented below is the NRPP Initiative Vision, which includes statements to describe the ideal future state and desired investment outcomes.

Initiative Vision

Table 2 - NRPP Initiative Vision

NRPP Initiative Vision	
For these <i>target groups</i> :	Who have these <i>needs</i> :
<i>Public</i>	<ul style="list-style-type: none"> • Employment and economic opportunities for domestic and international businesses • Use and enjoyment of BC's wilderness and parks now and in the future • Easy access to high-quality government services and real-time information • Transparency and fairness in permitting, compliance and enforcement, and environmental assessment processes
<i>First Nations</i>	Everything that the public needs, plus the need to: <ul style="list-style-type: none"> • Establish new relationships with proponents, clients and government based on mutual respect and meaningful consultation
<i>Proponents and Clients</i>	<ul style="list-style-type: none"> • An authorization process that is predictable, coordinated and timely with clear expectations and requirements • Access to BC's natural resources now and in the future • Level playing field and opportunities to earn a fair return on investment
<i>Decision Makers</i>	<ul style="list-style-type: none"> • An ability to make timely and durable decisions through access to the right information at the right time
<i>Government</i>	<ul style="list-style-type: none"> • Job creation, economic development, and sustainable rural and urban communities in BC • Contribute to a balanced provincial budget achieved through increases in NRS revenues and cost containment • Manage and mitigate financial, legal and operational risk across the NRS • Earn the trust and confidence of the public, First Nations, clients and proponents in government's ability to manage and steward BC's natural resources
<i>This multi-year transformation of the Natural Resource Sector to align legislation, services, business processes, technology, and people to allow for the integrated management of BC's shared natural resources</i>	
<i>through these program outputs:</i>	Legislation, Regulation and Policy Program <ul style="list-style-type: none"> • NRPP Act Phase 1 • NRPP Act Ph. 1 Regulation, Policy & Procedures • NRPP Pilot Regulations • NRPP Legislative Pilot(s) • NRPP Act Phase 2 • NRPP Act Ph. 2 Regulation, Policy & Procedures • <i>Related legislative projects (not included in this funding request)</i>

- *Natural Resource Compliance Act*
- *Natural Resource Road Act*
- *Appeals (Consolidated Tribunals)*
- *Water Sustainability Act*

Resource Stewardship Program

- Integrated Resource Planning & Common Objectives
- Cumulative Effects Framework & Values Foundation
- NRS Monitoring Framework
- *Funded projects currently in flight (not included in this funding request):*
 - *Inventory Sample Management Systems Consolidation Business Case*
 - *Water Program Systems Consolidation Business Case*

Authorizations Program

- Systems Modernization/Consolidation (Application Disposition)
- Authorization/Ongoing Management Processes
- Authorization System
- Application Self-Assessment Tool
- Common Intake Operating Model & Processes
- Electronic Submission System & Forms
- Review & Comment Solution
- EAO System Integration
- *Funded projects currently in flight (not included in this funding request):*
 - *Environmental Assessment Systems Modernization Business Case*
 - *Mines and Mineral Resource Program Automation Business Case*
 - *Hunting Program Automation and Consolidation Business Case*
 - *Natural Resource Road Act Systems Consolidation Business Case*
 - *Crown Land Tenures Systems Consolidation Business Case*
 - *Natural Gas Pricing System Modernization Business Case*

Compliance and Enforcement (C&E) Program

- C&E Operating Model & Processes
- C&E System
- *Funded projects currently in flight (not included in this funding request):*
 - *Compliance & Enforcement (C&E) Harmonization Business Case*

First Nations Consultation & Engagement Program

- First Nations Process/Tools
- First Nations System
- *Funded projects currently in flight (not included in this funding request):*
 - *First Nations Consultation Information Transformation Plan Business Case*

Support Functions Program

- Corporate Services for the Natural Resource Sector (CSNR) Operating Model & Processes
- Finance Operating Model & Processes
- Cross-Sector Performance Measures
- Appeals Solution

Common IM/IT Infrastructure Program

- Integrated Spatial Database
- Common Client System
- Common Client Data Conversion
- Common Financial Management System
- Common Financial Data Conversion

	<ul style="list-style-type: none"> • Business Rules Engine • Enterprise Service Bus (ESB) Strategy • ESB Infrastructure • Business Process Management (BPM) Infrastructure • User Experience Design & Standards • Portal Framework • Client & Public Portal • Dynamic Forms Infrastructure • Document & Record Management Strategy • Document & Record Management • Historical Data Digitization • Reporting Standards • Business Intelligence (BI) / Analytics • Mobile Enablement Strategy • Mobile Enablement Infrastructure • C&E Mobile Enablement • Mines Mobile Enablement • Enterprise Search • Other Common Services <p>Portfolio Program</p> <ul style="list-style-type: none"> • Governance Model & Portfolio Management Office (PMO) Set-up • Governance Model & PMO • Change Strategy & Change Management Office (CMO) Set-up • Change Strategy & CMO • Standards & Architectural Framework • Enterprise Architecture Governance • Systems Integration Management
<p><i>will enable these investment outcomes (results):</i></p>	<p>Measurable Increases in:</p> <ul style="list-style-type: none"> • Ability to balance social, economic and environmental sustainability in natural resource management decisions • Contribution to global competitiveness and economic activity in BC • Certainty in the decision making process and ability to make timely, durable decisions • Contribution to conservation and protection of the environment by embedding resource stewardship into decision making • Effectiveness of consultation and First Nations engagement in natural resource management decisions • Trust and social license for government • NRS workforce productivity and contribution to a balanced budget <p>Measurable Decreases in:</p> <ul style="list-style-type: none"> • Government financial exposure and legal risk
<p><i>which support these strategic (sector) outcomes, e.g., service plan goals & objectives:</i></p>	<p>2014-2015 NRS Transformation Plan – Sector Outcomes</p> <ul style="list-style-type: none"> • Increased effectiveness and efficiency of NRS business processes to better respond to needs • Increased accessibility to NRS services through optimized service delivery • Increased self-motivated employees who are keen to champion government service delivery goals • Increased service quality resulting from highly motivated and capable employees

	<ul style="list-style-type: none"> • Increased interoperability of tools and systems • Increased timely, accessible, transparent, reliable and durable decision making from relevant data and information
<p><i>in alignment with these strategic (corporate) outcomes:</i></p>	<p>2014-2015 NRS Transformation Plan – Corporate Outcomes</p> <ul style="list-style-type: none"> • Sustained strong BC economy, keeping it viable and secure for both present and future generations • Increased public confidence through transformed services • Sustained natural resources for a safe and prosperous future <p>Government Priorities - Premier’s Mandate Letters</p> <ul style="list-style-type: none"> • Balanced Budget 2013 • Ensure that government does not grow • Conduct a core review of government to make sure we are structured for success on all of our objectives • Eliminate red-tape so that we can get to yes on economic development without needless delay
<p><i>unlike the current state where:</i></p>	<ul style="list-style-type: none"> • The NRS lacks the capability to make integrated decisions and operate as a single collaborative enterprise • The decision making process is lengthy, inconsistent and lacks transparency • The regulatory framework separates decisions, leading to inefficiencies, duplication of effort and conflicts • The public, First Nations, proponents and clients remain highly dependent on government for information • The combined effect of past, present and proposed use of natural resources is allowing unintended impacts to environmental, societal and economic values to accumulate over time • Information systems are disparate, costly to maintain and do not allow information/data to be integrated • The NRS has limited ability to maintain physical and electronic records in a manner consistent with legislation and policies • The NRS does not have the capability to mitigate the risk of activities on the land base sector-wide, leading to financial losses and legal action against government
<p><i>so to be the future state where:</i></p>	<ul style="list-style-type: none"> • The sector’s vision of: “A prosperous future for all British Columbians through sustainable economic development and shared leadership of natural resources” is fully realized • Government has the ability to make decisions that achieve the right balance between social, economic and environmental priorities • Regional, national and international investment in natural resource projects and job creation in BC are stimulated • Shared leadership of the NRS is formally recognized with representation from all ministries • Processes and structures that enable effective First Nations consultation and engagement to build effective working relationships are in place • Government service delivery is citizen-centred, timely and responsive with increased opportunities for self-service • Stewardship values, frameworks and tools are incorporated into authorization decision making, ongoing project management and compliance and enforcement processes

- Risk models and processes that balance the risks associated with the geography, the activity and the economic partner are in place to aid decision making and safeguard public resources
- NRS staff and management have the tools and information required to make timely and durable decisions about the use of BC's natural resources
- NRS data and information is shared with the public, First Nations, and economic partners
- Processes and systems are flexible and resilient to allow future business process, technology and legislative changes to be addressed without significant investment

Government Capabilities Analysis

The success of NRPP will be dependent on making the best use of capabilities that exist within NRS and across government. During the development of the NRPP business case and implementation roadmap, information was gathered from across the sector to understand what approaches, projects, tools and capabilities currently exist that could be leveraged for NRPP. Similarly, a number of meetings were held with staff from the OCIO, Ministry of Technology, Innovation and Citizens' Services, and other organizations to understand what enterprise capabilities exist that could support NRPP and what initiatives are underway in other parts of government that should inform the development of the NRPP implementation roadmap.

With respect to capabilities that reside within the NRS, the knowledge and experience of NRS staff will be key to the success of NRPP. The NRS workforce includes an abundance of well-educated and experienced professionals; this depth and diversity of experience and skill will be a key contributing factor to achieving the goals of the transformation. Throughout the sector's journey towards integration, NRS staff have developed and implemented many innovative approaches to addressing client needs and working across ministry boundaries. This includes GIS analysis, application tracking tools and decision-making guidance for specific authorization types. These approaches and tools can be scaled up to the benefit of the entire sector. In addition, FrontCounter BC staff have been at the forefront of NRS client service delivery for several years. Leveraging the capabilities of this group as well as the broader NRS workforce is an essential element to the sector transformation.

In addition to leveraging the capacity that exists within the sector to support NRPP, the NRS will also look to leverage cross-government capabilities throughout the transformation. Several specific areas of corporate capabilities that were identified as strong candidates for early collaboration include:

- Identity Management – leveraging corporate identity management solution to enable digital self-service for clients and proponents; this includes evaluating support for the BC Services Card as more information becomes available
- Common Client – aligning to the BC Registry Services and Land Titles for business identification; collaborating with the Ministry of Jobs, Tourism, and Skills Training to avoid duplication of effort
- Corporate Finance – aligning with the Corporate Accounting System (CAS), Office of the Comptroller General (OCG) and the PayBC initiative
- Digital Services Strategy – increasing self-service options
- The User Experience – this design capacity in the Ministry of Technology, Innovation and Citizens' Services will be leveraged in the development of the web experience and digital services for the public, clients, proponents, and First Nations

- DataBC – continuing to utilize Data BC services to publish data to the BC Geographic Warehouse and OpenData BC
- E-Records Management – aligning to the Ministry of Technology, Innovation and Citizens' Services records management transformation and leveraging corporate records management (e.g. TRIM) where it aligns with the business requirements

Two additional areas that may potentially be applicable to delivering NRPP and will be investigated are:

- Information and Engagement – aligning to the GovTogetherBC service for targeted and interactive feedback/dialogue with the public, clients, proponents and First Nations
- E-mail notification service – utilizing BC Government POP3 mail services for sending email to external parties

During the preparation of the NRPP business case and implementation roadmap, specific discussions were held with many of the groups identified above to determine how to best leverage these capabilities during the sector transformation. These discussions will continue throughout the planning and implementation phase.

An overall principle of the NRPP implementation is to learn from others to help accelerate aspects of the transformation, reduce risk, and to share the lessons learned from NRPP with others. As such, the implementation roadmap is designed to allow emerging enterprise or ministry-specific solutions to be explored and incorporated during the implementation of NRPP.

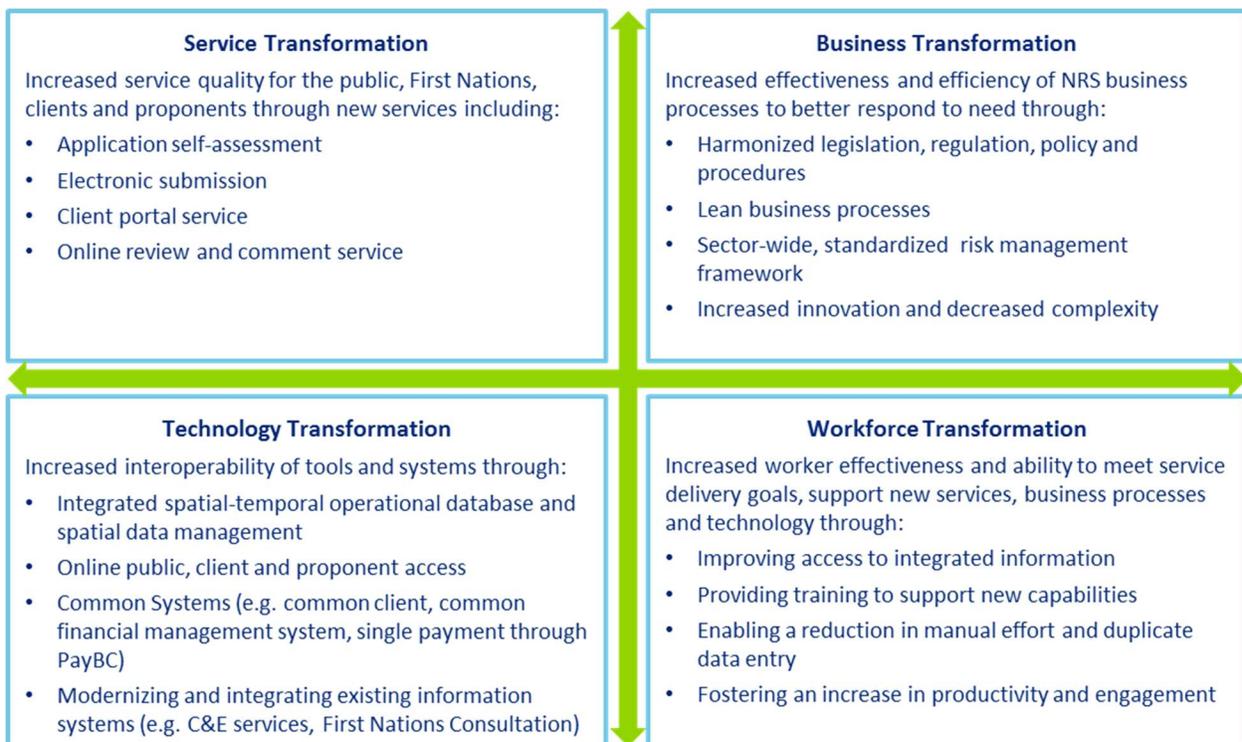
Transformation Analysis

Transformational change for the NRS will be enabled through investment in NRPP. This section describes in detail the scope of transformation along four dimensions:

- Service Transformation – the types of services and the way in which they are delivered
- Business Transformation – the processes that deliver the services, and how they are managed
- Technology Transformation – the technology that enables the processes and services
- Workforce Transformation – the way in which human resources are allocated and used

These dimensions of transformation for NRPP are summarized in Figure 10 below.

Figure 10 - Dimensions of Transformation for NRPP



As shown in Table 3, a set of Design Principles has been established to guide the planning effort for NRPP and the development of the desired future state business and technology architecture. These design principles are embedded throughout this business case and are reflected in the descriptions of service, business, technology, and workforce transformation.

Table 3 - NRPP Design Principles

Design Principle	Description
Transparency in decision making and data and information sharing	NRS data and information will be shared with the public, First Nations, clients and proponents unless restricted by legislation, proprietary ownership or privacy requirements
Clearly articulated expectations for proponents and the public	Clear, available data and information in support of clear objectives and requirements, together with tools to achieve the objectives provides for better applications and more efficient, more durable decision making
Stewardship embedded into decision making and ongoing management	Stewardship values, frameworks and tools are incorporated into authorization decision making, ongoing project management and compliance and enforcement processes to support durable decision making
Improved quality service experience for the public, clients and proponents	Public, First Nations, clients and proponents consistently receive high-quality, timely service, through multiple channels, including more robust digital and self-service options
Enhanced ability to manage risk	Risk models and processes that balance the risks associated with the geography, the activity and the proponent are in place to aid decision making and compliance verification, and to safeguard public resources
Efficiency and cost effectiveness	Using LEAN principles and staff engagement, the NRS will avoid duplication and overlap in its operations and information systems and direct resources towards the highest priority areas
Improved relationships with First Nations	Processes and structures that enable effective First Nation consultation and engagement to build effective working relationships will be in place across NRPP functions
Resiliency to withstand future pressures	Innovative processes and structures are built to reflect the dynamic environment in which the sector operates and to withstand future pressures
Information, processes, systems and structures are integrated across NRS and Government	Systems, processes and legislation are designed to allow for integration of information and workflows across the NRS and Government
Flexibility built into the design of systems and processes	Processes and systems are designed to be adaptable and allow future business process, legislative and technology changes to be addressed without complete redesign or significant investment

Service Transformation

The service transformation dimension of NRPP will increase accessibility to NRS services through an optimized delivery approach. This will include new services and modifications to the way existing services are delivered. The new services will provide innovative new self-service capabilities for proponents, clients and the public. Modifications to existing services will facilitate more efficient service delivery, more durable decision making, better protection of the environment, and improved ability of government to evaluate and mitigate proponent and project risk.

At the core of the NRPP service transformation dimension resides the public, First Nations, clients and proponents. The set of new and enhanced service options provide these groups with increased flexibility

and convenience in their interactions with the NRS. Furthermore, the proposed service transformation allows government to better meet the needs and expectations of individuals and companies looking for information or investment opportunities in BC.

A key aspect of the service transformation will be using technology to move away from paper based forms and files into a digital format. Services will become more standardized across the sector, utilizing a set of tools that will result in more predictable timelines and decisions associated with proponent submissions. Improved, sector-wide performance measurement will provide the sector with data to continually improve its service delivery.

While a number of specific service enhancements are part of NRPP, the most notable new services to be designed and delivered are described below.

Public-Facing

- **Application Self-Assessment:** Ability for proponents and clients to conduct an application self-assessment to understand the set of submission requirements for their application
- **Electronic Submission:** A web-based tool to guide proponents and clients through the application process using dynamic forms, minimizing the need for re-entry of tombstone information and improving data quality by enforcing data entry of mandatory items; ability to submit proposals electronically
- **Client Portal:** A central online location where proponents and clients can view and manage their account information including the ability to review their statements, bills and financial history across the sector, to pay for services electronically, apply for and check the status of applications and to update their client information
- **Online Review & Comment Service:** A web-based, public-facing tool to enable the collection of comments from the public and existing rights holders on proposed projects and for Government to collect and share these comments with proponents for action

Internal-Facing

- **Integrated Spatial-Temporal Operational Database:** A single operational database providing reliable, consistent and integrated transactional management using modern Oracle database technology. The database implements a common data storage strategy for the NRS, providing integrated attribute, spatial and temporal data in a single location
- **Coordinated Authorizations:** Creating and modernizing systems to enable a coordinated and project-based authorizations process, from application to public review and comment, decision making and integrated billing
- **Cumulative Effects Assessment:** A framework and set of data layers that will enable a consistent and effective approach to assessing cumulative effects of present, past and reasonably foreseeable actions or events in natural resource decision making
- **Common Client Record:** The creation of a single, sector-wide record for each NRS proponent and client. This will allow for an integrated view of a proponent or client's projects, authorization and permits including compliance history and client risk
- **Coordinated Billing:** Management of and access to proponent and client billings and fees across the entire sector including fees for authorizations, permits, compliance and enforcement penalties and security collateral associated with projects to enable the provision of an integrated statement to proponents and clients. Implementation of coordinated billings is predicated on the implementation of common client records. A standardized payment system supporting multiple payment channels through leveraging the PayBC initiative.

