



Capital Project Plan Natural Resource Permitting Project October 11, 2015

1. Project Background

The Natural Resource Sector (NRS) is a key driver of economic activity and employment in the Province of British Columbia. Over 156,000 jobs in British Columbia are directly related to resource extraction and manufacturing in the areas of agriculture, forestry, mining, and oil and gas, and the NRS generates over \$2.9 billion in direct annual revenues to the province. Natural resource development both directly and indirectly benefits the economic, environmental and social health of our province.

Opportunities for significant economic growth and job creation in some cases can be hindered by an authorizations process constrained by legislation, and systems and business processes that are not integrated across the NRS. As a result, the authorizations processes can sometimes still be lengthy and often frustrating for clients. The Natural Resource Permitting Project (NRPP) is part of government's commitment to reduce red tape for British Columbians by streamlining and simplifying processes to make it easier and faster to access services.

NRPP will harmonize data (including maps), legislation, people, processes and systems across the six natural resource ministries, and various agencies, boards and commissions to provide easier access to better information, data, and online services. It supports resource stewardship, managing the cumulative effects of activity on the land base and more consistent consultation with First Nations.

2. Project Objectives

NRPP is aligning legislation, processes, people and technology to allow for the integrated management of the natural resources of British Columbia. The project focuses on implementing three strategic shifts:

- **Improving the Way Clients Interact with the NRS ministries** - From limited data available to clients to more open data and client self-evaluation, based on the principles of Citizens @ the Centre: BC Gov 2.0
- **Changing the Way the Land Base is Managed** - From focus on individual authorizations to integrated management that considers cumulative effects and landscape-level objectives



- **Making NRS decisions more Timely and Durable** - From systems, regulations and processes that segregate decisions to those that integrate them

3. Project Scope

NRPP is a sector-wide long-term transformation initiative that will result in changes to the way resource development decisions are made on the land base in British Columbia. Transforming the way services are delivered across the NRS will ensure that appropriate, durable decisions are made faster, and duplicative or antiquated legislation, systems, data and business processes will be addressed, resulting in administrative efficiencies, economic growth and job creation in B.C. NRPP will work closely with all six NRS ministries, working to transform over 500 natural resource development authorizations.

4. Project Costs, Implementation Risks and Mitigation

Project Costs

The notionally approved capital budget for the Phase 1 (Foundation) is \$57.2 million. Planning for future phases is underway.

Approval has been provided in principle for the first four years (Phase 1) of the project. NRPP is taking a conservative approach, recognizing the importance of appropriate governance and staged approvals by Treasury Board based on satisfying stated commitments.

Implementation Risks and Mitigation

As with any large, complex, multi-year transformation, there are risks to the successful implementation of the transformation.

The risk assessment approach taken by NRPP is consistent with British Columbia government's Risk Management Branch practices and aligns with the direction from the Deputy's Committee on Transformation and Technology.

Robust proactive and reactive strategies have been created to lower the likelihood and consequence of risk events. Many of the mitigation strategies were built directly into the transformation governance, portfolio management, and change management models. Some key mitigation strategies include:



- NRPP has embedded lessons learned from other jurisdictions as well as other large transformation initiatives in the provincial government
- Advisory services, including those provided by global research firm Gartner Inc., continue to ensure that global best practices are being applied to minimize risk and guide the success of the initiative
- A strong, cross-sector transformational governance model has been established with clear roles, responsibilities, and decision-making authority at appropriate levels
- Senior executive direction and oversight are provided by a Deputy Minister Project Board
- Regular quality assurance of delivery processes and best practice compliance reviews are conducted by independent and objective third party advisors
- Proactive independent third party confirmation of progress on completion of deliverables, in cooperation with the Office of the Chief Information Officer (OCIO), at regular intervals
- NRPP risk management aligns with OCIO best practices to strengthen controls for large Information Management/Information Technology capital projects
- Substantial investments have been made to fulfill portfolio management capabilities, including key methodologies, processes, and tools/templates for the initiative
- Similar investments will ensure successful delivery of organizational change management, engagement and communication activities
- An Alliance Management Office has been established to manage the relationship with all of the NRPP vendors to ensure maximum value for money for the province, as well as apply a consistent and transparent process for procurements, delivery management, performance management and vendor risk resolution
- Transformational leadership training has been provided to key personnel involved in delivering NRPP
- Change management training will be developed and conducted for all sector staff to prepare them for the transformation

5. Benefits, Deliverables and Capabilities

Benefits

Implementation of the three NRPP strategic shifts listed under Project Objectives (Section 2) will create significant benefits for several key target groups including the public, First Nations, clients and proponents, decision-makers and government as a whole. These benefits include:

- Economic growth and job creation
- Improved engagement with the public and First Nations
- Lower risk exposure for government
- Enhanced resource stewardship
- Improved NRS workforce productivity



- More efficient technology infrastructure in the NRS
- Improved NRS service delivery

Continued investment in NRPP is necessary to achieve these benefits, with the realization of these benefits increasing incrementally over the course of the project's phased implementation.

Deliverables and Capabilities

Phase 1 of NRPP provides its own deliverables and stand-alone functional capabilities, in addition to building the foundation that will enable the completion of the full functionality envisioned for this initiative. The capabilities that will be delivered over the four-year period in Phase 1 include:

- Proponents will be able to apply for, track and manage their applications for authorizations (licences, tenures, permits, etc.) to conduct resource activity on the land base through web-based tools, with an initial focus on authorizations identified as a top priority:
 - Notice of Work
 - Occupant License to Cut
 - Cutting Permits
 - Archaeology permits
 - Range
 - Resort development
- A number of priority authorization processes will be streamlined so that decisions will be made faster
- Proponents will have the ability to manage their financial activities with the NRS through web-based tools, including payment of integrated bills and updated online statements
- Proponents, public and statutory decision-makers will be able to access integrated data on the land base through interactive, web-based tools
- Statutory decision-makers will have requisite tools and information to make holistic decisions on natural resource use, considering the cumulative impacts of projects
- The public and other stakeholders will be able to receive notifications, and provide feedback on proposed projects
- Foundational technology components to support the transformation will be in place.

Authorizations Deliverables

The process of modernizing the existing systems, streamlining over 500 authorizations processes and enabling business transformation across the NRS, will be undertaken in multiple stages. Phase 1 priorities include the functions that are most commonly required such as authorizations listed above supported by foundational elements that manage privacy, security and provide an engine for managing financial transactions; these functions will set the platform for future work in the remaining business Capital Project Plan – Natural Resource Permitting Project



areas. Transforming these authorizations will ensure a focus on key enablers to British Columbia's economy including mining, aquaculture, forestry, and LNG activities. The remaining work to complete the full scope of NRPP will continue to transform other in-scope business areas across the sector.