NRS Transformation Steering Committee
ACTIONS & DECISIONS
January 23, 2014

PARTICIPANTS

Christian Kittleson; Tom Jensen[Not Present]; Richard Manwaring; Neilane Mayhew; Michelle Carr; Jim Standen; Ines Piccinino; Grant Parnell [Not Present]; David Morel; Bette-Jo Hughes [Not Present]; Trish Dohan, Doug Say[Not Present]; Mike Hykaway; Butch Morningstar; Terry Gunning; Andrew Morgan [Not Present] Gaylynn Cook

Issue/Topic	Discussion/Decision/Action	Responsibility (if applicable)	Due Date
Approve Agenda and Minutes	**INFO:** • Authorization Projects was added to the Agenda • No changes to December 2013 minutes • Butch had some feedback on the Terms of Reference (ToR) **ACTION(s):** • Review Butch's feedback on the ToR, make changes and circulate to the committee for final approval	Christian & Gaylynn	February 7
Update: Funding	**INFO:** • Christian advised the committee that he has met with OCIO and TBS to discuss the Treasury Board Submission s.12,s.17 • Trish and Christian will be meeting with Deputy Sheldan again to review the options. • On February 3 the options will be submitted to the NRS Board for endorsement and then be sent to TBS. The TB meeting to be scheduled for the March sitting. • Committee discussed the need to ensure that there is communication around the ground level changes that employees will see to various systems/applications/data		

Issue/Topic	Discussion/Decision/Action	Responsibility (if applicable)	Due Date
	(MMS, Map Place, etc.). Need to make this real for employees. • Committee discussed the linkages between the transformation of the systems/applications/data to WES Workplace Tools driver. **ACTION(s):** • Draft a communication document showing the changes to systems/applications/data (i.e. MMS, Map Place) and the functionality that employees will see as a result of the changes. • Send draft communication to Committee for review and comment	Terry Gunning Christian Kittleson	February 27 February 27
Updated: Communication and Project Management	**INFO:** • s.12,s.17 • Project Managers have been assigned; to ensure there is higher level oversight and alignment to Transformation they will be managed under the Transformation Office. • There is concern that individual communications are being sent out without any tie/linkage to the overall Transformation. • Committee was interested in understanding more about the other Business Cases underway. • A communications resource (contractor) will be starting in Feb. **ACTION(s):** • Draft high-level updated on Business Cases • Circulate high-level update on Business Cases to Committee • Summarize and share the lessons learned from recent application implementation(s) • Add Project Management Procurement- Pro's and Con's of different approaches to February 27th Agenda	Terry Gunning Christian & Gaylynn Terry Gunning Gaylynn Cook	February 10 February 21 February 27 February 17
Fantan Session Information and Outcomes	**INFO:** • Christian thanked everyone for their time and engagement at the January 7th session. • Christian advised the group that a report/ recap of the day has been drafted by Fantan. • A roundtable discussion took place; members who attended the session shared their thoughts on the day.		

NRS Transformation Steering Committee
ACTIONS & DECISIONS
January 23, 2014

Issue/Topic	Discussion/Decision/Action	Responsibility (if applicable)	Due Date
	• The Committee agreed that additional work still needed to be done, but did not land on what this needs to be/looks like. It was clear to the members that attended the session that we are not all on the same page regarding the vision/end state for transformation or the path forward. • The committee believed that before moving forward with another session there needed to be a clear understanding of the objectives that would be achieved. **ACTION(s):** • Circulate Fantan Report to Committee **DECISION(s):** • Christian will convey today's conversation with Fantan and determine some options for moving forward.	 Christian & Gaylynn Christian Kittleson	 February 3 January 31
Standing Agenda Items/ Next Steps	**INFO:** • Reviewed standing agenda items • Committee was advised that s.22 s.22 This information has not been widely announced at this time. • Transformation Leadership Team has been rethinking what the Transformation portfolio looks like and how it is currently divided amongst the team. Currently discussing combing the People and Regulatory Lead roles with Mike Hykaway being the Lead. **ACTION(s):** • Circulate draft record of proceedings for review. • Circulate messaging around Andrew leaving to Committee to share with their employees as they see fit. • Ratify Terms of Reference at next meeting.	 Gaylynn Gaylynn All Members	 January 28 February 7 February 27

NRS Transformation Steering Committee
ACTIONS & DECISIONS
January 23, 2014

Next meeting:
February 27, 2014
1810 Blanshard 3rd Fl RM 3001

NRS Transformation Steering Committee
ACTIONS & DECISIONS
February 27, 2014

PARTICIPANTS

Christian Kittleson; Tom Jensen[Not Present]; Richard Manwaring[Not Present]; Neilane Mayhew[Not Present]; Michelle Carr; Jim Standen; Ines Piccinino; Grant Parnell [Not Present]; David Morel; Bette-Jo Hughes ; Jay Schlosar[Not Present]; Trish Dohan, Doug Say; Mike Hykaway; Butch Morningstar; Terry Gunning; Gaylynn Cook

Issue/Topic	Discussion/Decision/Action	Responsibility (if applicable)	Due Date
Approve Agenda and Minutes	**INFO:** • Christian reviewed the agenda • No additional items were added to the agenda		
Update: Funding	**INFO:** • s.12 • Minister Bennett and Minister Wilkinson have been briefed on the submission; will be meeting with Minister Thompson on Monday • On Friday, the team will be meeting with TB staff and OCIO; the TB meeting is scheduled for March (likely the end) • Additionally, Christian advised that he met with the Risk Management Branch to update them on our risk approach; material was circulated to the committee		
Update: Transformation Office	**INFO:** • Terry Gunning provided an overview of the 4 components of the transformation office: PMO, CMO, SI and ARB • Coordination of the 11 Business Cases will be orchestrated out of the Transformation Office and will be staffed by a mix of NRS staff and external stakeholders • Feedback from other projects (i.e. ICM) was not to underestimated Change Management (CM) and Communications; CM needs to be front and centre, embedded into the organization • Transformation Office is being implemented using a phased approach based on the near-term needs and priorities of the transformation • Terry provided an overview of Wave 1 functions		
Updated: Communication and Project	**INFO:** • Terry advised the committee that Amanda Wright has started and is providing communications support to the Secretariat		