The sector will also modify a number of existing services to more effectively deliver on the mandate of the sector and the needs of proponents. Examples of modified services include:

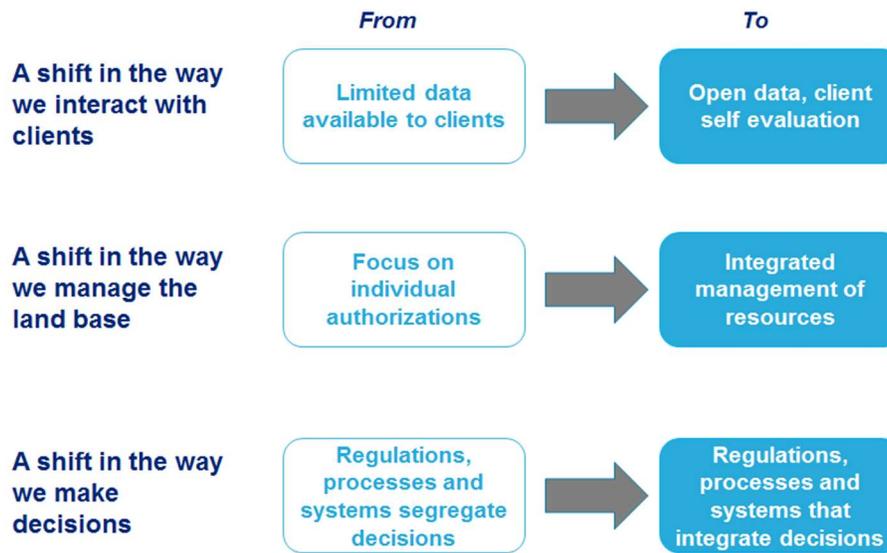
- **Integrated Resource Planning:** Sector-wide, integrated planning of the province's resources with a focus on priority resource values and objectives
- **Integrated Decision Making for Authorizations:** Enhanced collaboration across statutory decision makers and business lines on proponent submissions enabled through workflow, and the assignment of project risk associated with each project submission. Enabling project-level decision making and the issuance of integrated authorization documentation
- **Compliance & Enforcement (C&E) Planning and Deployment:** Sector-wide, integrated planning for C&E activities aligned with resource stewardship goals and informed by risk management approaches. Sector-wide deployment of C&E resources through a refined service delivery model supported by an integrated C&E system
- **First Nation Engagement:** A sector-wide standardized First Nation engagement model integrates data and systems, and utilizes historical information on consultations and agreements in addition to Strength of Claim assessments and Strategic Engagement Agreements

Service transformation will deliver new and modified public-facing and internal services that will contribute to greater levels of satisfaction with services, enable more durable decision making, and increase government's ability to sustainably manage the province's natural resources.

Business Transformation

The business transformation dimension of NRPP will aim to increase the effectiveness and efficiency of NRS business processes. Achieving the direct and investment outcomes of NRPP will require the sector to make a number of key shifts which are illustrated in Figure 11 below. NRPP will make more data available to clients to help them better understand their obligations and government expectations, to help in planning, and to self-evaluate their proposed activities. Further, NRPP will allow the sector to focus on the integrated management of resources, through better integration of resource stewardship objectives into decision-making and establishing 'project' or multi-authorization activities in addition to single authorizations. Lastly, NRPP will integrate data and expertise from across the sector, including resource stewardship information, existing tenure data and historical compliance and enforcement data to make more timely and durable decisions.

Figure 11 - NRPP Transformation Strategic Shifts



To achieve these shifts as part of NRPP, the sector is transforming its business through:

- **Legislative and Regulatory Harmonization:** Harmonization of the regulatory framework is required to remove redundancies and existing requirements that create inefficiencies. A key aspect of this is the establishment of a project-based authorization that would, among other things, enable public review & comment and billings to take place on an entire project. The legislative and regulatory harmonization component of NRPP will also enable key aspects of the future state by removing regulatory red tape and allow for a better, more consistent service experience for proponents and efficiencies for government
- **Standardization of Process Design and Process Re-engineering:** A review of existing core authorization, compliance and enforcement, finance and CSNR business processes with a view to ensuring they include the fundamental principles of LEAN and adequately utilize future technology solutions effectively to streamline actions in day to day work
- **Client Self-Service Tools:** Enhanced functionality and innovative tools to assist proponents to help themselves in their interaction with the sector and the provision of its services
- **Collaboration Tools:** Implementation of tools to assist Statutory Decision Makers to collaborate on project submissions
- **Data Integration:** Integration of data across the sector including resource values data to better manage the land base, data on proponents to manage the sector's relationships, and data on authorizations to better manage proponent and project risk
- **Integrated Compliance & Enforcement (C&E) Function:** NRPP will continue the journey towards creating an integrated C&E function for the NRS. This will allow for sharing of expertise, better deployment of sector resources and more consistent application of C&E tools to improve overall rates of compliance
- **Single Intake Function:** The sector will migrate towards a common entry point for natural resource authorization applications to allow for the consolidation of sector expertise, provide consistent service experience for proponents and citizens and allow for proponents interactions to be tracked and managed

The business transformation is fully integrated with the technology, service and workforce transformations dimensions of NRPP.

Technology Transformation

Managing increasingly complex and competing operational pressures has proven difficult for the NRS as it is constrained by the traditional regulatory and operating models within individual business units. This has contributed to the current technology landscape where there are approximately 400 information systems and technology tools used to support the services delivered by the NRS. Approximately 85 of these information systems and technology tools are considered directly in-scope for NRPP.

Of these 85 information systems in scope for NRPP, many are smaller “one off” legacy systems that are highly customized for a specific line of business. Significantly, many of these same systems and tools are at the end of their useful lifetime as they are based upon disparate and obsolete technology. As well, many of these systems and tools were never designed as enterprise class services. Table 4 provides some examples of the technology, system and information challenges faced by the NRS.

Table 4 - Current NRS Technology Challenges

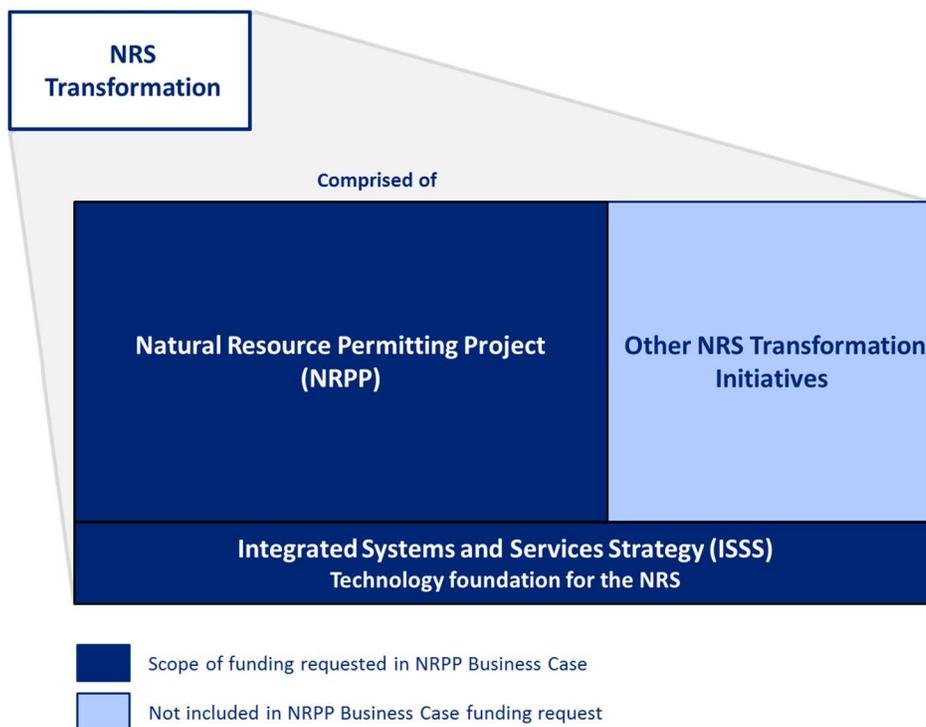
Current Technology Challenges	Impacts of Addressing Challenges
Lack of common definition and access to client information	<ul style="list-style-type: none"> • Prevent duplicate and inconsistent client records across the sector, and reduce the manual work to create financial records associated with projects or consolidate bills for proponents • Provide a true understanding of the extent of a client’s interactions and involvement across the sector
Limited or no integration between Line of Business systems	<ul style="list-style-type: none"> • Enable the sector to effectively bundle authorizations into projects and incorporate cross-sector data (e.g. resource stewardship and compliance data) into decision making • Improve transparency in decision making and information sharing across the sector • Improve coordination of activities such as Compliance and Enforcement activities or First Nations engagement • Reduce the complexity caused by maintenance and support for numerous systems with different standards and technologies
Fragmentation of operational data across numerous repositories	<ul style="list-style-type: none"> • Consolidate NRS spatial data holdings, reduce data duplication, and improve the ability to update in a coordinated fashion • Reduce dependency upon manual, ad hoc GIS technology for handling the spatial aspects of line-of-business data • Improve Line of Business access to data by reducing the number of siloed and rigid legacy systems • Increase clarity for the sector, proponents and citizens around what data is available and where it can be found
Lack of online service infrastructure for application submission, public engagement and other services across the sector	<ul style="list-style-type: none"> • Enable a more LEAN application process for clients, proponents, public and sector staff • Support reduction in backlogs for authorization applications • Provide application traceability for proponents • Provide ability to integrate service delivery across channels, while taking advantage of new channel capabilities (e.g. online, social, mobile, etc.)

Aging technology	<ul style="list-style-type: none"> • Reduce costs associated with supporting and maintaining an aging technology platform • Increase flexibility and ability to adapt to rapidly changing technological landscape
Lack of mobile access due to old systems' technology	<ul style="list-style-type: none"> • Enable off-site mobile access to required information and forms • Reduce duplicate data entry by enabling effective data synchronization for compliance verification, stewardship, and other out-of-office operations

Key Technology Transformation Opportunities

In response to the challenges presented in the table above, the NRS has begun to implement the Integrated Systems and Services Strategy (ISSS). This guiding IM/IT framework is being used to establish the technology foundation for NRPP, which will help enable service, business, and workforce transformation across the sector. The relationship between NRPP and ISSS is shown in Figure 12. To be successful, NRPP requires integrated systems and data to support streamlined business processes.

Figure 12 - Relationship between NRS Transformation, NRPP and ISSS



Overview of ISSS Framework

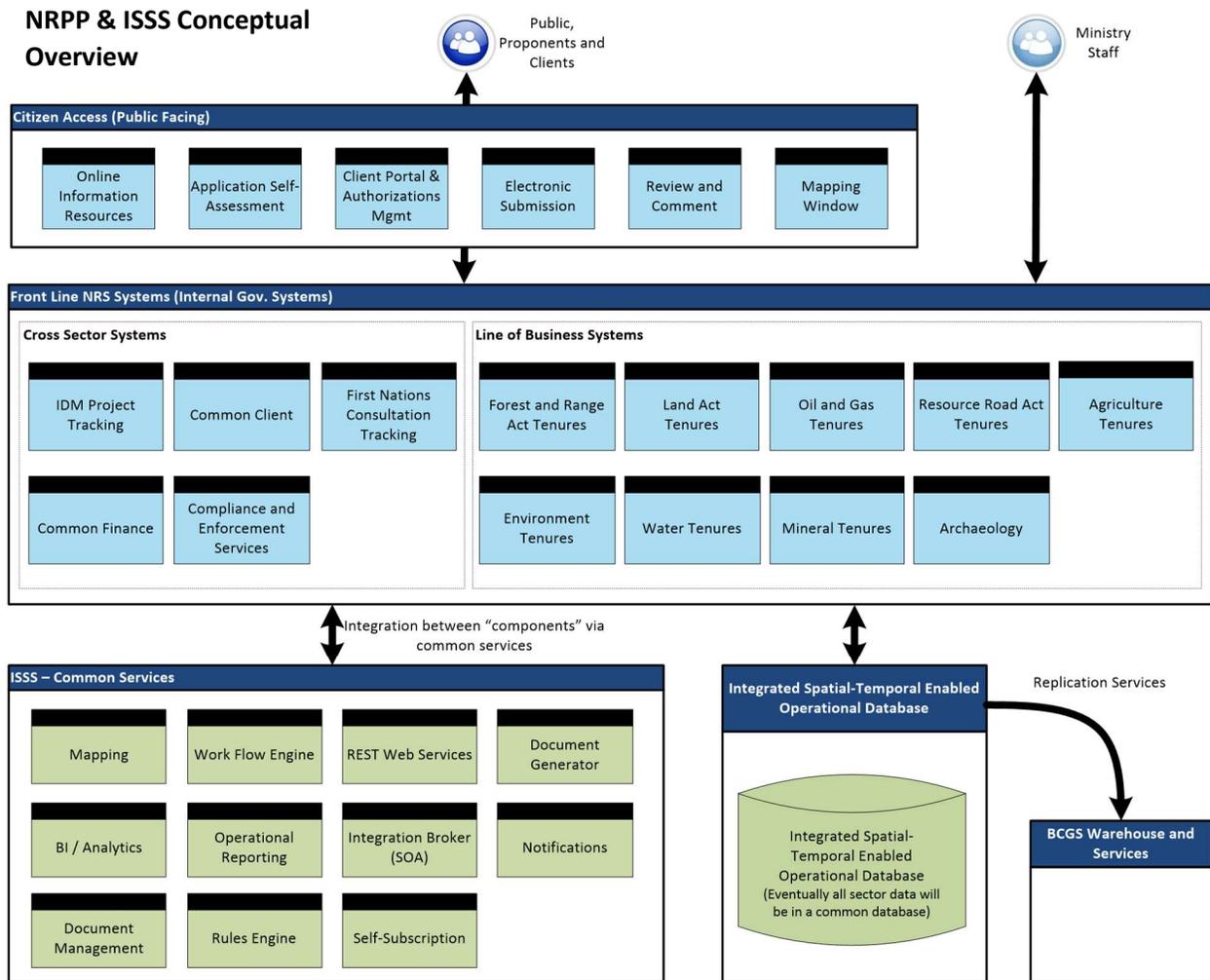
The sector's 400 systems each require and draw upon a similar set of technical requirements and capabilities. Currently, and historically, these similar capabilities have been addressed in an ad hoc manner, duplicating functionality and capabilities in new systems that already exist in the sector's legacy systems environment. The technology infrastructure described in the ISSS supports the sector's transformation process, creating a common set of services and infrastructure that would be used to streamline the in-scope NRPP systems, the remaining 300+ NRS business systems, as well as future NRS information systems. This would not only reduce costs and effort associated with the implementing new systems, but would also reduce risks.

The technologies, services and capabilities that are part of the ISSS framework, that will become the technical foundation or "enablers" for NRPP as well as support future NRS information systems, include:

- **Integrated Spatial-Temporal Operational Database:** Providing reliable, consistent and integrated transactional management using modern Oracle database technology. The database implements a common data storage strategy, integrating attribute, spatial and temporal data in a single location
- **Web Enablement:** Providing a consistent, single point of access to NRS information systems
- **Dynamic Forms:** A web-based interface to guide proponents and clients through the application process, minimizing the need for re-entry of common information
- **Common Client Management:** A single, definitive sector-wide record for each NRS proponent or client
- **Common Financial Management:** Providing consolidated billings for projects, authorizations and permits such that a proponent may search, view and pay outstanding charges at one time through the proposed PayBC service
- **Business Process Management (BPM):** An emerging technology employed to streamline the specification, development and refactoring of LEAN business processes
- **Integrated Workflow:** Providing the capability to track and report on projects, authorizations and permits in process
- **Business Rules Engine:** Providing the capability to specify business rules in a structured format that can be more efficiently updated to reflect changes in business process and legislation
- **Document and Image Management:** Providing the capability to efficiently store and retrieve documents and images associated with projects, authorizations and permits
- **Mobile Capabilities:** Providing the capability to access selected services on smart phones and tablets
- **Enterprise Search:** Providing the capability to securely search for information stored within an ISSS compliant framework
- **Reporting and Business Intelligence:** Providing operational reporting and business intelligence analysis capabilities
- **Security and Authentication Services:** Sector-wide data security and authentication services to guarantee safe and reliable access to the systems and operational data

Figure 13 below represents a conceptual architecture diagram of the ISSS approach for NRPP.

Figure 13 - NRPP Conceptual Architecture



Key Aspects of ISSS

There are four key aspects of ISSS which are central and fundamental to the success of NRPP:

- Integrated Spatial-Temporal Operational Database and Spatial Data Management
- Online Public, Client and Proponent Access
- Common Systems
- Modernized and Integrated Information Systems

These are described below in detail.

1) Integrated Spatial-Temporal Operational Database and Spatial Data Management

Timely and effective resource management requires access to data that spans multiple lines of business. The NRS has chosen a two-part strategy to achieve this goal. The principal focus of the NRS data integration strategy is the creation of a centralized operational database for NRS core business needs

related to its clients and the land. The NRS integrated operational database will incorporate a leading edge spatial data model that is independent of legacy GIS technology. In addition, the NRS integrated operational database will include the (temporal) capability for tracking changes on the land base over time. Thus, the spatial-temporal capabilities of the new database will address both existing and emerging operational requirements within the NRS.

The ISSS approach to integrating sector data will enable the public, First Nations, clients, proponents and decision-makers to more easily access consolidated, map-based information about land use. This transformation will provide benefits across the sector's lines of business, such as:

- Enabling more responsive stewardship actions and assessment of cumulative effects
- Providing more effective engagement and consultation of First Nations
- Supporting consistent, predictable and timely authorizations processes
- Enabling a risk-based approach to compliance and enforcement activities
- Providing maps and data that will enable public and proponents to better understand if an application is viable

The ISSS approach to integrating sector data will provide the NRS with a holistic view of the land base, thus helping to achieve the sector's vision of: "a prosperous future for all British Columbians through sustainable economic development and shared leadership of natural resources."²⁸ The ISSS is a technology blueprint to support the business transformation process. It is intended to be reviewed annually to ensure that the strategy aligns with the business priorities of the NRS and with industry changes in technology.

2) Online Public, Client, and Proponent Access

The outcomes of NRPP and the sector's ISSS include an upgraded level of service to the public, clients, and proponents as well as increased transparency and citizens' trust in the NRS. The sector's proposed common client infrastructure, client portal, and public review and comment portal are three major pieces leading this transformation. The public, clients and proponents would be able to submit their requests and applications through the portal, and would be able to search and browse the latest developments and projects to provide the NRS with feedback about the proposed projects.

