

NATURAL RESOURCE SECTOR REORGANIZATION

GENERAL QUESTIONS

1. Why are we doing this?

The workforce demographic, environmental and economic challenges that gave rise to the Resource Management Coordination Project (RMCP) three years ago continue to compel us to find long term solutions through increasing coordination and integration in the natural resource sector of government. Increasing levels of resource use activity and complexity have made a more integrated or 'One Land Manager' approach to land and resource management in B.C essential. Sustaining priority services such as promoting economic activity and sustainable development requires a more nimble and responsive ability to shift and allocate resources. This re-organisation of the natural resource sector of government targets a number of key and well known barriers to moving towards our vision for 'One Land Manager' including;

- **Multiple legal frameworks/statutes** – Currently there are 9 agencies, approximately 40 legal statutes governing the 1200+ authorizations issued by the natural resource ministries. These all have both overlaps and uniqueness which has created independent and duplicative legal requirements, administrative and operational business processes. This is problematic for developing One Process for natural resource authorisations, and also contributes to unnecessary complexity for clients and the public.
- **Multiple approaches to risk management** – All agencies have a different perspective on risk and how to manage it. Different mechanisms, mitigation policies and processes create an inefficient and unnecessarily complex approach to land and resource management.
- **Independent agency approaches are not effective for projects that require multiple agency authorizations** - Our current approach lacks coordination and often causes unnecessary delays before decisions are made. This translates to a lack of certainty for client who ends up confused and frustrated by delays, multiple "asks" for information, and works as a disincentive to certainty an economic investment.

The creation of the Natural Resource Operations ministry and a single team approach in the natural resource sector of government builds on the work of the RMCP over the last 18 months will allow us to address these challenges and achieve our vision for One Land Manager for B.C.

2. Exactly what is changing?

Natural resource sector core ministries have been known as: Aboriginal Relations and Reconciliation (MARR); Agriculture and Lands (MAL); Energy, Mines and Petroleum Resources (EMPR); Environment (MoE); and Forests and Range/Integrated Land Management Board (MoFR/ILMB). A new, integrated framework has been developed. Within that framework, the new Ministry structures are: Environment (MoE); Forests, Mines and Lands (FML); Energy (EM); Agriculture (MoA); Natural Resources Operations (NRO); and Aboriginal Relations and Reconciliation (MARR).

It is important to understand that the roles and functions of each ministry in the natural resource sector will be fully integrated as a complete system – in other words, teamwork across and between agencies will continue and be enhanced. Governance over the sector will be enhanced by a dedicated Cabinet Committee and a Deputy Minister Natural Resource Management Board, which all agencies will be accountable to.

The new configuration amalgamates functions under single umbrella organizations: for example, Aboriginal Relations and Reconciliation now includes all Aboriginal policy and coordination, and the negotiation and implementation of all treaty and non-treaty agreements. Staff and operational resources attached to these functions are now housed in MARR. Skilled negotiators within MARR will also be assigned on a project basis to support consultation on significant economic development projects (Environmental Assessment Act reviewable and non-reviewable projects).

Sector ministries are responsible for policy and industry competitiveness and innovation. The new sector ministries include Forests, Mines and Lands; Environment; Aboriginal Relations and Reconciliation; Agriculture; and Energy. Each ministry will remain the key contact point in government for their respective stakeholder groups.

The new ministry of Forests, Mines and Lands retains BC Timber Sales; the office and functions of the Chief Forester; timber supply; inventory and tree improvement; policy responsibility for: forest pest and disease management, resource roads and bridges, Crown and private land administration, mines and minerals; Forest investment; tenures and pricing; and the Geological Survey Service.

Agriculture; Energy; and Environment have – as have Forests Mines and Land and MARR - retained policy functions and other responsibilities best situated in stand-alone agencies. Environment in retains the Climate Action, Environmental Assessment Office, waste management permitting, pollution prevention, Parks and Protected Areas and COS. The best source right now to review in more detail the individual ministries responsibilities is the Summary of Ministry Responsibilities that is part of the News Release (attached here for reference).