NRS Transformation Steering Committee
ACTIONS & DECISIONS
February 27, 2014

Issue/Topic	Discussion/Decision/Action	Responsibility (if applicable)	Due Date

Management	• Terry explained the 3 options for Transformation Oversight Project Management Procurement:
	  • Outsource Project Management (PM) as part of larger procurement- vendor is responsible for managing the process and draws from their internal resources
	  • Hire independent PM experts to draw on vendor community to manage process
	  • Hybrid model- Hire independent PM experts/internal staff into key positions to manage the process and outsource the "heavy lifting" to a vendor
	• There is mixed feedback and risks associated with all options. Funding will play a large role in determining which option that will be recommended
	• Terry will come back to the committee at a later date with a recommendation on options and will look to the committee for a decision		

Update: Other Business Cases	INFO: • A high-level updated on the business cases was circulated to the committee (Feb 17th) • Updated committee on the relationship between the Transformation Secretariat and the NRS Transformation Office • Seamless relationship between all current approved business cases and the overall Transformation Plan • The kickoff for the Transforming First Nations Consultation Information (TFNCI) was a big success and we will look to take a similar approach with other projects • Webcast from this session will be available soon		

Update: Authorization Processes	INFO:
	• Butch provided an overview of the work that has been ongoing with Authorization (i.e. e-records, e-guidance)
	• An update was given on the authorization processes year 1 priorities:
	  • Transactional
	  • Notifications
	  • Multi Authorization Projects
	  • Supporting Systems Requirements		

Discussion: Workforce	INFO: • A copy the Fantan Executive Summary and Report was circulated Feb 19th		

NRS Transformation Steering Committee

ACTIONS & DECISIONS

February 27, 2014

Issue/Topic	Discussion/Decision/Action	Responsibility (if applicable)	Due Date

Transformation	• Committee discussed proposal of 3 day NRS ADM's Design Session, this topic sparked a lot of conversation around:
	   • What does integration look like and the fact that the NRS Senior Leaders have never come together to discuss strategic direction of the sector
	   • The need to build the of awareness, trust and commitment of NRS ADM's around integration/working together
	   • The struggle ADM's are having explaining this at a macro level to staff
	   • There was discussion round what would we be trying to achieve by bring all the NRS ADM's together; what is the value proposition; what outcomes would be achieved and would that outweigh the cost
	   • Other options: 1 day retreat; 3 days split over 3 months; series of sessions
	 • Committee was interested in having further discussions around the year one initiatives; how do we recruit and retain employees in the NRS
	 • Committee did not discuss the long term initiatives
	
	 ACTION(s):
	 • Have a the next meeting dedicated to a discussion around workforce transformation
	 • Flush out options including outcomes of a NRS ADM's Session
	 • Work with PAWS Leadership Team on Short Term Initiatives and present back to the committee
		
		 Gaylynn Cook
		 Mike Hykaway
		 Mike Hykaway
			
			 March 28
			 March 28
			 March 28

Update: Legislative Review	**INFO:**
	 • Lawrence Alexander has been contract to conduct a legislative review including:
	   • Determine the goal line/ where are we starting from
	   • Determining possible path's forward
	   • Prepare a Strategy for delivering the new approach		

Update: Lean in the NRS	**INFO:** • Lean Lead involvement in 11 Business Cases • Other opportunities to use Lean Lead's for other sector projects • BC PSA confirmed that Ministry requirements could be changed to sector requirements • BC PSA has also offered Fujitsu resources for NRS next level projects i.e. Financial		

NRS Transformation Steering Committee
ACTIONS & DECISIONS
February 27, 2014

Issue/Topic	Discussion/Decision/Action	Responsibility (if applicable)	Due Date
	benefits		

Next meeting:
March 27, 2014
1810 Blanshard 3rd Fl RM 3001

NRS Transformation Steering Committee

ACTIONS & DECISIONS

April 9, 2014

PARTICIPANTS

Christian Kittleson; Tom Jensen; Richard Manwaring[Not Present]; Neilane Mayhew; Michelle Carr; Jim Standen[Not Present]; Ines Piccinino[Not Present]; Grant Parnell [Not Present]; David Morel[Not Present]; Bette-Jo Hughes ; Jay Schlosar[Not Present]; Trish Dohan, Doug Say; Mike Hykaway; Butch Morningstar; Terry Gunning[Not Present]; Gaylynn Cook

Issue/Topic	Discussion/Decision/Action	Responsibility (if applicable)	Due Date

Approve Agenda and Minutes	**INFO:**
	• Christian reviewed the agenda
	• Mike provided an updated on the status of the workforce action items:
	    • Working on flushing out options for an NRS ADM's Session. Committee asked that the role of the Deputies is considered when developing the Strategic Session. Additional work is taking place on a Leadership Alignment Proposal and once it is complete it will be brought forward to the Committee
	    • There are two new Executive Directors in the People and Workplace Strategies Branch (PAWS) and Mike has met with them to discuss short term and longer term workforce initiatives; further conversations are required but would also like to engage this committee in identifying activities
	    • Mike provided an update the on the additional work that is taking place with UVic around the MBA program and curriculum
	• Christian explained that the meeting was moved to a different date and time so it is not back to back with the NRS ADM's meeting as many of the same people are on both committees and it makes for a very long afternoon
	• Committee discussed date and time preferences for the meeting. Wednesday afternoon worked best for the majority of people
	• Committee discussed the frequency of the meetings and confirmed they would like to keep it at once per month for now but recognize that as Transformation ramps up the meetings may need to take place more frequently
	• Deferred the signing of the ToR; Christian asked the committee members to take one final review of the ToR and provide Gaylynn with any changes
	
	ACTION(s):
	• Move Transformation Steering Committee meetings to the Wednesday afternoons
		Gaylynn Cook	April 15

Issue/Topic	Discussion/Decision/Action	Responsibility (if applicable)	Due Date
	• Send copy of draft UVic slide deck to Neilane • Post ToR on SharePoint Site • Review Committee ToR and advise Gaylynn of any changes	Gaylynn Cook Gaylynn Cook All Members	April 15 April 15 May 9
Treasury Board Update	**INFO:** • Christian advised the committee that the Ministers (Bennett, Wilkinson, Thomson and Coleman) have been briefed on the submission • s.12,s.17 • • •		