Client and Public Portal:

- A single point of online contact for the public, clients and proponents
- Access to an application self-assessment tool to advise on submission requirements, resource values and legal encumbrances through a self-service channel
- Enable authorization application and requests to be completed online with completeness validations to reduce rework by sector staff and proponents
- Use of dynamic forms, combining multiple applications into one project application removing duplicating data entry, consolidating information requirements, and allowing proponents to attach documentation

²⁸ 2014-2015 NRS Transformation Plan

- Allow proponents and sector staff to track submission versions when changes made to original submission
- Proponents can view the status of their application online

Public Review and Comment Portal:

- Web-based, public facing system to advertise and collect public comments
- Engagement on an entire project rather than individual authorizations
- Public can sign up for notifications on new projects available for comment
- Repository to search project postings
- Decision rationale shared with First Nations and the public

3) Common Systems

The ISSS provides a framework for developing and deploying common services that can be shared by information systems across the sector. Examples include common client, operational mapping, a workflow engine, and a business rules engine. Using these common services, NRS information systems developed in the future will be more quickly and easily developed and more effectively integrated. Ultimately, NRPP will make the sector more adaptable in the face of business and legislative changes over time.

There are several new information systems which are core to NRPP and the achievement of the initiative's investment outcomes. These include a Project Tracking System, a common Financial Management System, a First Nations System, a Compliance and Enforcement System, and a Common Client System.

Project Tracking System:

- Includes workflow to support a coordinated submission review and decision package creation
- Increased automation in creation of decision package, including generating single and multi-tenure documents
- Creation of an authorization linkage table to enable collaboration across lines of business
- Automated notifications sent to sector staff requiring their action on a submission
- Automated generation of standard authorization conditions

Common Financial Management System:

- Single, cross-sector proponent and client record for statement and invoice generation
- Coordinated billing to enable the provision of an integrated statement to proponents and clients
- Cross-sector, unified view of proponent and client financial history
- Proponents and clients can track and pay invoices online
- Proponents and clients can be notified automatically when invoices are due
- Unified payment capability across the sector to handle different projects types and fee categories utilizing payment services provided through the PayBC initiative
- System generated statements and invoice generation
- Risk-based securities determination and management informed by historical information
- Integration with the Corporate Accounting System (CAS) general ledger

First Nations System:

- Support the implementation of standard, scalable First Nations processes/tools for the sector
- Provides internal sector access to historic consultations and accommodations activity, Strategic Engagement Agreements, Strength of Claim assessments, and other agreements in a single place to be used in consultations
- Will enable consultation on a project in its entirety rather than for individual authorizations or permits
- Comprehensive documentation of consultation information, including communications, and results captured through a common system

Cross-Sector Compliance and Enforcement System:

- Provides a cross-sector view of a client's compliance history
- Enables better business intelligence as an input to the more effective deployment of resources
- Natural Resource Compliance Officers would be supported by mobile technology in the field, enabling a more effective response, and use of time
- System-guided determination of recommended enforcement actions to aid compliance officers
- Common suite of administrative penalties applied across all statutory regimes

Common Client System:

- Provide a common client, proponent, and First Nations record across the sector
- Support more efficient and integrated client billing
- Provide a comprehensive 360 degree view of a client's interactions with the NRS
- Enable a complete view of a client's compliance history

4) Modernizing and Integrating Existing Information Systems

The sector's existing systems host data critical to sector business operations. Many of these systems are outdated or duplicate functionality provided by other line-of-business systems within the sector. An important objective for NRPP is the modernization and integration of existing information systems based upon the ISSS framework and the elimination of duplicate functionality.

As part of the preparation work for NRPP, all the applications in the sector were catalogued into defined categories. Of approximately 400 information systems in the sector, 85 were classified as either NRPP Core or NRPP Contributing categories. Additional work examined each information system and explored opportunities to retire, rewrite, consolidate or retrofit each of these NRPP Core or Contributing systems. A number of considerations were examined when assessing the sector's legacy information systems, including:

- Where multiple systems that perform the same service were identified, the recommendation should either consolidate all legacy systems to a new system or retain one legacy system and retire the remainder. The decision was based on how well the system met known requirements.
- The application health check provided a good indicator to understand the current state of the legacy system. If the health check recommended the system should be re-written, then the recommendation was accepted as a candidate for consolidation or rewrite.
- Using the knowledge of the sectors subject matter experts, recommendations were made based on how well a technology or system will fit with the ISSS architecture. For example, if the system

is overly complex or it is implemented using a technology that is not easily adapted to the ISSS future state, then a re-write was recommended.

The ISSS will establish the technology foundation for NRPP and for the NRS as a whole, which will help enable service, business and workforce transformation.

Workforce Transformation

In response to the recognized needs of stakeholders for service value through workforce development, the 2014-2015 NRS Transformation Plan includes an outcome to: “Increase numbers of self-motivated employees who are keen to champion government service delivery goals.” The workforce transformation dimension of NRPP will contribute directly to the ability of the NRS to achieve this outcome. NRPP will have a positive effect on the NRS workforce in a number of ways, including providing people with better tools, systems, and information to do their jobs and enabling employees to collaborate across lines of business. The new NRPP processes, systems, and tools will enable the workforce transformation by:

- Providing easier access to accurate, integrated, and up-to-date information through common client and finance systems as well as sector-wide project tracking and C&E systems
- Enabling staff and decision makers to make more timely and durable decisions
- Providing greater transparency to the decision making processes across the sector, enabled by the Review and comment portal
- Automating workflows to minimize manual transactional processes, and thereby reducing duplicative and repetitive activities and allowing employees to focus on higher value work
- Improving productivity and leveraging leading practices through process and system improvements
- Incorporating the expertise and knowledge of current employees in the design of new processes and tools

As a result of these changes, NRPP will deliver a number of benefits to employees and the NRS as a whole, including:

- Increased organizational capacity through employee productivity and accountability while raising standards of excellence through Lean and agile structures
- Increased resiliency and flexibility to support innovation, and adaptability to future changes in technology, process or legislation
- Increased safety and health of the workforce by providing mobile data access for C&E workers
- Increased employee engagement and increased focus on delivering exceptional services while executing on legislative responsibilities and mandate
- Increased learning and development through providing more opportunities for more challenging work as a result of increased system integration, the automation of administrative tasks, and a reduction in data entry
- Improved capacity of staff to operate in a cross-sector manner to support coordinated authorizations, project-based billing, and C&E
- Improved culture of continuous improvement and value creation through Lean process improvement

NRPP creates the opportunity to align workforce practices to the 2014-2015 NRS Transformation Plan and workforce strategies through a variety of enablers shown in Table 5.

Table 5 - NRPP Workforce Transition Enablers

NRPP workforce transition enablers	NRPP people transformation opportunities
Organizational design, role mapping and workforce transition strategies	<ul style="list-style-type: none"> • Cross-sector deployment models and planning that support effective and efficient deployment of resources • Agile and Lean process structures to enable the sector to respond effectively to changes and future requirements
New competencies	<ul style="list-style-type: none"> • Decision-making skills based on integrated data and insights across the sector (reduced siloed work) • Problem-solving and advisory skills will enable staff to support proponent applications, First Nations engagement, etc. • Staff will support the increased transparency required from citizens, proponents, First Nations, and other critical external stakeholders
Cultural change	<ul style="list-style-type: none"> • A service excellence culture to improve the quality of the service delivery experience for the public, First Nations, clients and proponents • A climate that fosters positive communication and interaction in the NRS among leaders, staff, proponents, citizens, First Nations, and other external stakeholders • Increased accountability, transparency, and ownership by staff • A culture of continuous improvement to support more Lean processes
Current and future leadership capability development	<ul style="list-style-type: none"> • Leaders are perceived as role models for living the sector’s vision of: “a prosperous future for all British Columbians through sustainable economic development and shared leadership of natural resources”²⁹ • Leadership that is more engaged will improve employee self-motivation, engagement and experience in the sector

NRS employees want to be better managers of the province’s natural resources. Currently, employees are struggling within a siloed legislative, technical and business environment that creates significant barriers to their ability to contribute to NRS goals. Investing in NRPP will have a positive impact on the NRS workforce as it will provide employees with the tools, systems, and information to do their jobs, and it will increase the number of self-motivated employees who are keen to champion government service delivery goals.

²⁹ 2014-2015 NRS Transformation Plan

Risks

The following section provides a high-level summary of the top risks identified during a risk assessment that was conducted in parallel to this business case. A risk assessment was conducted with the core team and supplemented by research and discussion with executives. The risk assessment approach taken is consistent with BC government's Risk Management Branch practices. The details of this assessment are provided in the document titled *BC NRS NRPP Implementation Risk Assessment*. This document describes the major risks associated with NRPP, as well as their potential impacts, their relative importance (based on likelihood and consequence rankings), and their proposed mitigation strategies. The costs associated with implementing these mitigation strategies have been included in this business case. This risk assessment can be shared and explained in detail upon request.

Top Implementation Risks

As with any large, complex, multi-year transformation, there are risks to the successful implementation of the transformation. The risk assessment that was conducted was designed to identify risks to the success of NRPP, analyze their potential impacts, and develop targeted mitigation strategies to address the top risks.

The top risks, with the highest likelihood and impact, identified through the process were:

- Insufficient program management
- Insufficient change management
- Changes in leadership
- Insufficient NRS staff capacity
- Delay in approval of supporting legislative change
- Lack of approval of complete funding
- Delay in funding from approved release schedule

In response to these top risks, as well as several other identified risks, robust proactive and reactive strategies have been created to lower the likelihood and consequence of the risk events. Many of the mitigation strategies were built directly into the transformation governance, portfolio management, and change management models. Specific functions and roles were added to these bodies to assign direct responsibility for the mitigation strategies to key individuals and organizational units. Some key mitigation strategies include:

- A strong, cross-sector transformational governance model will be established (described further in Section 7), which will establish clear roles, responsibilities, and decision making authority at appropriate levels

- Senior executive direction and oversight will be provided by a DM-level resource on the NRS Board who will act as the Executive Sponsor of NRS Transformation, supported by an ADM-level resource who will be dedicated full-time to the transformation
- Regular quality assurance reviews will be conducted by an independent and objective third party (“Risk Advisor”) on a periodic basis throughout the duration of NRPP
- As part of the NRS Transformation Office, a team will establish and execute a program/project management capability, including key methodologies, processes, and tools/templates for use by each of the programs and projects
- Also as part of the NRS Transformation Office, another team will establish and deliver the change management and communication strategy, goals, thought leadership, governance, and quality assurance
- Transformational leadership training will be provided to leaders involved in delivering NRPP
- Change management training will be developed and conducted for all sector staff to prepare them for the transformation

The comprehensive nature of the mitigation strategies and deep integration and accountability created with the governance, portfolio management, and change management models greatly increase the chances of success of NRPP. The sector has also demonstrated readiness to transform, as evidenced by progress made over the past few years and strong executive support of the initiative. Combined with additional mitigations surrounding health checks and change training, and the integration of leading practices learned from previous public sector transformations, NRPP has been positioned to overcome the inherent risks and drive successful transformation.

Potential Impacts of Top Implementation Risks

In the event that the aforementioned top risks occur during implementation, the NRS, the government, and external stakeholders will experience a variety of impacts. Many of these top risks, if realized, are likely to impact the ability of the sector to successfully deliver one or more projects, resulting in delayed or lost benefits to the sector and government. Impacts to key projects which have dependencies with other projects may also result in a reduction in the sector’s ability to fully transform and realize the full benefits of NRPP and sector integration. Other potential impacts include: impacts to operational business and service delivery; new capabilities that are not leveraged or adopted as needed to realize full benefit; impacts to NRS staff productivity and morale; reduced public, First Nation, proponent, and client trust in or satisfaction with the sector and government.

Risks of Maintaining Status Quo

The status quo is unsustainable. Human and financial resourcing requirements to maintain the current business model are increasing at a time when available resourcing is decreasing. The current constraints and challenges faced by the NRS are monumental and will not be overcome without significant investment in a transformative level of change. The size of the NRS workforce is declining, and the impact of this trend will be magnified unless the sector takes action.

Risks of maintaining the status quo include:

- Greater delays in project approval timelines
- Increases in authorization backlogs
- Lost economic opportunities for domestic and international businesses

- Lost employment opportunities for British Columbians, especially those in rural communities and First Nations
- Declining NRS staff satisfaction and engagement
- Declining levels of satisfaction with NRS services provided to the public, First Nations, clients and proponents
- Increases in legal settlement and judgment costs
- Increases in document discovery costs
- Increases in remediation costs paid by government
- Increases in risk of IT system failure and future IT costs

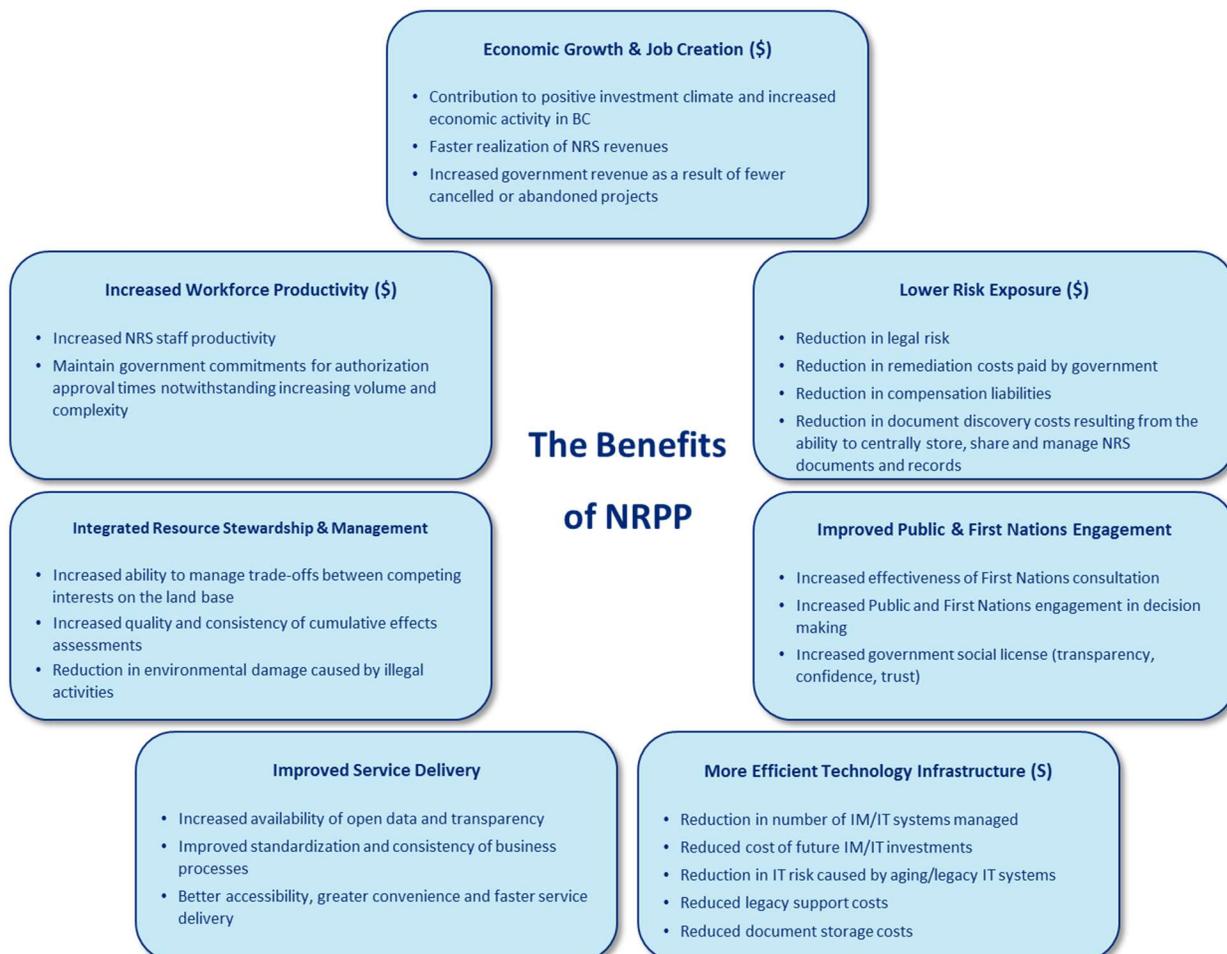
Financial Benefits & Lifecycle Costs

The changes delivered by NRPP will create significant benefits for key target groups including the public, First Nations, clients and proponents, decision makers, and government as a whole. This section presents an analysis of the financial benefits to be realized by government, which will total \$X M by FY 2027/2028. Detailed descriptions are provided for all NRPP benefits, including:

- Economic growth & job creation
- Increased workforce productivity
- Lower risk exposure
- Integrated resource stewardship & management
- Improved public & First Nations engagement
- Improved service delivery
- More efficient technology infrastructure

The core benefits that will result from NRPP have been summarized into seven categories based upon the priorities and guiding principles of NRPP; these categories and benefits are described in Figure 14. Four of these areas of benefit have been quantified in financial terms in this business case, as denoted by (\$) in the figure below. The investment in NRPP is critical to enable the business, service, technology and workforce changes required to achieve these key benefits.

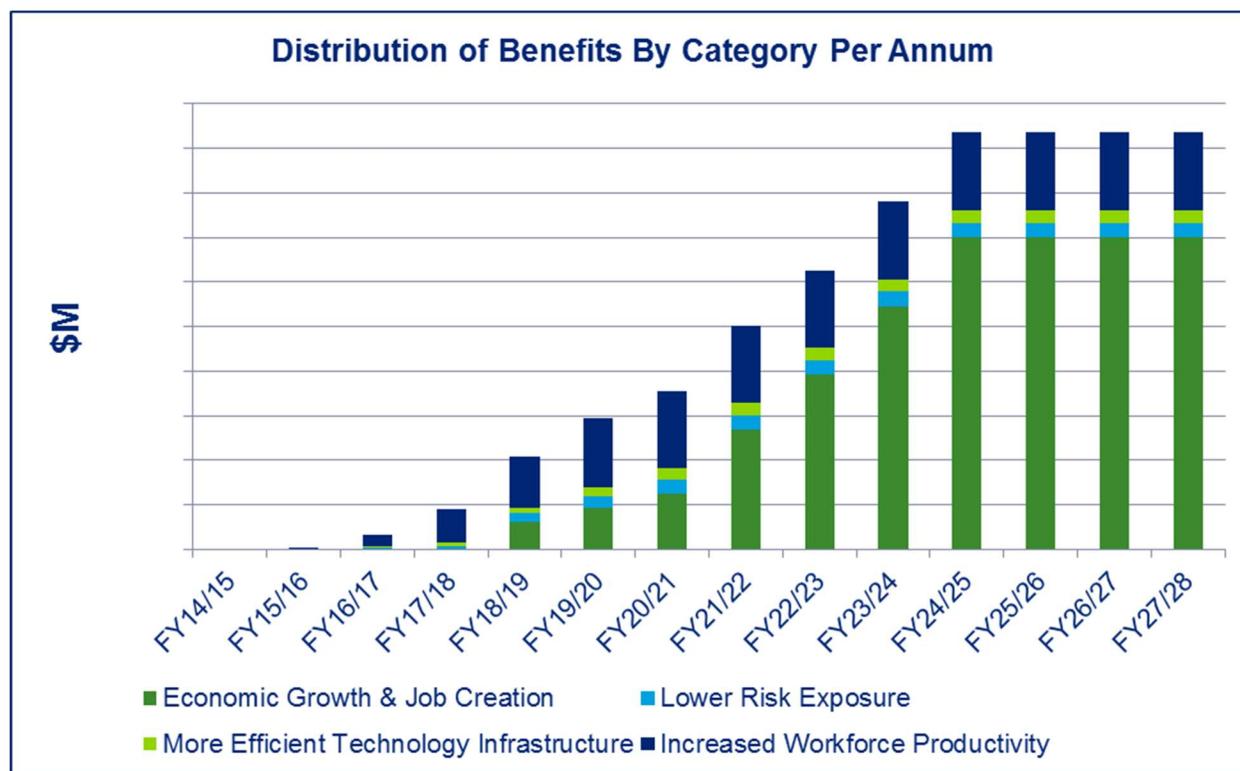
Figure 14 - Key Benefits of NRPP



Summary of Estimated Savings (and Increased Revenue) for the Recommended Approach

The following figure outlines the annual benefit realization delivered by NRPP over the 14 year timeframe (FY 2014/2015 through FY 2027/2028). The 14 year timeframe was selected based on guidance from the OCIO to calculate benefits for seven years following the end of implementation, which is expected to span seven years for NRPP. It is important to note that the annual recurring benefits will continue in perpetuity beyond this 14 year timeframe.