Most operational activities will be the responsibility of the ministry of Natural Resource Operations (NRO). NRO is configured to provide integrated operational decision making and resource stewardship functions. For example, NRO will house a single entry point for authorizations, licensing and permitting. NRO also assumes stewardship operational activities such as Fish, Wildlife and Habitat Management; watershed restoration and drought management; invasive plants and species; wilderness and protected areas; wildfire management; dam and dyke safety and regulation; recreation sites and trails; and Crown land management. Staff and operational resources attached to these functions are now housed in NRO.

3. When will these changes take effect?

The ministries assume related functions and responsibilities immediately.

4. I tried reading the Constitution Act Order-in-Council which establishes our new structure and I can't find some on-going functions and structural pieces in Schedule A. Am I missing something?

Constitution Act OICs must be read in entirety – both Schedules A and B, which establish the powers and responsibilities of the Ministers. Some Ministerial functions are set out in Schedule A, which primarily deals with programs and functions that are not rooted in legislation. The majority of Ministerial functions are set out in Schedule B which aligns all the legislated authorities with the Ministers, and as a result, their ministries.

5. Is this about reducing staff and budgets?

No, this is not about reducing staff numbers or further reducing budgets; it is about realigning staff and budgets to better deliver on government's priorities. In order for BC's natural resource sector to remain globally competitive, responsive to the increasingly complex needs of our clients, and environmentally responsible, management of the land base requires a bold, new and effective approach. These drivers are behind the changes to integrated functions and client-centred services. Economic conditions and workforce demographics are also factors which compelled us to look for more flexible operating frameworks, improved business processes and enhanced/integrated systems so we can respond consistently regardless of the state of the economy or workforce shortages due to attrition.

6. How do we communicate the changes to our stakeholders?

Although the changes are complex, the resulting integrated agency framework is a good news story. There is a shared responsibility among Ministers in terms of stakeholder communications. The Summary of Ministry Responsibilities is the first step in this communication.

7. Will I be relocated or have to move my office?

There are no plans to relocate staff to different communities; however, there may be office moves to better integrate functional units and business lines. Each ministry will evaluate whether office moves are required – from both an inter-ministry and inter-divisional perspective - and communicate to staff directly. Working with Shared Services BC and utilising our co-location strategy, we will ensure that all moves are carefully considered, with efficiency gains and low cost being important criteria. Every effort will be made to minimize potential disruption to staff and business operations.

8. When will detailed organizational charts be available?

As each Deputy has the opportunity to review their respective agencies, divisional and branch structures will be designed and organizational charts will be published in the coming weeks. Priority will be given to areas/units which have a high degree of change in objectives or reporting structures. It is important to know that many work units transfer to new structures intact – and business operations can continue with minor adjustments. In other words, you may have a new work unit, but your job will likely remain the same.

9. What are the impacts to classification and salaries and will my job description change?

The integration of common land based functions in natural resource ministries allows enhanced and positive opportunities to review job profiles and classifications in a larger context. A corporate goal is to expand career paths for staff working in the sector, so senior managers will ensure job profiles are updated to reflect new business priorities. In cases where changes are significant, job descriptions and classification reviews will be undertaken and pay may be reviewed.

10. I understand the integrated model, but think I may have been assigned to the wrong work unit or function. What should I do?

The analysis that was used to determine assignment may not be 100% accurate, so it is expected that some assignments will need to be adjusted. If you suspect this is the case with your own situation, please raise it with your immediate supervisor who will follow up. All initial placements that are in error will be corrected.

11. Will there be orientation/training opportunities for staff in their new assignments?

In recognition of the scale of change and movement within the natural resource sector, staff will be supported in learning and development in the following areas:

- Briefings and orientation tools related to Ministry functions and responsibilities
- Training related to the each ministry's new and emerging business priorities.
- Mandatory safety training to ensure that staff follow safe practices when completing their work.
- Developmental learning opportunities supported financially by the ministry through the Pacific Leaders Scholarship program.