Phase 1 Implementation Update	**INFO:**
	• Christian provided a high-level overview of the s.12
	• Committee discussed that if ministries end up being responsible for operating costs it will need to be factored into budgets (operating costs were calculate based on Ministry Ops Formula)
	• Committee discussed the pressures that Ministries are already feeling around the 13 Business Cases and the need for coordination/alignment to reduce duplication/costs
	• Committee reviewed the scope of year 1 activities and discussed the need for key messaging that gets people jazzed up. Committee didn't feel like the current capabilities slide did this and there is mixed excitement across the sector
	• Christian confirmed that the Secretariat is working on communication
	• Committee discussed the connection to the existing investments:
	    • IDM is the next step in that process and acts to connect multiple pieces of integration that have already taken place. All of the pieces of work that have come before Integrated Decision Making stand on their own
	    • By implementing IDM the sector develops the tools that will allow for true integration, and with it, efficiencies that result in benefits of productivity, faster decision times, increased revenues and improved business connections with the private sector		

Issue/Topic	Discussion/Decision/Action	Responsibility (if applicable)	Due Date

	• Activities after approval:
	  • A series of activities will follow the meeting to finalize approval and release funds
	  • Transformation will need to determine which of the key readiness and implementation activities can be completed when following the meeting with Treasury Board
	 • Committee would like to see the capabilities from the 13 business cases integrated with the IDM capabilities; there is a common desire to ensure that we are making this real for people
	 • Committee discussed concerns around the lack of integration between the 13 business cases and Transformation. TSC wants to ensure the most effective model is implemented to manage all Transformative projects
	
	 ACTION(s):
	 • Integrate capabilities of 13 Business Cases with the IDM capabilities
	 • Secretariat is to bring forward work with IMB to create an integrated model (referred to in previous presentations as a Transformation Office) that will ensure the most efficient use of resources is guaranteed for all transformation projects while managing all project teams (vendors, program areas, IMB staff) in a coordinated and fully integrated approach. An integrated communications plan should be developed
	 • Arrange for Committee to have IDM-ISSS technology demo
		
		Christian/Terry
		Christian/Terry/ D oug
		
		Gaylynn
			
			May 16
			May
			
			May 16

Ministry Resource Requirements	**INFO:** • Committee discussed if phase one was approved there would be a need for internal resources and these resources needs to be built into Ministry work plans; Committee identified this as a pressure • SME has been also identified as a pressure • Secretariat is beginning work on exact project FTE requirements		
NRS Board Update	**INFO:** • NRS Board discussed the implications if the capital funding was approved but not operating • If this were to happen quickly the conversation changes to what the ministries will get		

Issue/Topic	Discussion/Decision/Action	Responsibility (if applicable)	Due Date
	for their money, who's using it, what are the benefits and what will be in phase one. • Trade off's would need to happen		

Next meeting:

May 7, 2014

1810 Blanshard 3rd Fl RM 3001

NRS Transformation Steering Committee
ACTIONS & DECISIONS
May 16, 2014

PARTICIPANTS

Christian Kittleson; Tom Jensen; Richard Manwaring; Neilane Mayhew; Michelle Carr; Jim Standen; Ines Piccinino; Grant Parnell [Not Present]; David Morel; Ian Bailey; Jay Schlosar; Trish Dohan, Doug Say; Mike Hykaway; Butch Morningstar; Terry Gunning; Gaylynn Cook

Issue/Topic	Discussion/Decision/Action	Responsibility (if applicable)	Due Date
Approve Agenda and Minutes	**INFO:** • Christian reviewed the agenda		
Treasury Board Update	**INFO:** • s.12,s.17 • • Required Phase 1 Implementation Operating and Ongoing Maintenance for Hardware and Software costs will be funded by the sector; • s.12,s.17 • Christian advised the committee that a new name is being requested for the project; • Committee discussed current issues/concerns with ICM and the impact/difference between NRS Transformation. **ACTION(s):** • Circulate new project names that have currently been generated • Provide new project name suggestions to Gaylynn	 Christian Kittleson ALL	 May 23 May 25
Demo	**INFO:** • Terry provided the committee with a IDM functionality demo • Highlights: • Common Client- A single, sector-wide record for each NRS proponent or client that aligns to the BC Registry Services. This will reduce duplicate entries,		

Issue/Topic	Discussion/Decision/Action	Responsibility (if applicable)	Due Date
	improving data quality and allowing for an integrated view of a proponent or client's projects, authorization and permits including compliance history and client risk. This will provide a comprehensive 360 degree view of a client's interactions with the NRS and enable a complete view of a client's compliance history. Additionally, this function will support more efficient and integrated client billing. • Smart 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). • System pulls information from other systems and is roles and rules driven. • NRS will be able to hone in on problem areas and reduce bottle necks in the system. **ACTION(s):** • Contact David Morel and Jay Schlosar to arrange demo's for them	Terry Gunning	Complete

Resource Requirements and Management	**INFO:**
	• Committee discussed the Phase 1 Costs (Capital and Operating);
	• Based on direction from Office of Comptroller General, OCIO, NRS CFOs and budget managers and ICM advisors, there are components of Transformation Projects that cannot be capitalized (referred to as Implementation Operating);
	• Ongoing maintenance of new systems once in production and ongoing hardware/software license costs are also not eligible for capitalization;
	• The majority of the Implementation Operating budget will be internal FTEs working on Transformation projects that are not eligible for capitalization. These FTEs are required to support:
	    • Change management and training, Components of portfolio management office;
	    • Resource objectives projects;
	    • Policy/legislative and Securities analysis; and
	    • Portions of strategic analysis and documentation.
	• There are three options for Ministries to contribute to the FTE component of the		