Figure 15 - NRPP Annual Benefits by Type



Key Savings Assumptions

- Benefits will begin to be realized in year two of the transformation (FY 2015/2016), grow over the life of the transformation and reach a maximum in year 11, four years after the end of the implementation (FY 2024/2025)
- A fully-loaded internal resource rate of \$X/hour was used to calculate all benefits related to productivity and staff time, while a fully-loaded rate of \$X/hour was used for senior staff
- Workforce productivity benefits will generate additional capacity that can be reinvested to address anticipated increases in volume and complexity of authorizations and other government priorities
- A conservative approach has been taken to estimating cost savings, in that a lower range of improvement potential and a slower ramp-up of benefit realization were assumed in all calculations

Table 6 below outlines the estimated annual savings opportunities delivered by NRPP.

Table 6 - NRPP Savings Opportunities

Savings Opportunities	Annual Savings (in millions)	Portion available to offset ministry/agency budget pressures ³⁰	Notes

³⁰ Benefits that do not offset NRS operating budgets are zero in this table.

Savings Opportunities	Annual Savings (in millions)	Portion available to offset ministry/agency budget pressures ³⁰	Notes
Maintain government commitments for authorization approval times notwithstanding increasing volume and complexity	\$X	\$X	Benefit realization begins in FY 2016/2017 - \$X M spent by the NRS in FY 2012/13 on related initiatives; approximately \$X M was targeted at reducing backlogs and approval timelines - Estimating 80-100% reduction in the need for this spending under NRPP - Savings represent avoided future costs
Reduction in manual data entry time by FrontCounter BC (FCBC) and other sector staff	\$X	\$X	Benefit realization begins in FY 2016/2017 - 40% of a subset of current FCBC and other NRS admin staff time is spent on manual data entry - Estimating 30%-50% reduction in the time these staff need to spend on data entry activities under NRPP
Improved productivity of compliance and enforcement staff	\$X	\$X	Benefit realization begins in FY 2017/2018 - 30% of current C&E staff is spent performing administrative activities - Estimating 33%-50% reduction in the time C&E staff will spend on administrative activities under NRPP
Reduction in manual effort required by finance staff	\$X	\$X	Benefit realization begins in FY 2015/2016 - 30% of current Finance staff time is spent performing manual activities and data entry - Estimating 16%-33% reduction in the time Finance staff will spend on manual tasks under NRPP
Reduction in current legacy system costs	\$X	\$X	Benefit realization begins in FY 2016/2017 - 352 current NRS systems that cost \$X M in annual system hosting expenses - Estimating 20%-30% of systems will be decommissioned or consolidated
Reduction in time required to resolve deficient applications	\$X	\$X	Benefit realization begins in FY 2016/2017 - 5%-10% of FCBC staff time is spent working with clients to resolve deficiencies - Estimating 75%-95% reduction in deficient applications received under NRPP
Reduction in physical document storage costs	\$X	\$X	Benefit realization begins in FY 2017/2018 - \$X M currently spent on annual document storage costs - Estimating 50%-75% reduction in the amount of document storage required under NRPP
Reduction in time required to provide application and inquiry support	\$X	\$X	Benefit realization begins in FY 2016/2017 - 15,000 support inquiries handled annually - FCBC staff spend 0.5 hours on average per inquiry - Estimating 25%-50% reduction in volume of application inquiries under NRPP
Reduction in settlement and judgment costs	\$X	\$X	Benefit realization begins in FY 2016/2017 - 20% annual reduction of 10-year average settlement & judgment costs
Reduction in remediation costs paid by government	\$X	\$X	Benefit realization begins in FY 2016/2017 - 20% annual reduction of 5-year average remediation costs
Total	\$X	\$X	

Key Revenue Assumptions

- A conservative approach has been taken to estimating increased revenue, in that a lower range of improvement potential and a slower ramp-up of benefit realization were assumed in all calculations
- The approach to calculating opportunities for increased revenue was validated by sector leadership, the sector's subject matter experts, NRS budget managers, an economist from JTST, and an external consultant

Table 7 below outlines the estimated annual revenue opportunities delivered by NRPP.

Table 7 - NRPP Increased Revenue Opportunities

Increased Revenue	Annual Revenue Increase (in millions)	Portion available to offset ministry/agency budget pressures ³¹	Notes
Contribution to positive investment climate and increased economic activity in BC (measured by increase in NRS revenues)	\$X	\$X	<p>Benefit realization begins FY 2018/2019</p> <ul style="list-style-type: none"> - 5% increase in Natural Gas Royalties, Petroleum Royalties, Coal, Water Rental and Licences, Minerals, Metals and Other Revenues - 10% increase in Crown Land Revenues - Conservative estimate which excludes revenue streams less directly impacted by NRPP - Data for calculations was sourced from the Budget and Fiscal Plan - 2013/14 to 2015/16
Faster realization of NRS revenues	\$X	\$X	<p>Benefit realization begins in FY 2021/2022</p> <ul style="list-style-type: none"> - Calculation based on approval of 8 new mines and 3 LNG facilities after NRPP is implemented - 12-month acceleration of decision timelines for major mines and LNG facilities will create a present value benefit from faster revenue realization - Conservative estimate which excludes any impact on other revenue streams - Data for calculations was sourced from the BC Jobs Plan and LNG Strategy - Present value calculations assume a 4.5% discount rate and a 30-year timeframe
Total	\$X	\$X	

In addition to the summary financials presented in Table 6 and Table 7 above, the following section provides further commentary on each individual benefit within the seven major benefit categories.

³¹ Increased NRS revenues accrue to government but are not directly available to offset NRS operating budgets, and are therefore presented as zero in this table. However, these increases are included in NRS revenue projections.

Economic Growth & Job Creation

NRPP will deliver meaningful contributions to economic growth and job creation in BC. There are three main benefits under this category.

Contribution to positive investment climate and increased economic activity in BC

Target Group Beneficiaries: Public, First Nations, Proponents and Clients, Government

In a competitive investment world, the efficiency and robustness of a jurisdiction's permitting and regulatory system is a key indicator for global investors regarding the relative attractiveness of risking capital. Permitting delays caused by insufficient resources or inconsistent application of government policies significantly discourage private sector confidence and investment, job creation and, ultimately, economic growth.³²

The NRS needs to overcome a number of obstacles in order to improve BC's competitive edge and attract global investment:

- Red tape, lengthy authorization timelines and uncertainty, which discourage investment
- Inconsistent approaches to decision making resulting in varying timelines and inconsistent decisions
- Lack of clear expectations and objectives available to proponents prior to submitting an authorization application
- Legislative and technology silos, and inefficient business processes which are causing delays in "getting to yes"

By improving permitting processes and systems, and reducing current permitting delays, the NRS will be positioned to support continued and successful economic growth in the province. While NRS revenues are highly sensitive to market prices, removing barriers to economic development will encourage investment, attract new major projects, and result in an increase in economic activity. NRPP will help position BC as a place where it is easy to do business.

This increase in activity will be observed through increases in NRS revenues over time. NRPP is expected to have an impact on the following NRS revenue streams:

- Natural Gas Royalties
- Petroleum Royalties
- Crown Land Fees and Rentals
- Coal
- Minerals, Metals and Other
- Water Rental and Licenses

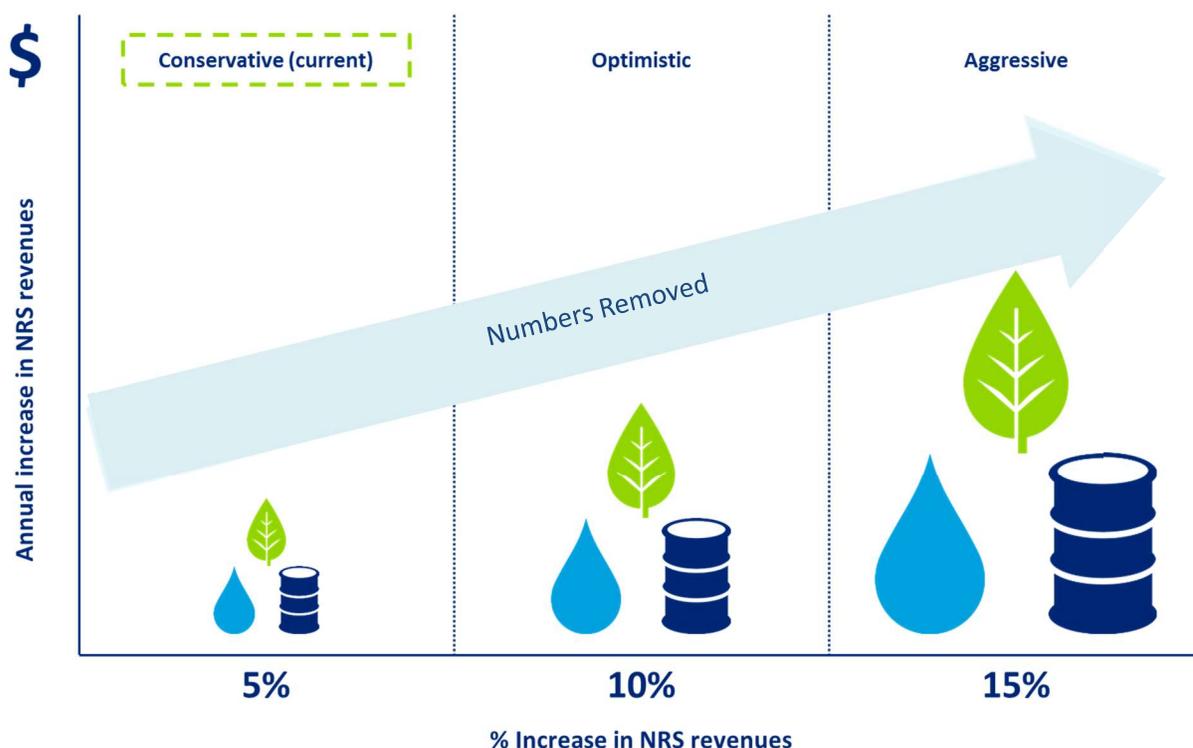
Based on research and discussions with the sector's subject matter experts, it is expected that NRPP could result in a 5% increase in these revenue streams, with the exception of Crown Land Fees and Rentals where a 10% increase is achievable. By averaging the projected revenues for these streams for 2013/14 to 2015/16 and applying these percentage increases, NRPP is estimated to generate an additional \$X M in NRS revenues annually.³³ This benefit would begin to accrue to government beginning in FY 2018/2019 and would ramp up to full realization by FY 2024/2025.

It should be noted that a conservative approach has been taken in that only those revenue types where there is a clear linkage between NRPP and a future impact on revenue were included in calculations. Consultation with NRS experts, budget managers, and government economists has confirmed that this approach is conservative and represents a lower-range estimate of potential increases in NRS revenues. For illustrative purposes, Figure 16 below presents additional estimates of increases in revenues using more optimistic and aggressive assumptions.

³² Association for Mineral Exploration British Columbia, Top Policy Issues and Recommendations, 2013

³³ Data from Budget and Fiscal Plan 2013/14 – 2015/16, February 19 2013

Figure 16 - Conservative, Optimistic and Aggressive Estimates of Increases in NRS Revenues as a Result of NRPP



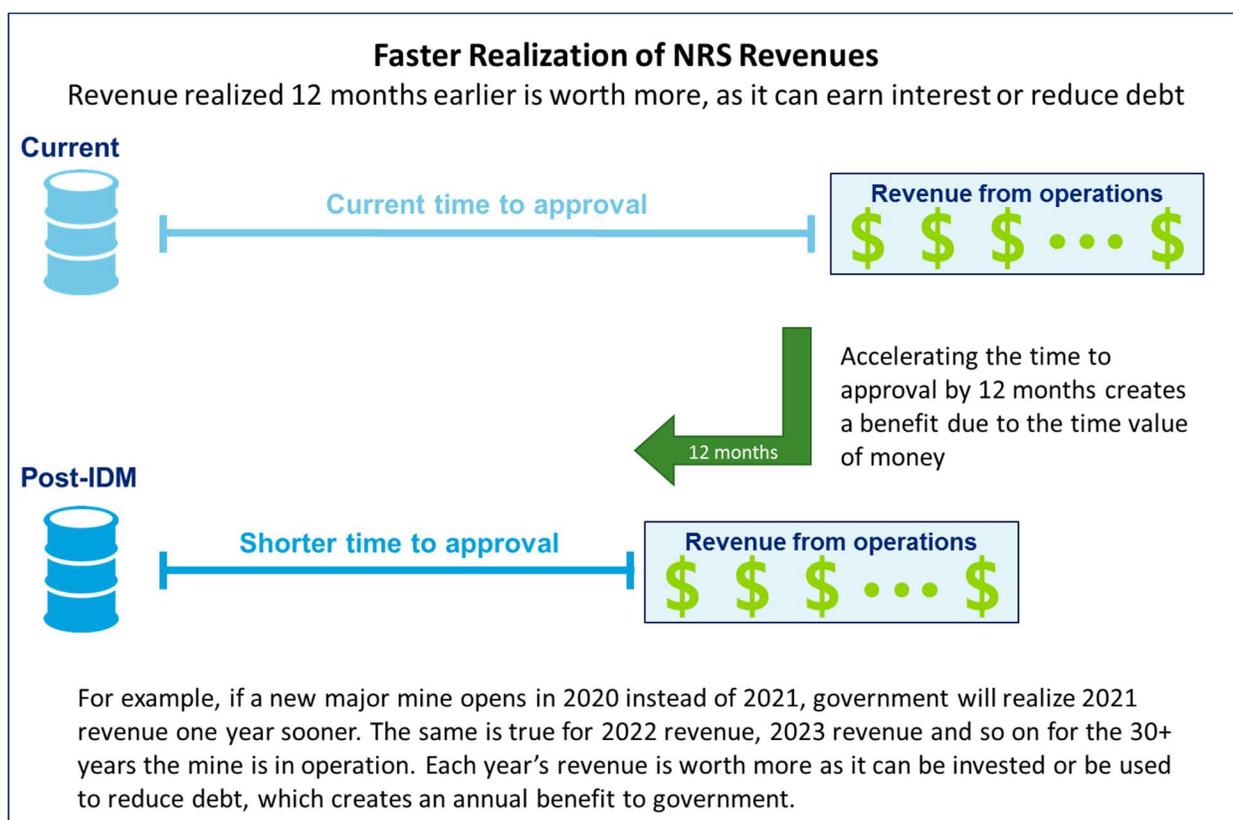
Faster realization of NRS revenues

Target Group Beneficiaries: Clients and Proponents, Government

The decision making process for a major project such as a mine or LNG facility can span several years, and significant delays are often encountered as a result of the need for dozens of separate authorizations, the lack of a consolidated view of existing activity on a given area of land, and duplicative First Nations consultation requirements.

As a result of NRPP, the time needed to approve major projects will be reduced, and government will achieve a significant benefit from realizing revenues sooner. Using a time value of money approach, it is possible to estimate the present value of cash flows from getting a major project operational sooner. This concept is depicted in Figure 17 below.

Figure 17 - Faster Realization of NRS Revenues



Examples of potential revenue realization benefits are presented below:³⁴

- For each new major mine, every 12-month acceleration of time to operation results in a present value benefit of approximately \$X M, or \$X M annually
For each new LNG facility, every 12-month acceleration of time to operation results in a present value benefit of approximately \$X M, or \$X M annually

The BC Jobs Plan and the BC LNG Strategy state that there are currently 8 new mines and 3 new LNG facilities expected to be operational by 2020. If one assumes that a similar amount of natural resource activity will occur after the end of the NRPP implementation and one assumes that those projects will have their decision timelines accelerated by 12 months, government will realize financial benefit in the form of earlier realization of revenues. The present value of the early realization of the revenues for 8 mines and 3 LNG facilities, over the course of the benefit horizon (years 8 to 14), is \$X M, or an average annual revenue increase of \$X M.

Increased government revenue as a result of fewer cancelled or abandoned projects

Target Group Beneficiaries: Public, First Nations, Clients and Proponents, Decision Makers, Government

Proponents expect the authorization process for their natural resource projects to be fair, transparent, consistent and timely with clear expectations and communications throughout. When these conditions are not in place, proponents lose confidence in the system and look to invest their capital in other provinces or other countries. This is particularly true for proponents who are in the process of getting a decision on their authorization applications.

As a result of shifting timelines, poor communications and unclear expectations, proponents in BC have abandoned their applications during the authorizations process.³⁵ As a specific example, four value-added natural gas projects were moved to other jurisdictions in the last 18 months due to a lack of certainty and lack of information about land availability; these opportunities represent a loss of over \$4 billion in capital investment and 1,200 to 2,000 direct jobs in BC.³⁶

When a proponent decides to abandon their application and move their capital to another jurisdiction it has a direct impact on government revenue through reduced fees, royalties and tax revenue. For example, a single mine can represent an average of \$18M in annual government revenue over its life span of 30+ years.³⁷ More importantly, the job opportunities presented by the project are no longer available to British Columbians.

The investment in NRPP will allow the NRS to modernize its approach to authorization decision making by providing a clear, electronic and consistent application process which will result in fewer abandoned applications.

Increased Workforce Productivity

NRPP will deliver significant increases in the productivity of the NRS workforce. There are two main workforce improvement benefits related to lowering demands on, and increasing the efficiency of, the NRS workforce: increased NRS staff productivity, and maintaining government commitments for authorization approval times.

Increased NRS staff productivity

Target Group Beneficiaries: Clients and Proponents, Decision Makers, Government

There are five key ways in which NRPP will increase the productivity of the NRS workforce. Combined, these productivity gains result in additional NRS capacity equivalent to X FTEs. The benefits generated can be realized through normal attrition of NRS employees.³⁸ The realization of this benefit throughout

³⁴ Based on data in the BC Jobs Plan; present value calculations performed assuming cash flows over 30 years and a discount rate of 4.5%

³⁵ Regulatory Harmonization – Proponent Interview Results. Ministry of Forests, Lands and Natural Resource Operations. October 2012.