12. There have been a lot of changes in the past while within the natural resource sector. Does this restructuring signal the completion and end of change?

We live in a world of continuous change, and the natural resource sector faces complex challenges that we need to adapt to. Current pressures may disappear, but they may be replaced by others we will need to adjust to. The notion of an end to change is not practical in our sector, or any section of government. In addition, we know from experience with past reorganizations that some structural changes are transitional or incremental and require adjustments over time. Finally, as a professional public service, it is our job to successfully deliver government direction and priorities – which by definition requires us to be flexible and adapt.

NATURAL RESOURCE OPERATIONS

13. What do you mean by one project one process?

The 2010 Throne Speech contained a commitment of government to move to “one project, one process.”

Our sector has been engaged for many months on plans to change our previous approach to project review and authorizations. Our previous approach in the natural resource sector has been fragmented: information is not shared seamlessly; authorizations are numerous and uncoordinated; approval processes are resource-intensive and take longer than they should. For example, to meet application requests from clients for various Crown land and resource uses, the status quo model can require up to 9 different agencies to issue over 1200 authorizations flowing from approximately 30-40 legal statutes.

In today's British Columbia, the number of significant natural resource projects – accompanied by billions of dollars in capital investment – has substantially increased. In the South region of the province alone there are at least 27 large projects worth an estimated \$10.4B in capital investment. The North is experiencing an even more demanding level of potential investment and accompanying activity. We have an opportunity to do more to support these exciting developments.

Single engagement on a project/activity rather than multiple interactions through various authorizations leads to a clear understanding about what is being proposed on the land base, eliminates overlapping information exchanges, and will require fewer resources. By instituting a one project, one process approach to administering natural resource authorizations greater certainty is achieved for all beneficiaries: clients, communities, First Nations, stakeholders and government.

It is important to note that this approach is still about balanced decision-making, and is intended to enhance our decision-makers' consideration of First Nations, environmental, social and economic issues.

14. Who will be doing compliance with the focus now being enforcement; and are Forest Office Enforcement Officers now Conservation Officers (CO)?

Our objective will be to more closely integrate compliance activities into general operational functions such as authorizations. This shift will ensure a larger pool of resources is available to undertake enforcement related activities such as intelligence gathering and interdiction.

MoFR Enforcement Officers are not Conservation Officers. The integration of compliance and enforcement functions across the natural resource sector has been ongoing for the past few years, with an overarching mission being the establishment of a professional Tier 2 law enforcement and compliance agency. Achieving this will take time and a concentrated focus on directing staff resources to high priority concerns. The enhanced pool of resources will retain the cultures of the agencies while also providing greater opportunities for career advancement.

15. How will First Nation consultation and engagement work?

The Ministry of Aboriginal Relations and Reconciliation will be responsible for the overarching Crown-First Nations relationship, as well as consultation and accommodation policy. MARR will have new regional staff transferred to it, and will be responsible for the coordination of consultation efforts, as well as direct delivery of consultation on significant economic development projects. MARR will support the rest of the sector in strategic consultation issues, for example consultation on proposed policy or legislative changes.

MNRO will retain operational consultation specialists who will work with other staff for day to day consultation needs related to authorization and stewardship functions.

MoE will retain operational consultation responsibilities related to its permitting and Environmental Assessment mandates, but all such consultation efforts will be coordinated at the regional level with other consultation efforts by MARR

16. Why does GeoBC now report to 2 different Ministries?

A small number of staff have moved to Citizen's Services to support government-wide enterprise data initiatives; all others are now housed in the IM/IT section of Corporate Services.

17. How is the NRO ministry different from ILMB?

The Ministry of Natural Resources Operations builds on the Integrated Land Management Bureau model in several ways. ILMB had an integrating and coordination function, and statutory responsibilities generally limited to *Land Act* authorizations. NRO amalgamates legislative authorities for permitting and licensing activities across ministries and utilises Front Counter BC to coordinate a single-window, "one project, one process" to a maximum effect. NRO also amalgamates land and resource stewardship functions to enhance a "single land manager" approach.