Issue/Topic	Discussion/Decision/Action	Responsibility (if applicable)	Due Date
	required Implementation Operating budget for Transformation Projects: • Assign required FTEs to support Transformation projects that cannot be capitalized and program area backfills the FTE from operating budget; • Contribute operating budget to hire FTEs to support Transformation projects that cannot be capitalized; and a • Combination of options 1 and 2 above. • Along with the FTE requirements from the operating, there is a significant need of both internal and external resources to support the effort funded by the capital investment; • Reminder – capital budget is allocated for any internal FTEs required for 50% or more of their time on Transformational Projects; • Detailed planning is underway to validate the specific staffing requirements for Phase 1 and will be completed within 4 weeks.		
Year One Planning and Governance	**INFO:** • Over the next six weeks, we will develop and validate the FY14/15 Plan, staff key transformation resources and implement Wave 1 of the Transformation Office/Governance Model; • s.12,s.17 • Deloitte is working with Fantan on Strategic Engagement. As mentioned previously Dave is interested in a conference/meeting to strategically align the sector. Dates currently identified are June 18th-19th (1.5 days); Committee members were invited to the Strategic Alignment design session on Wednesday May 21st; • Christian circulated a one page document that outlined engaging leaders, aligning stakeholders and accelerating implementation; and • Committee discussed the need to touch base more frequently as there is too much information to share in the current allotment of time. **ACTION(s):** • Circulate electronic version of the one page document that outlined engaging leaders, aligning stakeholders and accelerating implementation to members who joined by phone or who were absent	Christian Kittleson	May 23

NRS Transformation Steering Committee

ACTIONS & DECISIONS

May 16, 2014

Issue/Topic	Discussion/Decision/Action	Responsibility (if applicable)	Due Date
	• Arrange for a supplementary 30min conference call every two weeks	Gaylynn Cook	May 22

Next meeting:
June 11th, 2014
1810 Blanshard 3rd Fl RM 3001

NRPP Steering Committee Meeting Agenda and Minutes

Project:	NRPP		Meeting Date:	06/12/2014
Meeting Title:	NRPP Steering Committee Meeting			

Attendees	Absent
Christian Kittleson, Rick Manwaring, Neilane Mayhew, David Morel, Grant Parnell, Ines Piccinino, Jim Standen, Doug Say, Ian Bailey	Tom Jensen, Michelle Carr, Trish Dohan, Jay Schlosar

Meeting Agenda

Agenda:
1. Draft Phase 1 NRPP delivery structure
2. Foundational Elements
3. Estimated Costs
4. Resource Requirements
5. Transformation Office Update- Deferred
6. Next Steps

Key Meeting Discussion Points

- There are capital and operating costs associated with NRPP. The majority of the operational costs are resources which all NRS ministries will need to contribute towards.
- NRPP Staffing Principles are required in order to protect against operational disruption. Principles will ensure: fair distribution of contribution across the sector; all NRPP phases are properly and adequately considered; current operational and government priority requirements are not compromised. Positions will be posted when other options have been exhausted.

- Three types of resource are required to deliver NRPP:
    - Transformation Secretariat Staff: Roles and resources that work for the Transformation Secretariat to deliver the transformation and its projects/programs
    - Assigned Project Resources: Current staff that will be dedicated for a specified term to work on transformation projects (e.g. Business Area, CSNR, Corporate Initiatives)
    - Subject Matter Experts: Resources that will provide expertise and experience periodically on specific transformation projects and topics

- Roles to deliver FY14/15 NRPP will be funded by both capital and operating budgets. 65 Internal resources are required to deliver FY14/15 Phase 1. Staffing estimates are based on current projects plans that will continue to be refined and updated throughout the year; the total represents number of roles, not necessarily a full-time equivalent for the year.
- In addition to the staff that will be dedicated to NRPP, a number of SMEs from across the sector will be required to successfully deliver Phase 1.

Next Meeting

Location:	Conference Call		Date:	June 25, 2014

Meeting Minutes: Items Tracking

No.	Item Type*	Description	Owner	Due Date	Status**	Severity or Priority ***
1	A	Arrange meeting with EFO's and Christian to review resource requirements	Gaylynn Cook	June 13	Active	H

*   Item Type: Action, Decision, Information, Parking Lot
**   Status: New, Active, Delayed, Closed
***   Issue Severity: Severe is a Showstopper, High, Med, Low
     Activity Priority: High, Med, Low, Future

NRPP Steering Committee Meeting Agenda and Minutes

Project:	NRPP		Meeting Date:	06/05/2014
Meeting Title:	NRPP Steering Committee Meeting			

Attendees	Absent
Christian Kittleson, Rick Manwaring, David Morel, Grant Parnell, Ines Piccinino, Michelle Carr, Trish Dohan, Doug Say, Shauna Brouwer, Mark Zacharias, Peter Walters, Ian Bailey, Butch Morningstar, Terry Gunning, Mike Hykaway	Neilane Mayhew, Jim Standen, Tom Jensen, Jay Schlosar

Meeting Agenda

Agenda:
1. Integrated NRPP Planning
2. Overall Year 1 Plan
3. s.12,s.17
4. Resource Requirements

Key Meeting Discussion Points

- s.12,s.17

- Project leads and appropriate SMEs were identified for each Phase 1 project to refine the scope for Year 1 and develop the project plan and resource model. Each individual project plan and resource model was reviewed by the integrated planning team and NRPP Leadership to validate Year 1 scope, milestones, interdependencies, assumptions, and outcomes. The individual projects were then integrated into the NRPP plan and resource model for FY14/15 and refined to ensure alignment and enable opportunities for greater efficiency.

- NRPP on track against TBS requirements.

- NRS Board meeting on June 9th to review plan and resource requirements. Detailed resourcing refinements to be completed following Board meeting.

Next Meeting

Location:	Boardroom 3001, 1810 Blanshard Street	Date:	June 11, 2014

Meeting Minutes: Items Tracking

No.	Item Type*	Description	Owner	Due Date	Status**	Severity or Priority ***

    *   Item Type: Action, Decision, Information, Parking Lot
  ** Status: New, Active, Delayed, Closed
 *** Issue Severity: Severe is a Showstopper, High, Med, Low
        Activity Priority: High, Med, Low, Future

NRPP Steering Committee Meeting Agenda and Minutes

Project:	NRPP	Meeting Date:	08/28/2014
Meeting Title:	NRPP Steering Committee Meeting		

Attendees	Absent
Christian Kittleson, Trish Dohan, Shauna Brouwer, Ian Bailey, Grant Parnell, Ines Piccinino, Doug Say, Greg Leake Stewart Guy, Terry Gunning, Fern Schultz, Butch Morningstar, Gaylynn Cook	Tom Jensen, Rick Manwaring, Neilane Mayhew, David Morel, Jim Standen, Michelle Carr

Meeting Agenda

Agenda:
1. NRPP Update
2. NRPP Procurement Strategy

s.12.s.17
4. Communications and Internal Engagement Update
5. External Engagement Update
6. Steering Committee Processes
7. Proposed Items for the Next Meeting

Key Meeting Discussion Points

- The current overall NRPP Portfolio Status is yellow with one program reporting a red status for the current period mainly due to a delay to a delayed with identifying and onboarding resources.