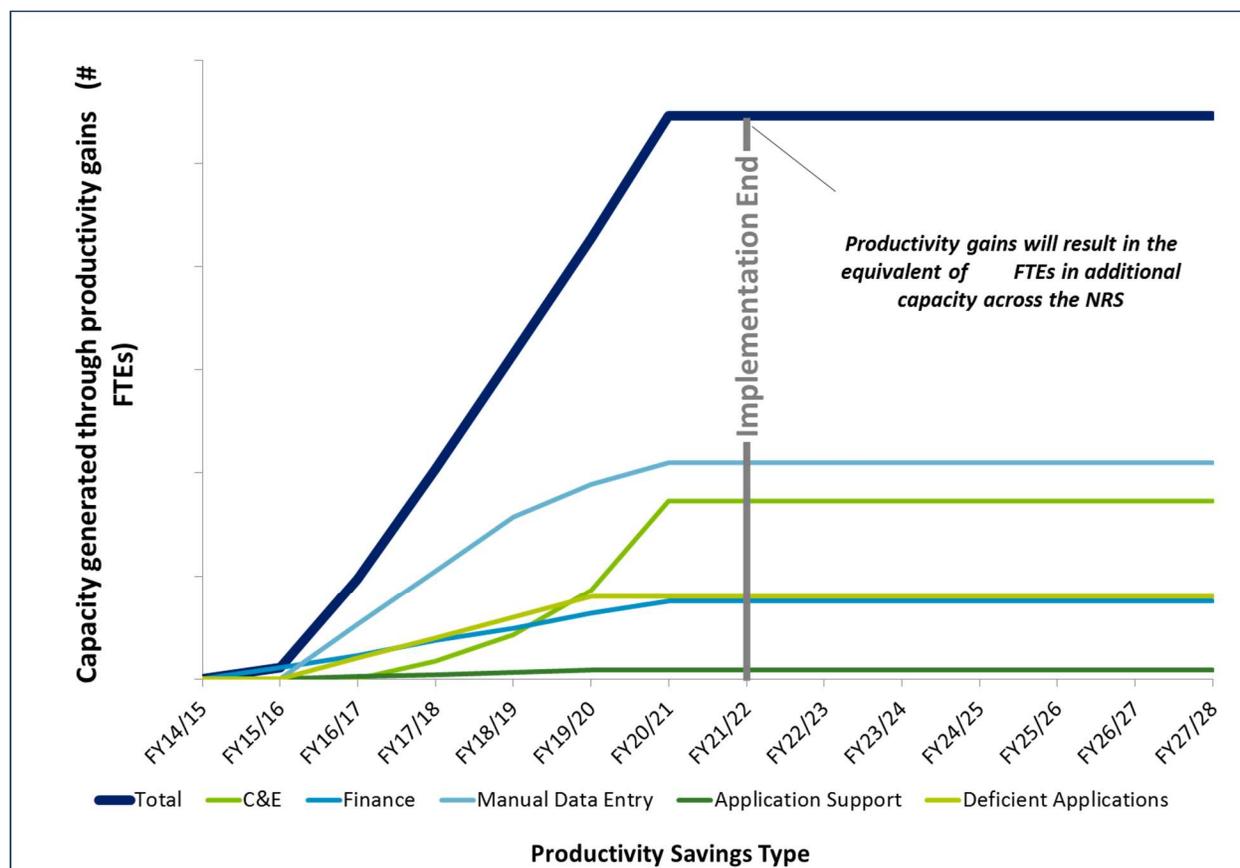
³⁶ Data from Major Investments Office, Ministry of Jobs, Tourism and Skills Development, September 2013

³⁷ BC Jobs Plan, September 2011

³⁸ 2012-2015 Workforce Projections; prepared to support the Natural Resource Sector 2013-2014 Transformation Plan

the implementation of NRPP is presented in Figure 18. Descriptions of the five different productivity savings are provided on the following pages.

Figure 18 - Productivity Gains Resulting From NRPP



Reduction in time required to resolve deficient applications: Approximately 5%-10% of the applications that are currently submitted to the sector are deficient in some way, requiring intervention and resolution before they can progress. It is estimated that 75%-95% of these deficient applications will be avoided through NRPP owing to the application self-assessment tool, smart forms to limit incorrect or incomplete applications, and other supporting aids and guides. This will result in an average annual benefit of \$X M.

Reduction in time required to provide application and inquiry support: Sector staff members currently provide support for authorizations in several ways before the application is ready to be analyzed for decision. Prior to the submission of an application, proponents frequently visit or call FrontCounter BC to receive support or information related to the requirements or process for their submission. Approximately 15,000 application support inquiries are handled annually. It is estimated that a 25%-50% reduction in the volume of these inquiries would be realized due to the information provided to proponents through the spatial database, application self-assessment tool, and the electronic application system, as well as through additional online aids and guides. This will result in an average annual benefit of \$X M.

Reduction in manual data entry time by FrontCounter BC and other sector staff: A subset of current FrontCounter BC and other sector admin staff members spends approximately 40% of their time on manual data entry activities. In many cases, this data must be entered and reconciled in multiple systems. It is estimated that by implementing a common client record system, electronic applications leveraging automatic workflows, and a new authorization system, as well as consolidating legacy systems, that the time spent on manual data entry could decrease to 30-50%. This would result in an average annual benefit of \$X M per year.

Reduction in manual effort required by finance staff: Currently, about 30% of finance staff time is spent performing manual activities and entering data to support billing, refund, and fines functions. Implementing common financial processes and systems, supported by a common client record, will reduce the time spent on manual tasks of this nature to 20-25%, which will result in an average annual benefit of \$X M.

Improved productivity of compliance and enforcement staff: Compliance and enforcement staff currently spend 30% of their time performing administrative activities. Under NRPP, integrated systems and

processes, mobile enablement, and the use of risk-based prioritization of inspections will reduce the amount of time spent on these manual activities to 15-20%, resulting in an average annual benefit of \$X M.

Maintain government commitments for authorization approval times notwithstanding increasing volume and complexity

Target Group Beneficiaries: Clients and Proponents, Government

The NRS has requested nearly \$X M in contingency funding since 2011 to address priority authorization backlogs. The volume and complexity of authorizations in the NRS are growing. NRPP is a long-term solution which addresses the root causes of the backlogs, and the transformation will deliver capabilities to prevent future backlogs from accumulating. Using historical backlog funding as a proxy, the average annual benefit is estimated to be \$X M.

It is important to clarify that NRPP will not address any near-term challenges with authorization approval times faced by the NRS.

Lower Risk Exposure

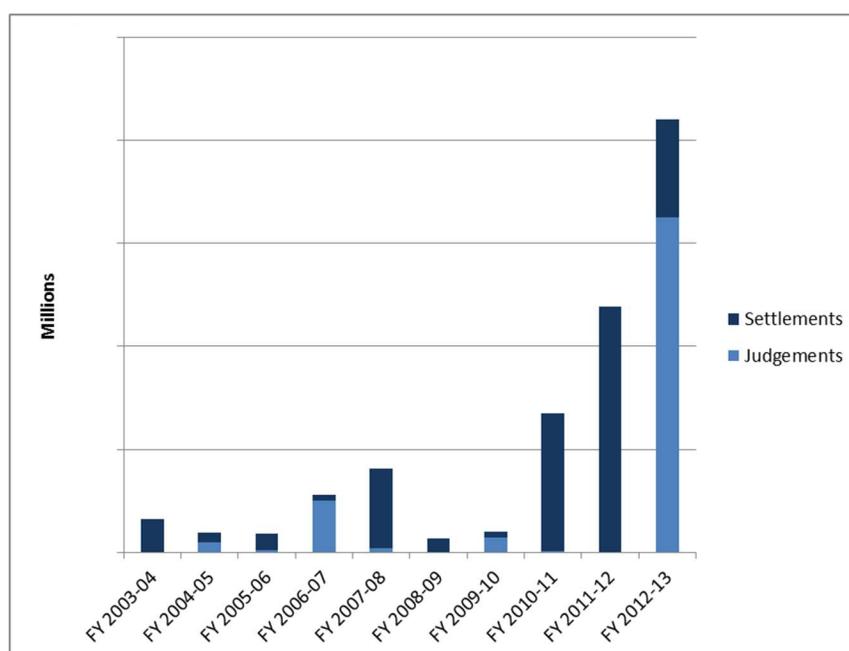
NRPP will contribute to lower NRS risk exposure. There are four main improvement benefits in this category related to legal risk, remediation costs, compensation liabilities, and document discovery costs.

Reduction in legal risk

Target Group Beneficiaries: Public, First Nations, Clients and Proponents, Decision Makers, Government

In recent years, the NRS has been faced with escalating levels of litigation and rising settlement and judgement costs due to a number of factors. Many judgment and settlement payments made by government can be attributed to the lack of an integrated view of all activities on the land base, a lack of information sharing across systems and lines of business, and a lack of a risk-based approach to compliance and enforcement. Judgement and settlement payments over the past 10 years have totalled \$X M and are shown in Figure 19. It should be noted that the significant increase in payments in the past three years was due to a small number of cases that resulted in large settlements or judgements (greater than \$X M each).

Figure 19 - 10-year History of NRS Settlements and Judgements³⁹



Specific examples of cases where government paid significant settlements or judgments include:

- A dam collapsed and caused significant property damage after the NRS failed to enforce the need for repairs and maintenance. Contributing factors included a lack of effective record keeping, inaccurate risk/consequence ratings given to the dam, and a lack of action to address

³⁹ Payments under *Crown Proceeding Act* from FY 2003/04 to 2012/13. Data provided by Ministry of Justice, Legal Services Branch, May 2013

decades of warnings that the dam was in poor condition. Settlements paid by government to affected parties totaled more than \$X M

- A District Manager approved a forest development plan and awarded multiple cut blocks in a watershed; however, the decision was inappropriate and not durable because the plan was contrary to regulations and it did not consider impacts to endangered animal populations. The case was settled for \$X M
- An oil and gas company acquired a tenure in northeastern British Columbia only to find out that the NRS had not disclosed that the tenure was in an area that was considered historically and spiritually significant by a local aboriginal group. The matter proceeded through an extensive litigation process and settled for \$X M

Through the implementation of an integrated spatial and operational database, a risk-based framework for compliance and enforcement activities across the province, and through facilitating information sharing across lines of business, NRPP will contribute to a significant reduction in legal risk and potentially a reduction in litigation and settlement costs.

To estimate the potential reduction in settlement and judgement costs once NRPP has been implemented, the historical 10-year average of \$X M (FY 2003/2004 to FY 2012/2013) was used as a proxy for future costs. A 20% reduction was assumed to arrive at an annual benefit of \$X M.

Reduction in remediation costs paid by government

Target Group Beneficiaries: Clients and Proponents, Decision Makers, Government

The NRS faces specific challenges relating to performance securities, which impacts the amount of remediation costs that must be paid by government if a client abandons a site or declares bankruptcy. A summary of issues is presented below:⁴⁰

- Security amounts may be set or waived at the discretion of a statutory decision maker
- Inconsistencies can lead to a perception of unequal treatment within the business community
- The province is exposed to underfunded liabilities when government's ability to collect against the full cost of loss is impaired
- The NRS is not able to apply a risk-based decision model due to lack of data, as there is insufficient historical data, information sharing and capacity to accurately value government's exposure to loss for any size operator
- Administration and record keeping of security is also an area of concern; in addition to not annually reviewing amounts held against the risk over time, there are numerous anecdotal cases where security is:
 - orphaned (not returned, and not traceable to an operator)
 - lost by either the ministry, the bank and/or the proponent
 - returned to proponents despite the need to clean abandoned sites

As a result of these challenges, government has had to pay significant remediation costs totalling at least \$X M over the past 5 years, often to clean up damage left by clients in cases where security amounts were insufficient to cover costs.⁴¹ Major projects and some smaller operations cause considerable environmental damage to the site; government becomes responsible for cleaning up damage if a performance security amount is insufficient or the terms restrict the use of the security for certain purposes.

NRPP will contribute to an increase in government's ability to manage the risk of activities on the land base and to a reduction in the amount of remediation costs paid by government through the delivery of:

- A sector-wide risk management framework
- Tools for decision makers to support a consistent approach to determining security amounts and terms
- Support for project-based securities

⁴⁰ Land Use Performance Security Report, prepared by the Risk Management Branch in April 2013

⁴¹ Data from Crown Contaminated Sites, May 2013

To estimate the potential reduction in remediation costs paid by government once NRPP has been implemented, the historical 5-year average of \$X M (FY 2007/2008 to FY 2012/2013) was used as a proxy for future costs. A 20% reduction was assumed to arrive at an annual benefit of \$X M.

Reduction in compensation liabilities

Target Group Beneficiaries: Decision Makers, Government

Compensation liabilities are created when government makes land use or treaty decisions that impact the rights of tenure holders. An example would include a policy change that results in the removal of land from a tree farm license. Currently, there is a lack of integrated, consolidated information about existing tenures and activities on the land base, and government is not equipped to consider the magnitude of compensation liabilities created when such decisions are made.

By providing statutory decision makers and compensation analysts with the tools and information required to consider implications such as existing tenures and the value of roads going through land areas being distributed, the sector's compensation exposure can be reduced. As a specific example of potential reductions in compensation payments, using information about liabilities related to the *Forestry Revitalization Act*, there is \$X M-\$X M⁴² in current compensation exposure due to a policy decision to redistribute land areas. The sector's compensation analysts estimate that compensation exposure could be reduced by 25-50% once capabilities delivered by NRPP (such as ability to use consolidated, integrated information about all existing activities in a certain geographical area) are in place. By averaging the total current compensation exposure and multiplying by the percentage reduction in compensation exposure as a result of NRPP, there is a one-time savings of \$X M-\$X M. These savings have not been included in the financial analysis and are presented here as an illustrative example only.

Reduction in document discovery costs resulting from the ability to centrally store, share and manage NRS documents and records

Target Group Beneficiaries: Decision Makers, Government

The NRS does not currently have tools or processes to support a sector-wide, consistent approach to records management. An additional challenge is that many processes across the sector remain manual and paper-based, and therefore a significant amount of physical documentation is generated and stored on an ongoing basis. Documents are stored in numerous locations throughout the province, including staff filing cabinets, storage rooms, and external warehouses.

In the event of litigation, NRS staff must exert considerable effort in the document discovery process to locate any records that may be relevant to the case. Document discovery for a single large case may require time from up to 100 staff and the effort may span weeks if not months. In the event that documentation cannot be located, government may be forced to pay a settlement.

By investing in NRPP, the ability to receive authorizations online means that many NRS documents will enter the system in a digital format, resulting in documents that are easier and cheaper to manager. Without NRPP and the implementation of a sector-wide document and records management solution, the NRS will be exposed to escalating document discovery costs and increasing levels of risk.

Integrated Resource Stewardship & Management

NRPP will contribute to more integrated stewardship and management of BC's natural resources. There are three main improvement benefits in this category related to managing competing resource interests, integrating cumulative effects into decision making, and reducing illegal activities.

⁴² Range of liabilities is dependent on whether damages and compound interest are included.

Increased ability to manage trade-offs between competing interests on the land base

Target Group Beneficiaries: Public, First Nations, Clients and Proponents, Decision Makers, Government

Making decisions about natural resource projects and setting stewardship objectives involves making and managing trade-offs between access to and use of BC's natural resources. The NRS makes these trade-offs on a daily basis, often without a complete view of the various competing interests on the land base. Without a complete, spatially enabled view of resource values, existing tenures, cumulative effects and planned activity, the NRS is unable to appropriately balance economic activity and long-term environmental sustainability.

During interviews conducted in 2012,⁴³ proponents consistently referenced issues with overlapping tenures, which arise when other project types receive tenure on land that is already supporting a particular activity. Due to a lack of integrated information, these conflicts are challenging to resolve.

A critical NRPP investment is the creation of an integrated spatial database that will bring together sector information and allow it to be viewed on a map. This will provide decision makers with a tool to better understand competing interests on the land base and to resolve issues that do arise as a result of overlapping tenures.

Increased quality and consistency of cumulative effects assessments

Target Group Beneficiaries: Public, First Nations, Clients and Proponents, Decision Makers, Government

Cumulative effects are changes to economic, environmental and social values caused by the combined effect of present, past and reasonably foreseeable actions or events. Cumulative effects can create real costs through unintended impacts to economic, environmental and social values, onerous and lengthy permitting processes, conflicts among tenure holders, and requirements for corrective actions.

The Environmental Assessment Office considers cumulative effects in the evaluation of large projects, but most authorizations and permits are for small projects that are not currently assessed for cumulative effects, and can accumulate into unintended impacts. The need to efficiently and consistently assess the impact of all projects, small and large, is becoming more acute because the demand for access to natural resources is growing rapidly and the context for new development is becoming more complex. There is a growing need, supported by recent court decisions, to consider cumulative impacts to aboriginal and treaty rights when making decisions around resource use and allocation.

NRPP will deliver capabilities required to consider cumulative effects in authorizations decisions, including the integrated spatial and operational database, cumulative effects framework and tools for decision makers, which will result in a reduction in unintended impacts to priority values.

Reduction in environmental damage caused by illegal activities

Target Group Beneficiary: Public, First Nations, Government

Each year, damage to BC's environment occurs as a result of illegal and unregulated activities such as:

- Unregulated transportation of hazardous waste
- Illegal application of pesticides
- Illegal harvesting of plants, timber, gravel, and soils
- Trespassing
- Squatting
- Building cabins on Crown land
- Illegal houseboats and docks

NRPP will contribute to a reduction in illegal and unregulated activities by increasing awareness of regulated activities through provision of open data, offering online applications, and simplifying and streamlining the authorizations process. A more efficient compliance and enforcement function, as well as an ability to focus on higher risk activities with a sector-wide approach will also contribute to the realization of this benefit.

⁴³ Regulatory Harmonization – Proponent Interview Results. Ministry of Forests, Lands and Natural Resource Operations. October 2012.

Improved Public & First Nations Engagement

NRPP will improve the quality and consistency of NRS engagement with the public and First Nations. There are three main improvement benefits in this category related to First Nations consultation, public and First Nation engagement in decision making, and government's social license (transparency, confidence, trust).

Increased effectiveness of First Nations consultation

Target Group Beneficiaries: First Nations, Clients and Proponents, Decision Makers, Government

A key aspect of NRPP is to integrate NRS spatial and operational data and make it more easily accessible to decision makers, the public and First Nations. This includes spatial data and information about First Nations consultation, treaty obligations, strategic engagement agreements and strength of claim. Today, this information is not accessible or requires NRS staff to search multiple systems to access partial information. As a result, decisions on natural resource projects can be made without a holistic view of impacts on First Nations interests, and decisions may be made prior to appropriate consultation having taken place. This does not respect First Nations governance and exposes the government to significant legal risk.

By providing integrated spatial and operational data to decision makers, and bringing historical First Nations consultation data together in one system, NRPP will increase the effectiveness of the First Nations consultation process and increase the ability of government to make durable decisions.

Increased Public and First Nations engagement in decision making

Target Group Beneficiaries: Public, First Nations, Clients and Proponents, Decision Makers, Government

Current engagement processes lack transparency and effective channels for existing rights holders, impacted parties and the public to find information and comment on projects under consideration. The current process is inefficient as it relies on the proponent notifying the public and rights holders, and communicating feedback or objections back to the sector. This approach results in a lack of social license and inconsistent results for proponents.

Through the implementation of an online Review and Comment service, NRPP will provide the public and First Nations with a convenient channel to engage in the decision making process and to voice their opinions and concerns about activities in their communities. NRPP will help ensure affected parties are appropriately consulted and will contribute to decision makers' ability to make durable decisions. The online service will also be far more efficient and cost-effective for clients, proponents and government.