Most staff from ILMB are being transferred to MNRO, with smaller contingents going to MARR, Regional Economic Develop and Citizen's Services.

18. There used to be three regional centres, why are there now eight?

Previously, and depending on the ministry, regional structures were organized around 3 (Ministry of Forests and Range) or 8 (ILMB) centres. In 2009, administrative boundaries for the natural resource sector were formally implemented around 8 regions: Northwest (Smithers); Omineca (Prince George); North East (Fort St. John); Cariboo (Williams Lake); West Coast (Nanaimo); South Coast (Surrey); Thompson Okanagan (Kamloops); and Kootenay Boundary (Cranbrook). The 8 regions provide geographic regions to best deal with the enhanced complexities of integrating the "one project, one process" framework.

19. How do the 27 Forest District Offices, Front Counter BC offices and ILMB sites function in the new NRO Ministry?

As with all operations, work will continue as before, but with improved integration, expanded services and revised reporting relationships. For example, as outlined in question 19, the ministry of Forests and Range had been organized around 3 regional centres, with each of the 27 district offices reporting to one of the three. A redistribution of reporting relationships will be undertaken immediately to provide direction through one of the 8 regional centres.

SPECIFIC FUNCTION/UNIT QUESTIONS

20. Why isn't BCTS part of the new NRO Ministry?

British Columbia Timber Sales continues to be a distinct operation and best fits the functions of the Ministry of Forests, Mines and Lands (FML). BCTS's mandate respecting timber auctions, sales and cost information in support of the timber pricing system will continue in conjunction with the Tenures and Pricing division also housed in FML. Softwood Lumber Agreement protocols will be clearly maintained by the separation of BCTS functions and operational activities of the new ministry of Natural Resources Operations.

21. The change reduces the role of Forest Service - why was this done just prior to its centenary?

The Forest Service is far more than a listing of functions – it is a proud tradition of service and a management relationship with the land base. The people, practices and culture of the Forest Service are resident in the new integrated model. In fact, Forest Service staff have been instrumental in the partnership that has led us to this point and our regional management coordination practices.

The functions performed under the previous Ministry of Forests and Range are now housed under two agencies: the Ministry of Forests, Mines and Lands; and the Ministry of Natural Resources Operations. All the functions and responsibilities of the previous Ministry of Forests and Range will continue.

The Ministry of Forests, Mines and Lands will continue to lead celebratory plans for the 2012 Centenary.

22. How can environmental standards be maintained when the ministry of Environment has been reduced in size and function?

There is no debate that environmental and resource development pressures have increased and become more complex in scope. We can no longer successfully manage to single agency/single sector goals - we must be integrated in our decision making, both within MOE and across agencies. Aligning and integrating outcomes, policies, and regulatory approaches improves our efficiencies and enhances our flexible utilisation of resources – both in terms of staff and operating dollars.

That being stated, MOE has a unique role in this integration: for it to work properly it provides environmental and ecological knowledge; leads the thinking on a healthy environment, protected areas, water, and species conservation and management, climate adaptation, and more.

Through this re-organization, MOE will be focused on providing environmental leadership for the future through an emphasis on environmental goals and policy development. Future success depends on our ability to accelerate the shift to proactive environmental management, finding ways to streamline and improve predictability and to focus more resources on the complex questions that require more science and adaptive management.

The Ministry of Forests, Mines and Lands will continue to have responsibility for forest stewardship policy and evaluation. The Forest Practices Board will continue to monitor forestry activities.

23. Why has Mining been split from Energy and into two different Ministries?

Stakeholder and stewardship issues in Mining development share many similarities with Forests and Lands. Single engagement on a project/activity rather than on multiple authorizations will lead to less confusion about what is being proposed on the land base, less overlapping information exchange and less resources required for engagement. The mining industry has been very supportive of the “one project, one process” concept and amalgamating legislative authorities for permitting and licensing activities across ministries into the NRO will further enhance a “single land manager” approach.