- NRPP Procurement Strategy will leverage existing contacts where appropriate and emphasize a balance between large vendors, small firms, independent contractors and local resources to provide the necessary skills, areas of expertise and one going local sustainment. The consortium agreement will allow for a single point of accountability.

- s.12,s.17

- A number of methods and channels for *internal* communication and engagement will be utilized by the NRPP team. The objective of communication and engagement is to create an appropriate level of commitment to change to support and sustain NRPP across internal and external stakeholder groups. The CMO is currently developing an internal engagement plan.

- As a result of the June 18/19 Leadership Alignment session an external engagement working group has been established with members from across the NRS.

Next Meeting

Location:	3rd Floor 1810 Blanshard Boardroom 3001	Date:	September 10, 2014

Meeting Minutes: Items Tracking

No.	Item Type*	Description	Owner	Due Date	Status**	Severity or Priority ***
2	A	Email slide deck for current capital projects update and next steps	Gaylynn	July 25	Complete	L
3	A	Circulate update Project Board TOR once approved	Gaylynn Cook	Sept 15	Active	M
4	A	Terry to connect with Trish regarding HW/SW procurement and OCIO reporting	Terry Gunning	Sept 15	Complete	M
5	D	Doug Say as CIO to distribute Architecture Review Board nomination email communication	Terry Gunning (as chair)	July 25	Complete	H
6	A	Distribute nomination email communication with appropriate nomination forms to all DMs/ADMs for notification to their Directors/Executive Directors	Doug Say	July 25	Complete	H
7	D	Committee decided to continue with touch point meetings between monthly meetings	Gaylynn Cook	Aug 28	Complete	M
8	A	Committee members to send Gaylynn any agenda items for the upcoming meeting	ALL	Sept 5	Active	L

*   Item Type: Action, Decision, Information, Parking Lot
**   Status: New, Active, Delayed, Closed
*** Issue Severity: Severe is a Showstopper, High, Med, Low
      Activity Priority: High, Med, Low, Future

NRPP Steering Committee Meeting Agenda and Minutes

Project:	NRPP	Meeting Date:	09/10/2014
Meeting Title:	NRPP Steering Committee Meeting		

Attendees	Absent
Christian Kittleson, Michelle Carr, Trish Dohan, Shauna Brouwer, Ines Piccinino, Doug Say, Denise Champion, Mike Hykaway, Terry Gunning, Fern Schultz, Butch Morningstar, Gaylynn Cook	Tom Jensen, Rick Manwaring, Nellane Mayhew, David Morel, Grant Parnell, Jim Standen, Ian Bailey,

Meeting Agenda

Agenda:
1. NRPP Status Report
2. 90 Day Plan Templates
s.12,s.17
4. Fall Launch
5. Steering Committee Processes
6. Proposed Items for the Next Meeting

Key Meeting Discussion Points

- The NRPP Board is meeting the afternoon of September 10th. They will be making decisions on the Procurement Strategy and the DMCTT deliverable schedule.

- The current overall NRPP Portfolio Status is yellow with two programs reporting a red status for the current period mainly due to scope and resources concerns.
  - A very conservative approach is being taken with overall status being based on the combined performance/health across the five individual status metrics/dimensions (e.g. Scope, Schedule, Financials, HR Resources, Quality)
  - Any programs reporting a red status are required to complete a deep dive status report that will be presented to the NRPP Board. These reports will provide additional background details on the status, the risk of the status, the mitigation strategy to get on track as well as the estimated date to return to a green status.

- The Committee discussed the Documents and Records Project that is looking for approval to commit the Natural Resource Sector agencies to managing all their records for Authorizations in accordance with the Natural Resource Authorizations Operational Records Classification System (NRA ORCS). This item will jointly be brought to the next NRS ADM's Committee for discussion on September 25th.

- s.12,s.17

- The majority of the Business Systems Improvements Projects are showing grey (not started) but this is only an indication of the NRPP onboarding status. The goal is to have all projects full onboarded as soon as possible. A member of the NRPP Leadership Team will now sit on each one of the project steering committees.

- The official NRPP kick off will be taking place on September 17th. The purpose of the session is to provide a brief overview of NRPP, provide further clarity on Phase1 projects and provide an opportunity for the NRPP team members to meet each other.

Next Meeting

Location:	Conference Call	Date:	September 24, 2014

Meeting Minutes: Items Tracking

No.	Item Type*	Description	Owner	Due Date	Status**	Severity or Priority ***
3	A	Circulate update Project Board TOR once approved	Gaylynn Cook	Sept 15	Active	M
7	D	Committee decided to continue with touch point meetings between monthly meetings	Gaylynn Cook	Aug 28	Complete	M
8	A	Committee members to send Gaylynn any agenda items for the upcoming meeting	ALL	Sept 5	Complete	L
9	A	Information package on the Documents and Records Project to be circulated to NRPP SC prior to the Sept 25th NRS ADM's Meeting	Gaylynn Cook	Sept 22	Active	M
10	A	Deep Dive Status Reports to be circulated to NRPP SC	Gaylynn Cook	Sept 10	Complete	M
11	A.	Christian to return to all NRS Executive Committees to provide an update on NRPP	Gaylynn Cook	Oct 31	Active	H

*   Item Type: Action, Decision, Information, Parking Lot
**   Status: New, Active, Delayed, Closed
***   Issue Severity: Severe is a Showstopper, High, Med, Low
  Activity Priority: High, Med, Low, Future

NRPP Steering Committee Meeting Agenda and Minutes

Project:	NRPP		Meeting Date:	07/23/2014
Meeting Title:	NRPP Steering Committee Meeting			

Attendees	Absent
Terry Gunning (A/Chair), Tom Jensen, Jim Standen, Grant Parnell, Ian Bailey, Trish Dohan, Shauna Brouwer, Doug Say, David Borth, Derek Rutherford Michelle Carr, Mike Hykaway, Terry Gelinas, Butch Morningstar, Fern Schultz, Gaylynn Cook	Christian Kittleson, Neilane Mayhew, David Morel, Jay Schlosar, Rick Manwaring, Ines Piccinino,

Meeting Agenda

Agenda:
1. NRPP Update
2. Architecture Review Board Update
3. NRPP Resourcing Update
4. Steering Committee Processes and Agenda for the Next Meeting

Key Meeting Discussion Points

- Inaugural NRPP Project Board meeting took place July 15th. Next meeting is scheduled for September 10th.