Increased government social license (transparency, confidence, trust)

Target Group Beneficiaries: Public, First Nations, Clients and Proponents, Decision Makers, Government

Social license is critical to the success of natural resource projects in BC and elsewhere. Social license is created through decision making processes that are transparent, fact-based, and consistent and allow for meaningful input and engagement from the public and First Nations. If the public and First Nations trust the processes by which government makes resource management decisions, they will provide proponents with the social license and support they need to build and operate their projects.

NRPP will allow the sector to establish clear expectations, timelines and consistent approaches to decision making which will aid in creating social license for large natural resource projects. In addition, by making the data used in decision making more transparent and available, the public and First Nations have open access to the analysis and information used to make decisions. This will allow for more meaningful engagement in the process and the building of stronger social license.

Improved Service Delivery

NRPP will contribute to improving the service delivery experience for the public, First Nations, clients and proponents when working with the NRS. There are three main improvement benefits in this category related to transparency and open data, business process improvements, and service delivery methods.

Increased availability of open data and transparency

Target Group Beneficiaries: Public, First Nations, Clients and Proponents, Decision Makers, Government

Citizens @ the Centre set the BC Government on a direction to empower citizens to create value from open government data. The NRS is the largest creator of data on behalf of the BC Government and a significant contributor to the open data direction in BC. However, the NRS can do more and NRPP will enable a significant increase in the availability of natural resource data for the public, First Nations, clients and proponents, and other government decision-makers.

Making more data available creates significant value for proponents. It gives them the information they need to plan their natural resource projects and prepare applications that are more likely to get approved. Today, proponents often submit applications in parts of BC not suitable for their projects due to sensitive habitats, overlap with existing rights holders or other factors. Having access to this information prior to submitting an application would allow proponents to avoid these types of conflicts. This will reduce costs associated with application submission and processing for both proponents and government.

Making more data and information available also benefits the public and First Nations. They can see what information the NRS is using to make decisions leading to better understanding of the trade-offs being made. They can also see what values and other interests are resident in various areas of the province.

Through NRPP, the NRS will integrate and make available spatial and operational data through online maps. This is a critical element of NRPP and one that will create tremendous value for the public, First Nations, clients and proponents, and government as a whole.

Increased standardization and consistency of business processes

Target Group Beneficiaries: First Nations, Clients and Proponents, Decision Makers, Government

A critical component of NRPP is using Lean to re-engineer core NRS processes, including those related to making decisions about natural resource projects. In addition to removing waste and creating efficiencies, the business process re-engineering component of NRPP will also create standardized processes where it makes sense to allow them to be applied consistently across the province.

Standardization will lead to efficiencies in a number of ways, including:

- Decreased duplication
- Decreased levels and amount of process
- Increased predictability and transparency of process
- Increased responsiveness (timely & quality)
- Increased cost-effectiveness

Better accessibility, greater convenience and faster service delivery

Target Group Beneficiaries: Public, First Nations, Clients and Proponents

Better accessibility:

- NRPP will allow numerous services to be accessed from a single access point, which means individuals and businesses will spend less time looking for information or being transferred between different parts of the NRS on the phone
- Clients and proponents will have the ability to monitor, access and edit data that the NRS holds on them
- Clients and proponents will be able access a single window for payment of fees using PayBC services

Greater convenience:

- Services will be accessible 24 hours a day from anywhere that has internet access
- Users will have more flexibility to access services when they want

Faster service delivery:

- Faster processing of applications and renewals
- Quicker and easier conduct of business with government through dynamic forms and pre-population of data, with assurance that forms are completed correctly
- Instant confirmation that an application has been received

More Efficient Technology Infrastructure

NRPP will contribute to a more efficient technology infrastructure for current and future use by the NRS. There are five main improvement benefits in this category related to the number of IM/IT systems, future IM/IT investment requirements, IT risk, legacy support costs, and document storage costs.

Reduction in number of IM/IT systems managed

Target Group Beneficiaries: Government

NRPP will result in fewer IM/IT systems managed by NRS. In addition to the cost savings that come from fewer systems in the NRS inventory there are a number of additional benefits that will be achieved. Fewer IM/IT systems will allow for:

- NRS IM/IT expertise to be consolidated and focused on critical applications leading to improved service delivery and reduced risk
- Increased employee satisfaction resulting from having to use fewer systems to complete key tasks
- Shorter new hire orientation and training time
- Increased employee mobility and flexibility
- Improved service delivery as staff will not have to search multiple systems to find information for proponents and the public

Reduced cost of future IM/IT investments

Target Group Beneficiaries: Government

A critical aspect of the technology transformation component of NRPP is the creation of a technology foundation that will deliver the benefits and outcomes of NRPP as well as support future sector business. Key components of NRPP technology such as business rules, workflow and integrated spatial data will deliver business benefits today and into the future. It is expected that future IM/IT capital asks will be lower than they would be otherwise because future system projects will leverage the foundation established as part of NRPP. There is also a benefit of increased flexibility and speed to deploy new capabilities.

Reduction in IT risk caused by aging/legacy IT systems

Target Group Beneficiary: Government

Aging/legacy IT systems expose the NRS to high maintenance costs as well as increasing levels of IT risk.

Based on the 2010 report of the Auditor General of Canada,⁴⁴ these risks and costs are major drivers of the IT systems modernization efforts in the public sector:

- Skills shortage: Fewer staff and contractors have the skills and knowledge to use older programming languages and source code structures
- Vendor support: Vendors may no longer exist or no longer support older products
- Regulatory compliance: Outdated systems may be hard to update to comply with changing laws, regulations, and industry standards
- Access to data: Information becomes increasingly cumbersome to extract and analyze as data structures age
- Meeting client expectations: Older systems cannot be modified to support modern technologies and meet expectations such as 24/7 availability and workflow
- Security: Legacy systems cannot always be modified to conform to changing security requirements (for example, password complexity)
- Green IT initiatives: Older IT systems are generally not energy efficient and are hard to modify to reduce their environmental impact
- Disaster recovery: The older the system, the harder it is to recover data after a disaster

NRPP will contribute to a reduction in these types of IT risk by modernizing and consolidating multiple systems.

⁴⁴ 2010 Spring Report of the Auditor General of Canada, Chapter 1—Aging Information Technology Systems

Reduced legacy support costs

Target Group Beneficiaries: Government

The NRS currently actively runs 352 different systems that cost \$X M to maintain annually. NRPP will consolidate, rewrite, or retire approximately 20%-30% of the systems as part of the transformation. This will result in ongoing annual savings of \$X M each year in legacy support costs.

Reduced document storage costs

Target Group Beneficiaries: Government

The NRS currently has a large amount of paper files physically stored in the province. Part of the transformation's scope is the creation of a cross-sector document and record management system, which will reduce present and future needs to store physical documents. A data digitization project will also be completed to scan and store priority historical hard copy documents that will then be able to be appropriately destroyed. It is estimated that the \$X M in annual costs currently spent on physical storage in the NRS will be reduced over time by 50%-75%, creating an average annual benefit of \$X M.

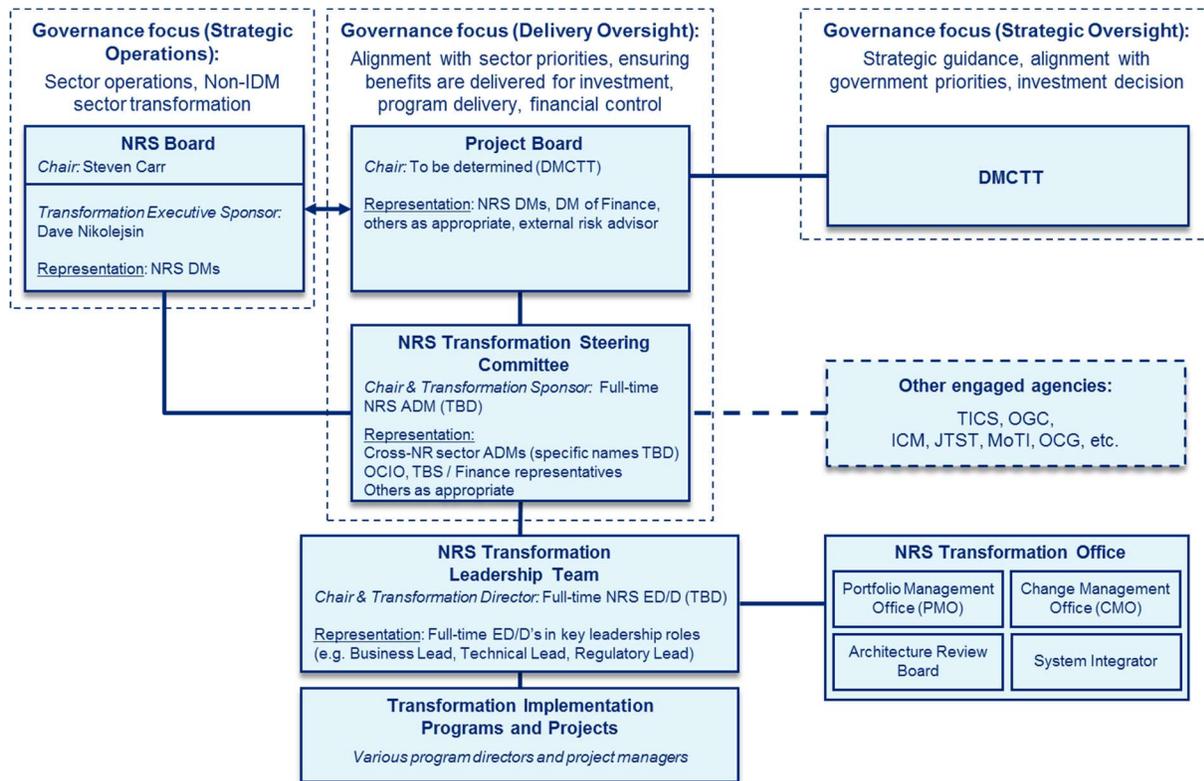
The many benefits described above will deliver meaningful, ongoing financial and non-financial benefits to BC, including the public, First Nations, proponents and clients, decision makers, and government as a whole. The investment in NRPP outlined in this business case is necessary to achieve these benefits.

Executive Governance

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

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

Figure 20 - NRPP Executive Governance Structure



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

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

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

Project Board

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

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

NRS Board

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

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

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

DMCTT

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

NRS Transformation Steering Committee

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

NRS Transformation Leadership Team and NRS Transformation Office

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

NRS Architecture Review Board

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

Additional Engagement

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

Decision Making

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

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

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

Implementation and Ongoing Operation

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

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

NRPP Investment Roadmap

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

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

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

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

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

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

Project Alignment Chart

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

Figure 23 - Project Alignment Chart

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

*All Portfolio projects apply across all program areas

Timing of Expenditures Chart

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

Figure 24 - Timing of NRPP Expenditures

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

Staffing Requirements

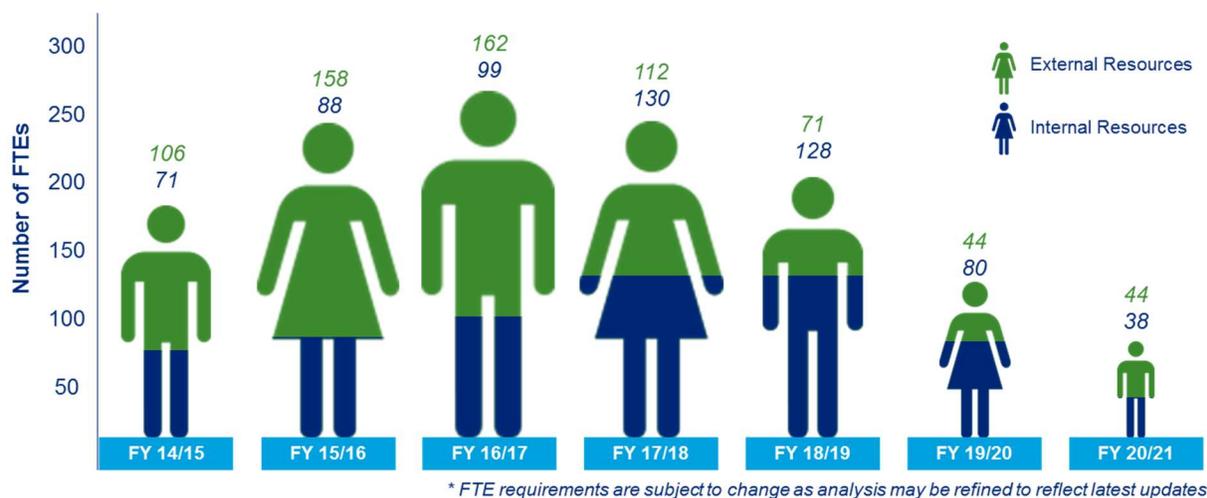
At different stages of the roadmap, the number of NRS staff required to support the transformation will vary. Each implementation program (as shown in Figure 21) will be led by program directors and program management resources, supported by seconded staff and external parties for project delivery. The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

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

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

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

Figure 25 - Internal and External Resource Requirements to Deliver NRPP



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

Table 8 – Approximate Internal Staffing Requirements in Year 1

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

Year 0 Readiness Activities and Year 1 Plan

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

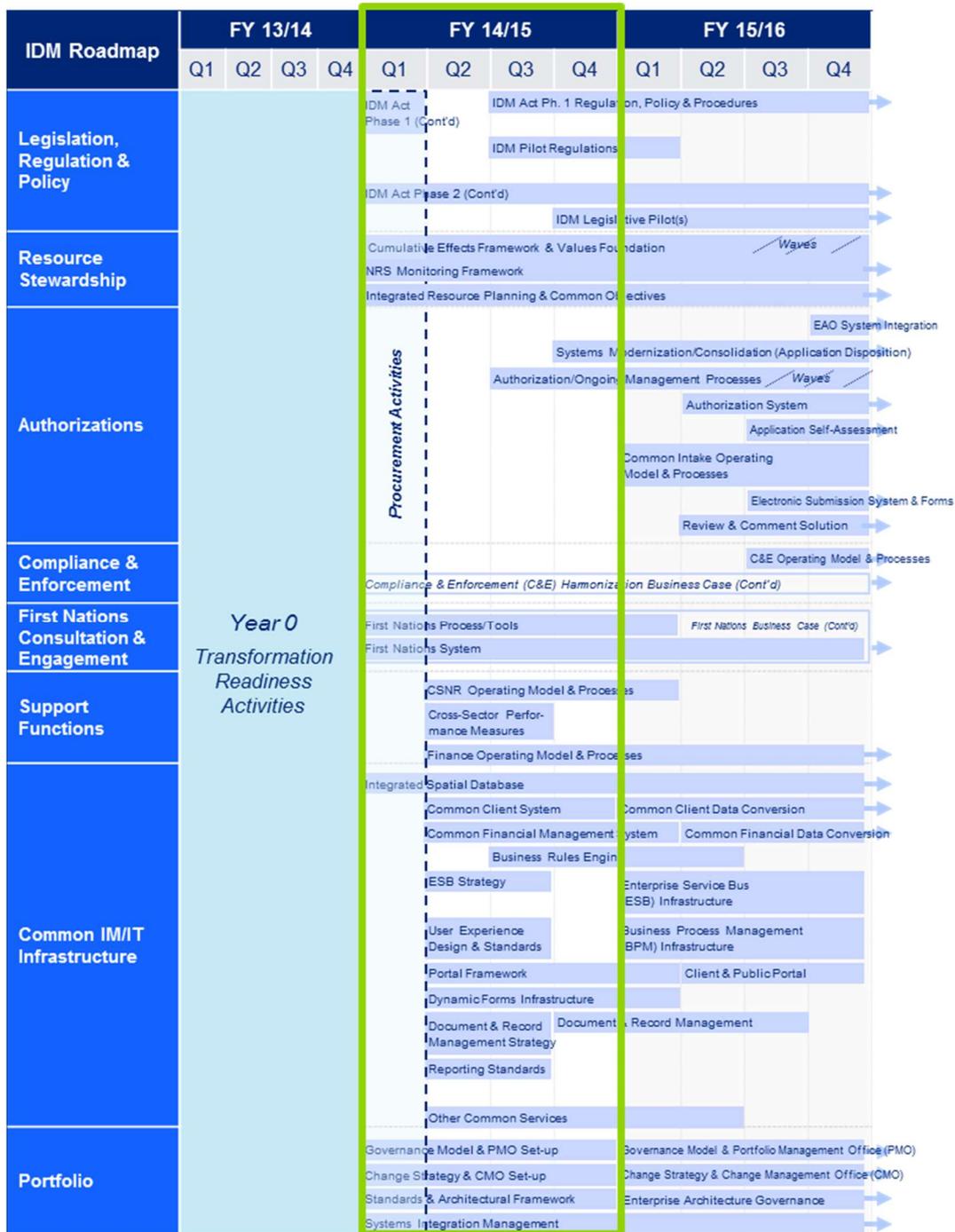
Table 9 - Year 0 and Year 1 Key Activities

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

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

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

Figure 26 - Year 1 Detailed Roadmap



Year 1 Key Capabilities

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

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

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.

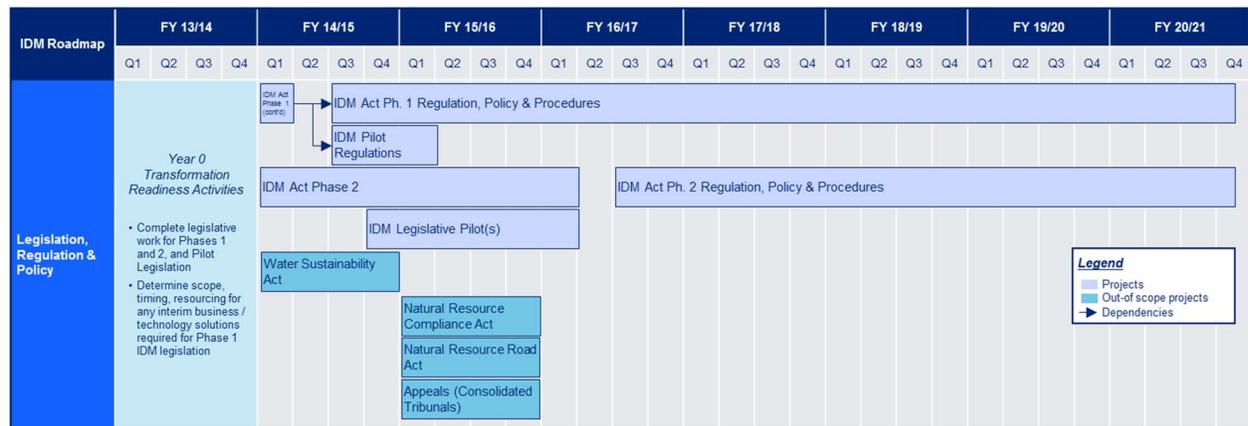
Legislation, Regulation & Policy Program

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	<p>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.</p> <p>Key Changes:</p> <ul style="list-style-type: none"> • 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	<p>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.</p> <p>Key Changes:</p> <ul style="list-style-type: none"> • 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	<p>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.</p> <p>Key Changes:</p> <ul style="list-style-type: none"> • 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	<p>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.</p> <p>Key Changes:</p> <ul style="list-style-type: none"> • 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	<p>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.</p> <p>Key Changes:</p> <ul style="list-style-type: none"> • 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	<p>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.</p>

Service Name	New Service Description
High Risk Projects)	<p>Key Changes:</p> <ul style="list-style-type: none"> • 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	<p>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.</p> <p>Key Changes:</p> <ul style="list-style-type: none"> • 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	<p>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.</p> <p>Key Changes:</p> <ul style="list-style-type: none"> • Legislation to allow for automatic transfer of a project as a bundle (allowing for appropriate due diligence where needed)
Securities	<p>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.</p> <p>Key Changes:</p> <ul style="list-style-type: none"> • 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	<p>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.</p> <p>Key Changes:</p> <ul style="list-style-type: none"> • Project based bills including alignment of issuance and anniversary dates (see renewals) • Legislation allowing for regulation making authority to set project based fees

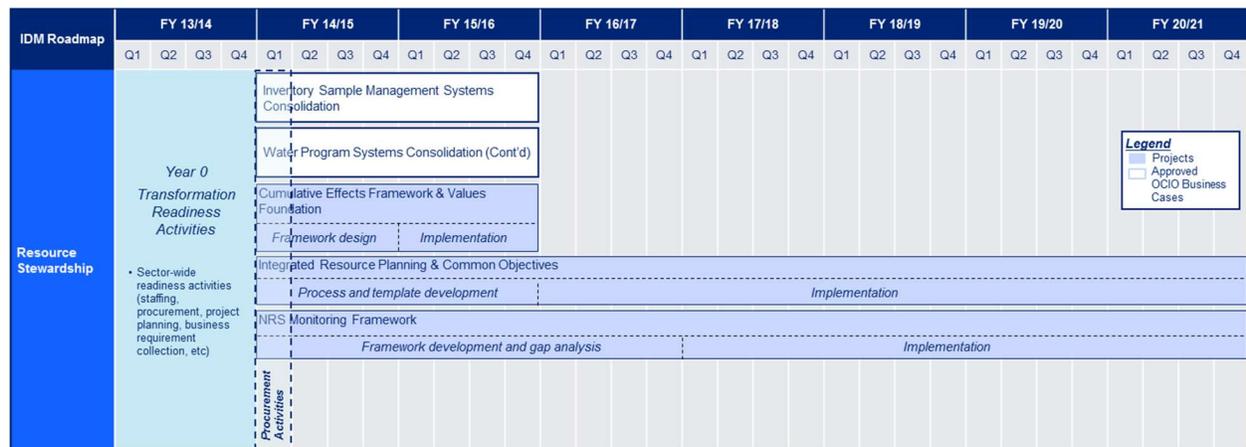
Resource Stewardship Program

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	<p>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.</p> <p>Key Changes:</p> <ul style="list-style-type: none"> • 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	<p>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.</p> <p>Key Changes:</p> <ul style="list-style-type: none"> • 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
				<ul style="list-style-type: none"> • 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	<p>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.</p> <p>Key Changes:</p> <ul style="list-style-type: none"> • 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	<p>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</p> <p>Key Changes:</p>

Old Service Name	Service Description	Change	New Service Name	New Service Description
				<ul style="list-style-type: none"> • 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					

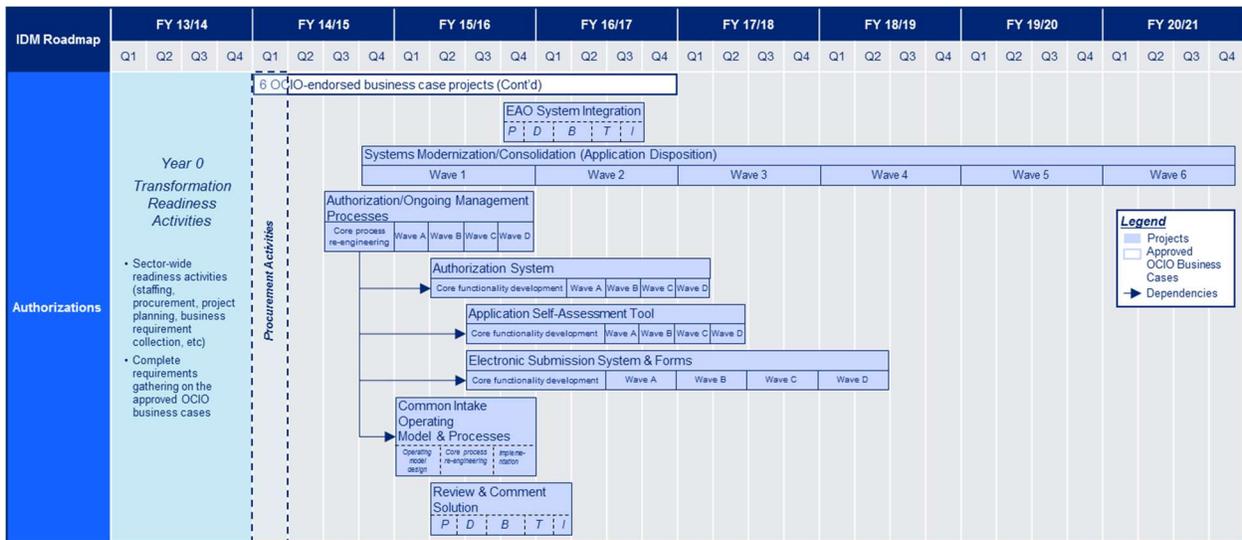
Authorizations Program

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 projects⁴⁵	
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
	<p>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.</p>			<p>the general public to provide a resource for looking up and better understand the activities occurring in areas of interest.</p> <p>Key Changes:</p> <ul style="list-style-type: none"> • 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	<p>Electronic submission provides a proponent with the ability to submit some information required for certain authorizations through an online channel.</p>	Enhanced	Electronic Submissions	<p>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.</p> <p>Key Changes:</p> <ul style="list-style-type: none"> • 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
				<ul style="list-style-type: none"> • 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	<p>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).</p> <p>Key Changes:</p> <ul style="list-style-type: none"> • 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
	<p>going to engage in without the requirement to submit an application for approval. Notifications are for activities that do not require authorizations.</p>			<p>Key Changes:</p> <ul style="list-style-type: none"> • 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
<p>Environmental Assessment</p>	<p>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.</p> <p>The EA process provides for meaningful participation by First Nations, proponents, the public, local Governments, and</p>	<p>Enhanced</p>	<p>Environmental Assessment</p>	<ul style="list-style-type: none"> • 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. <p>Key Changes:</p>

Old Service Name	Service Description	Change	New Service Name	New Service Description
	<p>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.</p>			<ul style="list-style-type: none"> 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	<p>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.</p>	Replaced	Review and Comment	<ul style="list-style-type: none"> 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. <p>Key Changes:</p> <ul style="list-style-type: none"> 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
				<p>Gazette with tools to guide public and rights holders to tool</p> <ul style="list-style-type: none"> 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
<p>Authorization application review and decision making</p>	<p>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.</p>	<p>Enhanced</p>	<p>Low risk project authorization application review and decision making</p>	<p>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.</p> <p>Key Changes:</p> <ul style="list-style-type: none"> 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
				<p>and conditions and any additional relevant documentation</p> <ul style="list-style-type: none"> The new project tracking system and client portal will enable proponents to track the progress of applications, and projects online
<p>Authorization application review and decision making</p>	<p>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.</p>	<p>Enhanced</p>	<p>Medium risk project authorization application review and decision making</p>	<p>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.</p> <p>Key Changes:</p> <ul style="list-style-type: none"> 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
				<ul style="list-style-type: none"> • 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	<p>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.</p> <p>Key Changes:</p> <ul style="list-style-type: none"> • 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
				<ul style="list-style-type: none"> • 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	<p>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.</p> <p>Key Changes:</p> <ul style="list-style-type: none"> • 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
	<p>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.</p>			<p>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</p> <p>Key Changes:</p> <ul style="list-style-type: none"> • 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	<p>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</p>	Enhanced	Assignments	<p>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.</p> <p>Key Changes:</p>

Old Service Name	Service Description	Change	New Service Name	New Service Description
	involve re-assigning land leases and rights and resource rights or authorizations.			<ul style="list-style-type: none"> 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	<p>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.</p> <p>Key Changes:</p> <ul style="list-style-type: none"> 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
				<ul style="list-style-type: none"> • 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	<p>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.</p>	Enhanced	Cancellations	<p>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.</p> <p>Key Changes:</p> <ul style="list-style-type: none"> • 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
				<ul style="list-style-type: none"> • 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	<p>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.</p> <p>Key Changes:</p> <ul style="list-style-type: none"> • 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	<p>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.</p> <p>Key Changes:</p> <ul style="list-style-type: none"> • 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.			<ul style="list-style-type: none"> 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	<p>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</p> <p>Key Changes:</p> <ul style="list-style-type: none"> 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	<p>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</p> <p>Key Changes:</p>

Old Service Name	Service Description	Change	New Service Name	New Service Description
	<p>monitor the proponent and their meeting of required obligations at the end of the project</p>			<ul style="list-style-type: none"> • 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

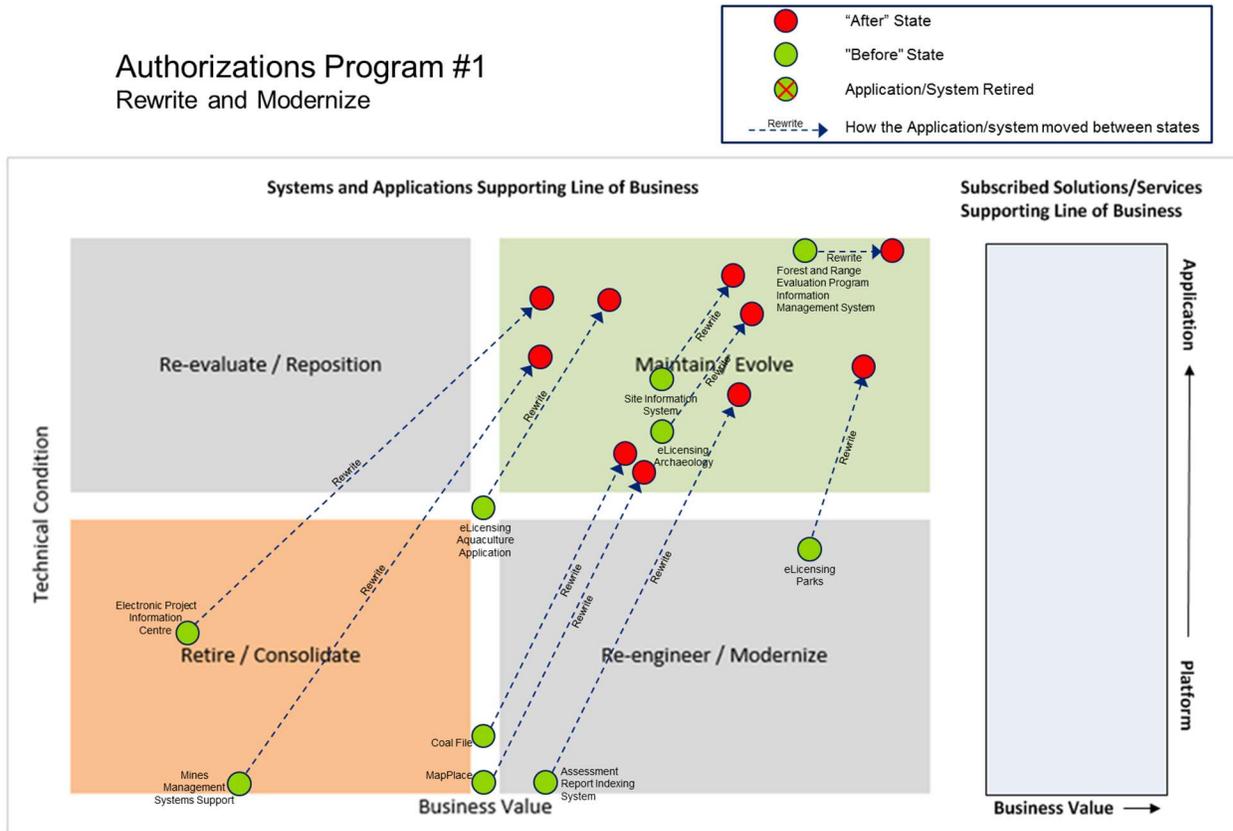


Figure 28 - Current and Future State Solutions: Authorizations Program Chart #2

Authorizations Program #2 Rewrite and Modernize

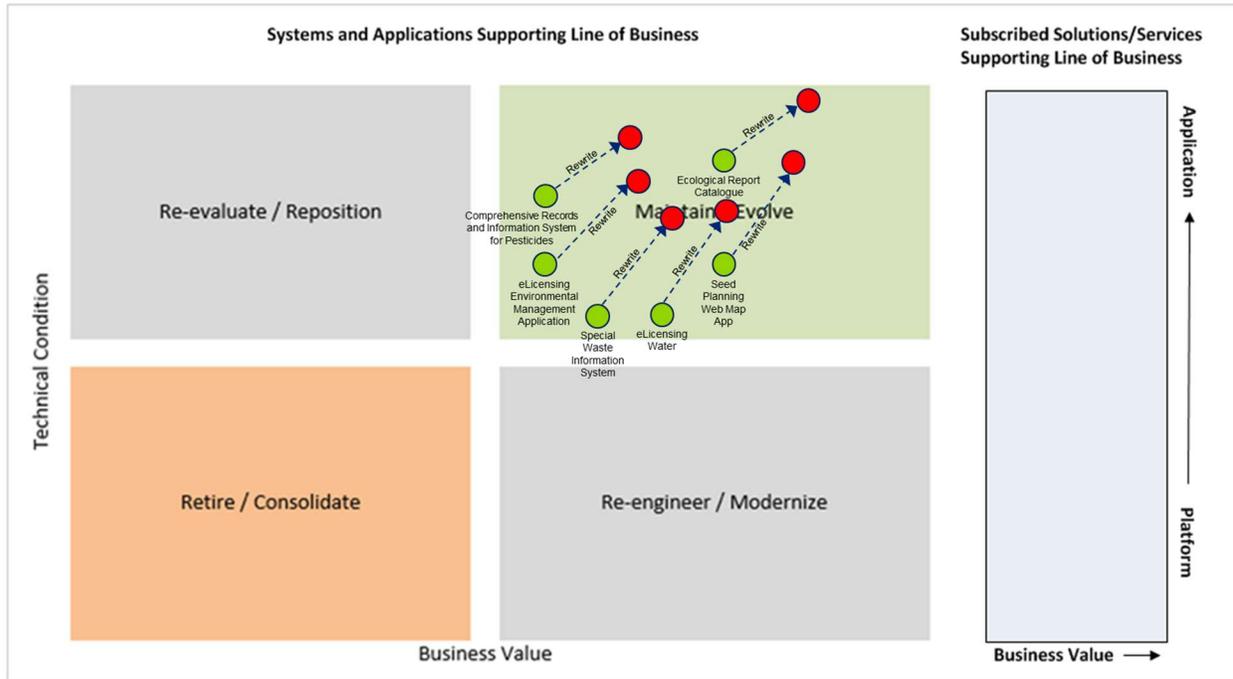
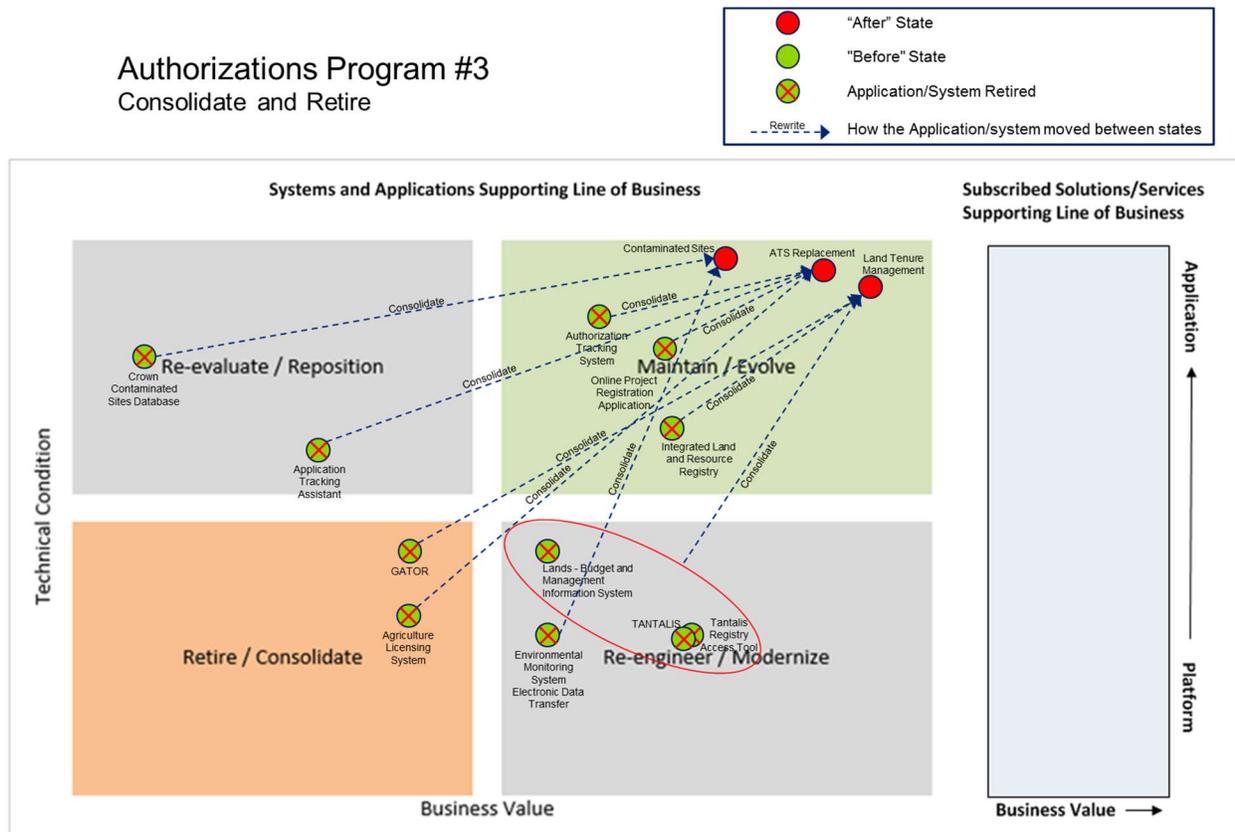


Figure 29 - Current and Future State Solutions: Authorizations Program Chart #3



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 statutes 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 statutes 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 statutes 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 statutes.

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

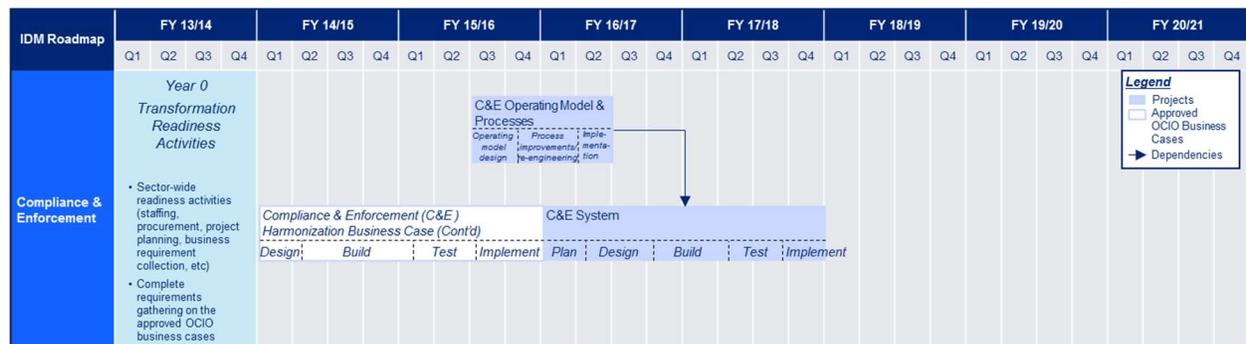
Compliance & Enforcement Program

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.