- A conference call with current capital Executive Sponsors, Doug Say and Christian Kittleson regarding how these projects will integrate into NRPP took place. Transformation Portfolio office to begin individual onboarding sessions.

- The purpose of the Architect Review Board is to maintain alignment of NRPP project architecture decisions and overall NRS project/program architectures for the sector.
  - The committee with be chaired by Doug Say and membership will include NRS domain architects, cross-government architecture representatives (OCIO), key NRS Leadership Team members, and business representatives as needed.
  - A key responsibility for the ARB is it makes decisions to maintain alignment of project architecture decisions and overall NRS project/program architectures for the sector.

- NRPP internal and external staffing is underway: For FY14/15 the need for 65 internal staff was identified with 38 positions required in the immediate term
  - To date: Six candidates have been selected; 21 candidates are under consideration and 11 positions remain vacant.
  - EOI- generated a lot of interest; 180 people put their name forward
  - Delays filling internal roles may set back NRPP timelines and could have broader financial implications

Next Meeting

Location:	3rd Floor 1810 Blanshard Boardroom 3001	Date:	August 13, 2014

Meeting Minutes: Items Tracking

No.	Item Type*	Description	Owner	Due Date	Status**	Severity or Priority ***
1	A	Arrange meeting with EFO's and Christian to review resource requirements	Gaylynn Cook	June 13	Complete	H
2	A	Email slide deck for current capital projects update and next steps	Gaylynn	July 25	Complete	L
3	A	Circulate update Project Board TOR once approved	Gaylynn Cook	Sept 15	Active	M
4	A	Terry to connect with Trish regarding HW/SW procurement and OCIO reporting	Terry Gunning	Sept 15	Active	M
5	D	Doug Say as CIO to distribute Architecture Review Board nomination email communication	Terry Gunning (as chair)	July 25	Complete	H
6	A ·	Distribute nomination email communication with appropriate nomination forms to all DMs/ADMs for notification to their Directors/Executive Directors	Doug Say	July 25	Active	H

*   Item Type: **Action, Decision, Information, Parking Lot**
**   Status: **New, Active, Delayed, Closed**
*** Issue Severity: Severe is a Showstopper, **High, Med, Low**
      Activity Priority: **High, Med, Low, Future**

NRPP Steering Committee Meeting Agenda and Minutes

Project:	NRPP		Meeting Date:	10/22/2014
Meeting Title:	NRPP Steering Committee Meeting			

Attendees	Absent
Christian Kittleson, Rick Manwaring, David Morel, Jim Standen, Denise Champion, Tom Jensen, Fern Schultz, Butch Morningstar, Mike Hykaway, Terry Gunning, Bonnie Lee, Kathy Brereton	Doug Say, Michelle Carr, , Neilane Mayhew, Grant Parnell, Trish Dohan, Shauna Brouwer, Ines Piccinino, Ian Bailey, Jay Schlosar, Terry Gelinas, Gaylynn Cook

Meeting Agenda

Agenda:

1. Architecture Review Board
s.12,s.17
3. NRPP Status Report
4. Update on Panel of Experts
5. Update on Business System Improvement Projects
6. Schedule for the upcoming month
7. Next Meeting Agenda- Collaboration Portal Demo

Key Meeting Discussion Points

- s.12,s.17

- The current overall NRPP Portfolio Status is a comfortable yellow
    - Most resourcing issues resolved
    - Challenge with the conservative nature of the reports is it's very difficult to have projects showing green due to moving parts
    - **Discussions underway regarding change management resources for BSI,**
- Please continue to provide nominations for the Panel of Experts, aiming to have the final Panel confirmed by October 24th. Kick of meeting to be held.the week of October 27, and specific tasks will be assigned at this time
- BSI projects are regularly reporting status and will maintain existing governance structures
    - One NRPP Leadership Committee member sits on each existing BSI project Steering Committee, with Jeremy Burbee appointed as Program Director to oversee the BSIs
    - It has been identified that change management was significantly under estimated when business cases were developed, and conversations are under way do determine need and asks
- Leadership Alignment Sessions are scheduled to take place the week of November 18-21st
    - Bringing Executive Directors, Directors, and Key Managers together to ensure they are brought up to speed on the project
    - Sessions will take place in Kamloops, Prince George, Lower Mainland, and Victoria
    - Part of the overall engagement process of the CMO
- Committee asked to review Leadership Alignment Report Out that was sent out on October 10th, and provide Christian with feedback
- PWC conducting 3rd party review of NRPP over the next two weeks, report will be shared with Steering Committee members when available

Next Meeting

Location:	1810 Blanshard, Meeting Room 3001	Date:	November 19, 2014

Meeting Minutes: Items Tracking

No.	Mtg Date	Item Type*	Description	Owner	Due Date	Status**	Severity or Priority ***
3	July 23/14	A	Circulate update Project Board TOR once approved	Gaylynn Cook	Sept 15	Active	M
9	Sept 10/14	A	Information package on the Documents and Records Project to be circulated to NRPP SC prior to the October 8th NRS ADM's Meeting**NOTE: Item will be moved to later NRS ADM's Agenda	Gaylynn Cook	Oct 3	Active	M
11	Sept 10/14	A	Christian to return to all NRS Executive Committees to provide an update on NRPP	Gaylynn Cook	Oct 31	Active	H
12	Sept 24/14	A	Additional communication/ information to be sent to NRPP SC around the NRPP Phase 1 release schedule to assist the Ministries with planning activities	NRPP CMO	Oct 8	Active	M
16	Oct 22/14	A	Architectural Review Board – NRPP to reach out to candidate to fill 2nd position	NRPP	Nov 19	New	M
17	Oct 22/14	A	s.12,s.17	Gaylynn Cook	Nov 19	New	L

*   Item Type: **Action, Decision, Information, Parking Lot**
** Status: **New, Active, Delayed, Closed**
*** Issue Severity: **Severe** is a Showstopper, **High, Med, Low**
      Activity Priority: **High, Med, Low, Future**

NRPP Steering Committee Meeting Agenda and Minutes

Project:	NRPP	Meeting Date:	11/19/2014
Meeting Title:	NRPP Steering Committee Meeting		

Attendees	Absent
Christian Kittleson, Ian Bailey, Trish Dohan, Michelle Carr, Neilane Mayhew, Denise Champion, Grant Parnell, Shauna Brouwer, Fern Schultz, Mike Hykaway, Terry Gunning, Gaylynn Cook Guest: Christine Wood	Doug Say, Shauna Brouwer, Ines Piccinino, Jay Schlosar, Terry Gelinas, Rick Manwaring, David Morel, Jim Standen, Tom Jensen

Meeting Agenda

Agenda:
> s.12,s.17

> 2. Status Report Update
> s.12,s.17
> 4. Collaboration Portal Demo
> 5. Leadership Alignment Sessions
> 6. Agenda for the next meeting
> 7. Appendix
>   a. Update on External Engagement

Key Meeting Discussion Points

- s.12,s.17

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- The current overall NRPP Portfolio Status is a yellow
  - Most resourcing issues resolved
  - Challenges around scope/schedule and the financial status of BSI projects
- The Committee discussed the new NRPP Integrated Resource Model that has been developed to track project financials which will improve data integrity and provide integrated financial reporting at the project, program and portfolio level
  - Linked to the project milestones and deliverables
  - Those interest is in seeing how the model works can contact Christian
- Next set of leadership alignment sessions will be taking place in December to engage NRS Directors, Executive Directors, strategic business leaders, change champions and others identified by the ADMs

Next Meeting

Location:	1810 Blanshard, Meeting Room 3001	Date:	December 17, 2014

Meeting Minutes: Items Tracking

No.	Mtg Date	Item Type*	Description	Owner	Due Date	Status**	Severity or Priority ***
3	July 23/14	A	Circulate update Project Board TOR once approved	Gaylynn Cook	Sept 15	Active	M
9	Sept 10/14	A	Information package on the Documents and Records Project to be circulated to NRPP SC prior to the October 8th NRS ADM's Meeting**NOTE: Item will be moved to later NRS ADM's Agenda	Gaylynn Cook	Oct 3	Active	M
11	Sept 10/14	A	Christian to return to all NRS Executive Committees to provide an update on NRPP	Gaylynn Cook	Oct 31	Active	H
12	Sept 24/14	A	Additional communication/ information to be sent to NRPP SC around the NRPP Phase 1 release schedule to assist the Ministries with planning activities	NRPP CMO	Oct 8	Active	M
16	Oct 22/14	A	Architectural Review Board – NRPP to reach out to candidate to fill 2nd position	NRPP	Nov 19	Complete	M
17	Oct 22/14	A	s.12,s.17	Gaylynn Cook	Nov 19	Complete	L
18	Nov 19	A	Circulate PwC NRPP perspectives on review report	Gaylynn Cook	Dec 1	Active	M
19	Nov 19	A	Internal/External Engagement Discussion to be added to Dec 17th NRPP SC agenda	Gaylynn Cook	Dec 17	Active	L
20	Nov 19	D	NRPP SC meeting series to be updated to a Lync Meeting with conference call	Gaylynn Cook	Dec 17	Active	L

*   Item Type: Action, Decision, Information, Parking Lot
**   Status: New, Active, Delayed, Closed
***   Issue Severity: Severe is a Showstopper, High, Med, Low
Activity Priority: High, Med, Low, Future

NRPP Steering Committee Meeting Agenda and Minutes

Project:	NRPP		Meeting Date:	12/17/2014
Meeting Title:	NRPP Steering Committee Meeting			

Attendees	Absent
Christian Kittleson, Ian Bailey, Michelle Carr, Denise Champion, Shauna Brouwer, Doug Say, Rick Manwaring, David Morel, Jim Standen, Lori Halls, Fern Schultz, Mike Hykaway, Terry Gunning, Stewart Guy, Nelson Grant, Gaylynn Cook	Trish Dohan, Neilane Mayhew, Grant Parnell, Ines Piccinino, Jay Schlosar, Terry Gelinas, Tom Jensen

Meeting Agenda

Agenda:
1. Overview of Priority Authorizations
2. Decision Required: Securities
3. Update: NRPP Engagement
4. Update: Leadership Alignment Sessions
5. Agenda for the next meeting

Key Meeting Discussion Points

- s.12,s.17

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- NRPP SC discussed the proposed NRPP financial Securities initiative and have requested additional information be provided. NRPP SC did not support the initiation of the NRPP Securities initiative at this time.
- An external engagement strategy was not completely contemplated as part of the original business case and is critical to the success of the project. Work has currently been underway to develop a phased approached to external engagement. Phase 1 will:
  - Raise awareness and support external parties in understanding what NRPP means for them;
  - Seek feedback and input on projects which may impact specific parties;
  - build knowledge and capacity to ensure external parties are well prepared for changes resulting through NRPP; and
  - leverage existing relationships
- NRPP Communications Tools are available at https://gww.nrs.gov.bc.ca/NRPP
- NRPP SC discussed the mixed feedback received at the Leadership Alignment Sessions (Nanaimo and Victoria)