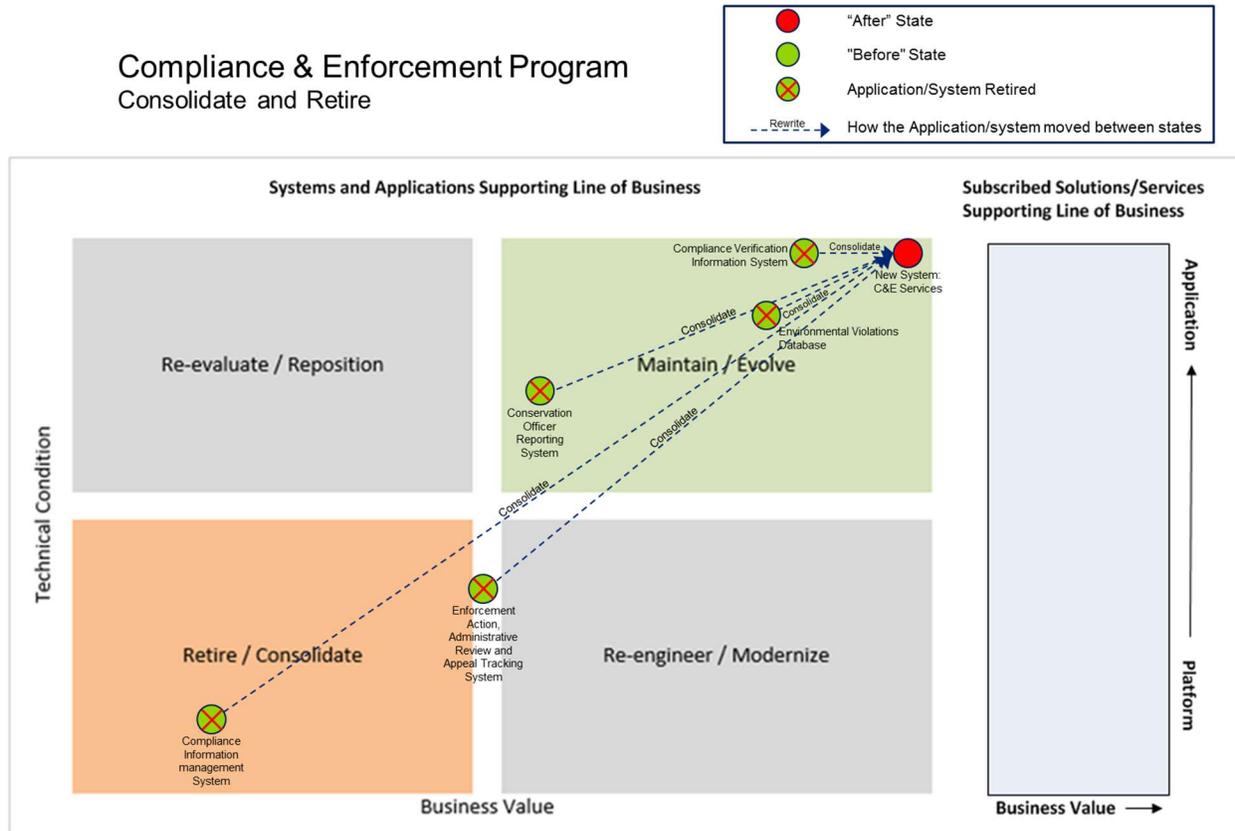
Old Service Name	Service Description	Change	New Service Name	New Service Description
Compliance Planning	The Compliance Planning service includes providing input to and developing the plan for the deployment of compliance and enforcement resources based on the priorities of resource stewardship and the natural resource risks associated with regulated entity activities.	Modified	Compliance Planning	<p>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.</p> <p>Key Changes:</p> <ul style="list-style-type: none"> • 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	<p>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</p> <p>Key Changes:</p> <ul style="list-style-type: none"> • 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
				<ul style="list-style-type: none"> 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	<p>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.</p> <p>Key Changes:</p> <ul style="list-style-type: none"> 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
	<p>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</p>			<p>Government agencies as part of the Compliance Investigation process</p> <p>Key Changes:</p> <ul style="list-style-type: none"> • 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	<p>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.</p>	Enhanced	Compliance Enforcement	<p>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.</p> <p>Key Changes:</p> <ul style="list-style-type: none"> • 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 statutes, 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

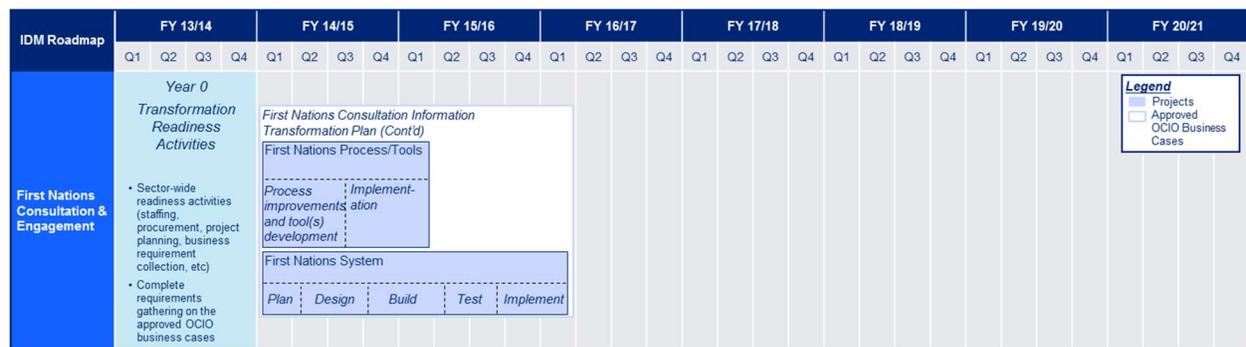
Program Description

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	<p>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.</p> <p>Review of existing First Nation consultation, accommodation, and engagement processes and tools, including usage across the NR sector.</p> <p>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.</p>
First Nations System	<p>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.</p>

Transformed Business Services

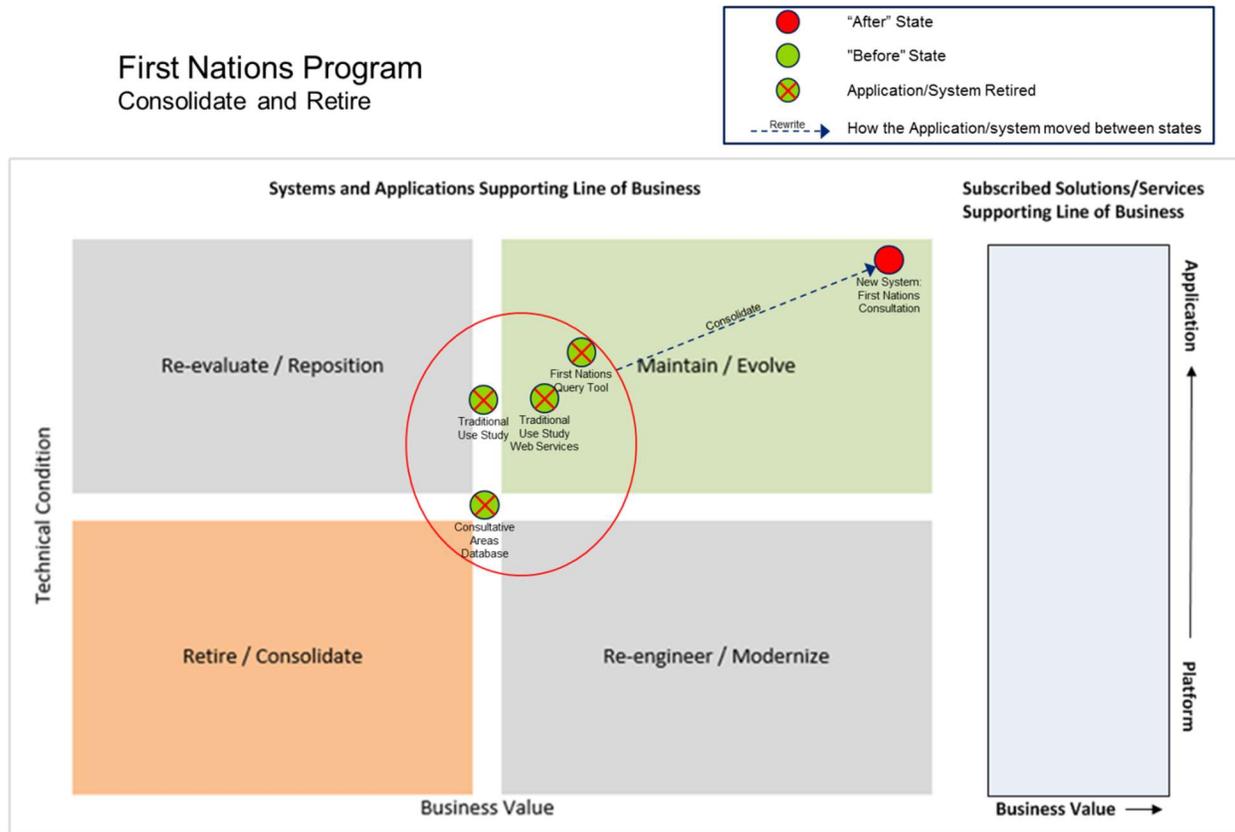
The First Nations Consultation & Engagement Program will involve dedicated projects that define a common First Nation Consultation process and that provide the necessary information to the government’s engagement team to more effectively engage with First Nations through improved access to historical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

Old Service Name	Service Description	Change	New Service Name	New Service Description
First Nation Consultation		Enhanced	First Nation Consultation	<p>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.</p> <p>Key Changes:</p> <ul style="list-style-type: none"> 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
				<ul style="list-style-type: none"> 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	<p>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.</p> <p>Key Changes:</p> <ul style="list-style-type: none"> • 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	<p>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.</p> <p>Key Changes:</p> <ul style="list-style-type: none"> • 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.			<p>proponents will have a consolidated view of their activities and fees across a project</p> <ul style="list-style-type: none"> • 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	<p>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.</p> <p>Key Changes:</p> <ul style="list-style-type: none"> • 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

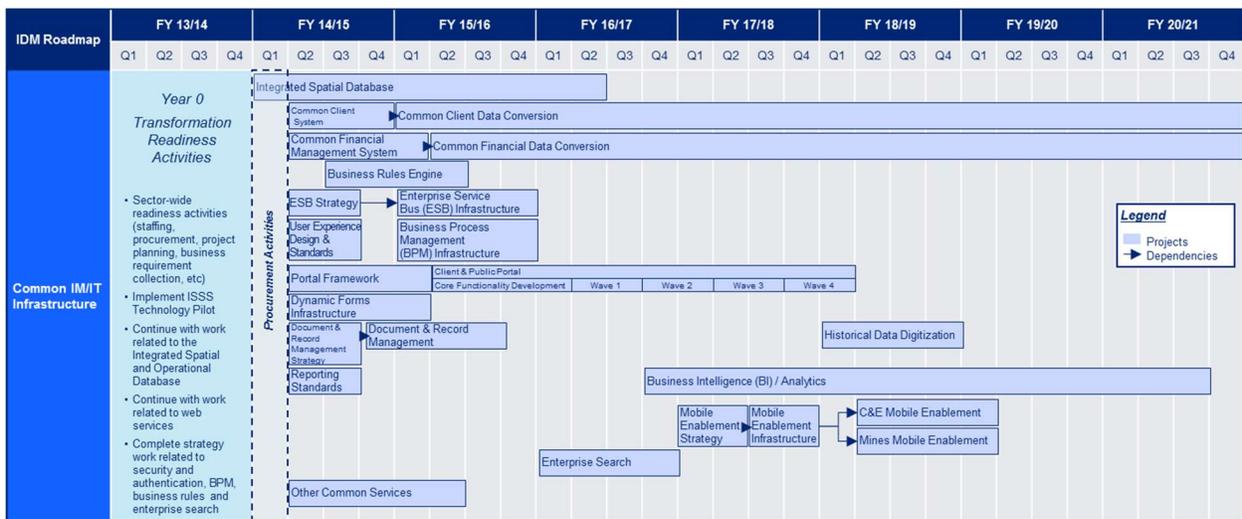
Common IM/IT Infrastructure Program

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

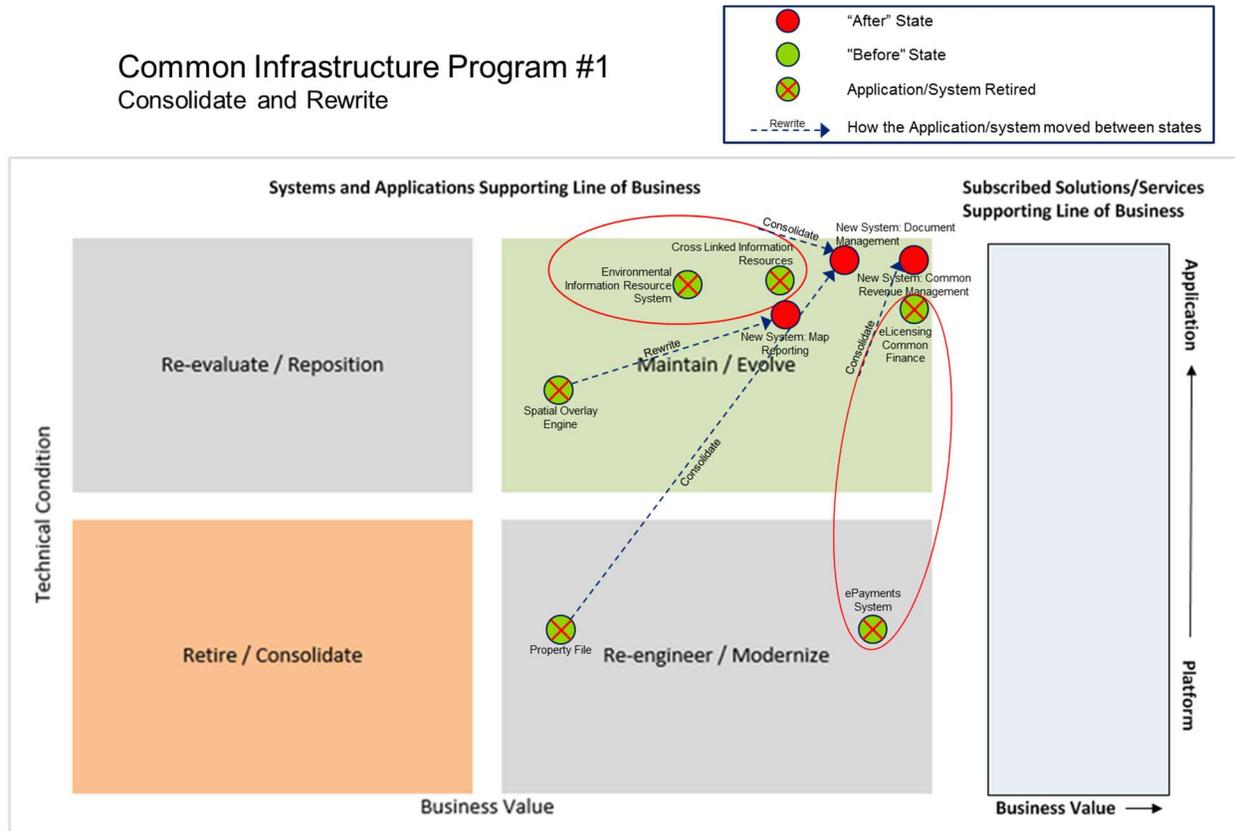
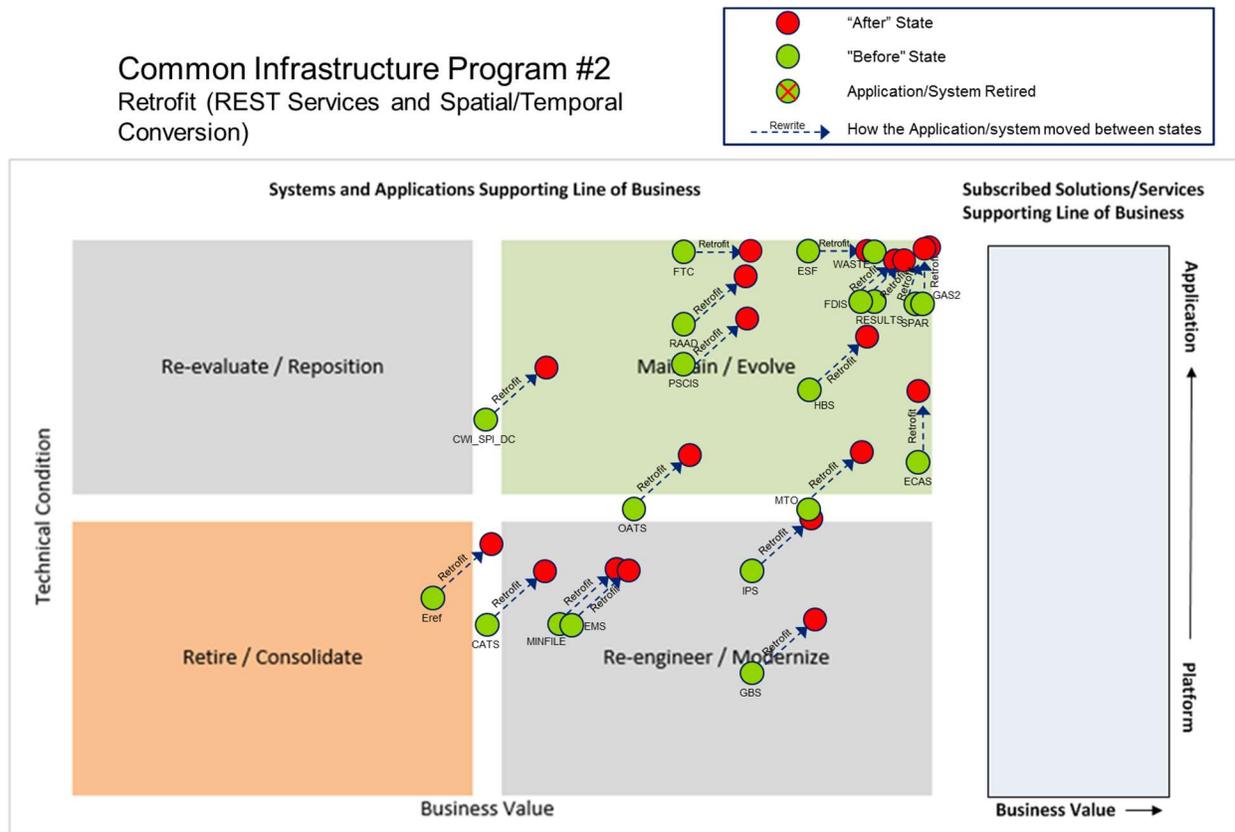


Figure 33 - Current and Future State Solutions: Common IM/IT Infrastructure Program Chart #2



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.