Next Meeting

Location:	1810 Blanshard, Meeting Room 3001	Date:	December 17, 2014

Meeting Minutes: Items Tracking

No.	Mtg Date	Item Type*	Description	Owner	Due Date	Status**	Severity or Priority ***
3	July 23/14	A	Circulate update Project Board TOR once approved	Gaylynn Cook	Sept 15	Complete	M
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18	Nov 19	A	Circulate PwC NRPP perspectives on review report	Gaylynn Cook	Dec 1	Complete	M
19	Nov 19	A	Internal/External Engagement Discussion to be added to Dec 17th NRPP SC agenda	Gaylynn Cook	Dec 17	Complete	L
20	Nov 19	D	NRPP SC meeting series to be updated to a Lync Meeting with conference call	Gaylynn Cook	Dec 17	Complete	L
21	Dec 17	A	Circulate Risk Management Securities Report to NRPP SC with a cc to CSNR CFO's	Mike Hykaway	Jan 15	Active	M
22	Dec 17	D	NRPP SC did not support the initiation of the NRPP Securities initiative	Christian Kittleson	Dec 17	Complete	H
23	Dec 17	A	Circulate to EAO the list of external stakeholders that NRPP is currently engaging with	Fern Schultz	Jan 15	Active	M

*   Item Type: Action, Decision, Information, Parking Lot
** Status: New, Active, Delayed, Closed
*** Issue Severity: Severe is a Showstopper, High, Med, Low
     Activity Priority: High, Med, Low, Future

Agenda

Topic	Objective	Time
Approve Agenda and Minutes	• Confirm any additions to the agenda • Confirm any changes to the ToR and the Dec 10th meeting minutes • Ratify the committee through signing the Terms of Reference	10mins
Funding; Communication and Project Management Update	• Provide an update on funding decisions and implications • Provide an update on Communication and Project Management	10mins
Fantan Session Information and Outcomes	• Provide an overview of the information and outcomes from the January 7th Session with Fantan • Implications on Workforce Transformation	50mins
Standing Agenda Items	• Transformation Progress • Transformation issues and risks • Transformation decisions	15mins
Next Steps	• Discuss and agree next steps	5 min

Agenda

Topic	Objective	Responsible	Time
Approve Agenda and Minutes	• Confirm any additions to the agenda • Review actions & decision from January 23 • Ratify the committee through signing the Terms of Reference	Christian Kittleson	5mins
Funding	• Provide an update on funding decisions and implications	Christian Kittleson	5mins
Transformation Office	• Provide an overview of the Transformation Office • Update on planned roll-out approach for Wave 1	Terry Gunning	10mins
Communication and Project Management	• Provide an update on Communication and Project Management • Discuss Project Management Procurement	Terry Gunning	10mins
Other Business Cases	• Provide a High-Level Update on Business Cases (note- this slide deck sent on Feb 17th) • Answer any questions resulting from this • Business Case Kickoff's	Terry Gunning	5mins
Authorization Processes	• Provide an update on year 1 priorities	Butch Morningstar	10mins

Agenda

Topic	Objective	Responsible	Time
Approve Agenda and Minutes	• Confirm any additions to the agenda • Review actions & decision from February 27 • Ratify the committee through signing the Terms of Reference	Christian Kittleson	10mins
Treasury Board Update	• Provide an update on status of Treasury Board Submission	Christian Kittleson	10mins
Phase 1 Implementation Update	• Provide an update on Phase 1 Implementation	Christian Kittleson	30mins
Ministry Resource Requirements	• Discussion around individual Ministry resource requirements	Christian Kittleson	30mins
NR Board Update - Transformation	• Provide an update from the NR Board discussion around Transformation	Christian Kittleson	10mins

Natural Resource Sector Transformation Secretariat

Agenda

Topic	Objective	Responsible	Time
Approve Agenda and Minutes	• Confirm any additions to the agenda • Review actions & decision from April 9 • Ratify the committee through signing the Terms of Reference	Christian Kittleson	5mins
Treasury Board Update	• Provide update on Treasury Board Decision	Christian Kittleson	10mins
Demo	• Provide IDM functionality Demo	Terry Gunning	45mins
Resource Requirements and Management	• Discussion on NRS Transformation Phase 1 Cost and FTE Requirements • Discussion on NRS Transformation Resource Management	Christian Kittleson	15mins
Year One Planning and Governance	• Overview and update on the FY14/15 NRS Transformation Project Plan, including detailed plans for the next 4 weeks • Update on NRS Transformation Governance implementation	Christian Kittleson	15mins

Agenda

Topic	Objective	Responsible	Time
Approve Agenda and Minutes	• Confirm any additions to the agenda • Review actions & decision from May 16th • Ratify the committee through signing the Terms of Reference	Christian Kittleson	5mins
Resource Requirements	• Continued discussion on NRS Transformation resource requirements • Decision on staffing process	Steering Committee	55mins
Transformation Office Update	• Provide an update on the Transformation Office set up and design	Christian Kittleson	20mins
Next Steps	• Confirm key takeaways and next steps	Christian Kittleson	5mins

Agenda

1. NRPP Update

2. Architecture Review Board Update

3. NRPP Resourcing Update

4. Steering Committee Processes and Agenda for the Next Meeting

Natural Resource Permitting Project

Agenda

BRITISH
COLUMBIA

- NRPP Update
- NRPP Procurement Strategy
  - s.12,s.17
-
- Communications and Internal Engagement Update
- External Engagement Update
- Steering Committee Processes
- Proposed Items for the Next Meeting

Natural Resource Permitting Project

Agenda

- NRPP Status Report

- 90 Day Plan Templates
  - s.12,s.17

- Fall Launch

- Steering Committee Processes

- Proposed Items for the Next Meeting

Natural Resource Permitting Project

Agenda

- Sept. 10th NRPP Project Board Update

- Sept. 17th Fall Launch Update

- Status Report

- Authorizations Process Panel of Experts

Natural Resource Permitting Project

Agenda

- s.12,s.17

- NRPP Status Report
- Update on Panel of Experts
- Update on Business System Improvement Projects
- Schedule for the Upcoming Month
- Next meeting agenda
  - Collaboration Portal Demo

Natural Resource Permitting Project

Agenda

- s.12,s.17

- Status Report Update
  s.12,s.17
-

- Collaboration Portal Demo

- Leadership Alignment Sessions

- Agenda for the next meeting

- Appendix

  o Update on External Engagement

Natural Resource Permitting Project

Agenda

BRITISH COLUMBIA

- **Overview of Priority Authorizations**
- **Decision Required:** Securities
- **Update:** NRPP Engagement
- **Update:** Leadership Alignment Sessions
- Agenda for the next meeting

Natural Resource Permitting Project