

FW: Ministry Responsibilities

From: Dohan, Trish CSNR:EX <Trish.Dohan@gov.bc.ca>
To: Sutherland, Craig FLNR:EX <Craig.Sutherland@gov.bc.ca>
Sent: November 26, 2020 3:53:20 PM PST
Attachments: Ministry Responsibilities - November 22 2020.pdf, CABINET COMMITTEES
AND WORKING GROUPS.pdf

Fwd: Media Availability: Horgan - new cabinet

From: Haslam, David GCPE:EX <David.Haslam@gov.bc.ca>
To: FLNR Executive <s.15 - ->
Cc: Lowther, Brett GCPE:EX <Brett.Lowther@gov.bc.ca>, Plummer, Glen GCPE:EX <Glen.Plummer@gov.bc.ca>, Hooper, Tyler GCPE:EX <Tyler.Hooper@gov.bc.ca>, Winterhoff, Thomas GCPE:EX <Thomas.Winterhoff@gov.bc.ca>, Pierson, Nova GCPE:EX <Nova.Pierson@gov.bc.ca>, McInnis, Nigel GCPE:EX <Nigel.McInnis@gov.bc.ca>
Sent: November 26, 2020 7:15:39 PM PST

All. Below FLNR and salmon comments extracted from PJH media avail. Full transcript follows.

Nathan Cullen, Minister Cullen's responsibilities, is to work with Minister Conroy to break up Forests, Lands, and Natural Resource Operations. When we were sworn in in 2017, it was my desire to have a stand-alone Ministry of Forests, something that the former BC Liberals had rolled in to what is now one of the most unwieldy ministries within government -- Forests, Lands, Natural Resource Operations, and Rural Development.

So Minister Cullen's job is to work with Minister Conroy to disaggregate that, and take component parts, and move them to where they might be better utilized. And when that work is complete, that will become then, I'm hopeful -- again, we will see how the work goes -- a stand-alone Ministry of Forests with Rural Development attached to that, and Lands and Natural Resource Operations as a stand-alone ministry as well, which would be a full ministry with significant human resources and so on.

So I talked at length with my outgoing deputy minister Don Wright, and my incoming deputy Lori Wannamaker -- two career professional public servants -- I expressed my desire to have two ministries where one existed. And they said great ideas, but you don't want us to do that in the next two weeks, do you? And although I did, I took their good advice, and said let's find a way, with a four-year mandate ahead of us, to do this correctly.

The ministry was created by Gordon Campbell just days before he resigned as Premier. If you go back through your files, Les, you'll remember that. And so the ministry was created, and the person who created it left the building. And it has been existing for a decade, or almost a decade, without any amendments or revisions. And I think it's an important part of our economic vitality, certainly forests, but also to have the permitting and other processes separated so that they can have a stand-alone minister.

Another point I want to make is Fin Donnelly is the parliamentary secretary for salmon and aquaculture. Fin's task is to work with Lana Popham, the Minister of Agriculture, Food, and Fisheries, but also to work with Minister Cullen and to work with Minister Heyman to take those component parts that are spread across government -- the provincial government -- and bring them into one place so that we can focus on being equal partners with the federal government when it comes to saving our salmon for this generation and future generations.

It's something I know Fin is very well suited to do. A stand-alone Ministry of Fish did not make a lot of sense. It was tried in the past. The primary responsibility -- or primary jurisdiction -- rests in Ottawa. I wanted to make clear to Ottawa that British Columbians care deeply about salmon. They have cared deeply about the impacts of salmon aquaculture and the jobs that go with it. So to have Fin Donnelly, the parliamentary secretary to address all of those bits and pieces in government is part of what I think a renewed government with a majority mandate should do.

So we're going to be doing some reorganization. We're not tipping over the apple cart. That would be inappropriate. We're doing it in a thoughtful way. Minister Cullen will be part of that Parliamentary Secretary Donnelly will be part of that, and Minister Heyman will be part of that, as we build out what we believe will be a more coherent system for decision making.

FW: Mandate Letters

From: Craig.Sutherland@gov.bc.ca
To: FLNR Coast Area Leadership Team <s.15>
Sent: November 27, 2020 9:27:11 AM PST
Attachments: Scan_20201126.pdf

From: Wood, Andrea D FLNR:EX <Andrea.Wood@gov.bc.ca>
Sent: November 26, 2020 5:35 PM
To: FLNR Executive <s.17>
Subject: FW: Mandate Letters

<https://www2.gov.bc.ca/gov/content/governments/organizational-structure/cabinet/cabinet-ministers>

mandate letters now all posted.

Have a good evening 😊

From: Tripp, Allison FLNR:EX <Allison.Tripp@gov.bc.ca>
Sent: November 26, 2020 4:26 PM
To: FLNR Executive <s.15>
Cc: FLNR Executive Support <s.15> ; FLNR Executive Administration Assistants
s.15
Subject: Mandate Letters

Please find attached scanned copies of the mandate letters for:

Honourable Katrine Conroy, Minister
Honourable Nathan Cullen, Minister of State for Lands, Natural Resource Operations
Roly Russell, Parliamentary Secretary - Rural Development

FW: Signed OIC's

From: Sutherland, Craig FLNR:EX <Craig.Sutherland@gov.bc.ca>
To: FLNR Coast Area Leadership Team <s.15
Sent: November 27, 2020 4:48:51 PM PST
FYI

From: Wood, Andrea D FLNR:EX <Andrea.Wood@gov.bc.ca>
Sent: November 27, 2020 11:29 AM
To: FLNR Executive <s.15
Cc: FLNR Executive Support <s.15 ; FLNR Executive Administration Assistants
<s.15
Subject: FYI: Signed OIC's

Some of you have been asking – here you go 😊

From: Renneberg, Tim FLNR:EX <Tim.Renneberg@gov.bc.ca>
Sent: November 27, 2020 11:09 AM
To: Wood, Andrea D FLNR:EX <Andrea.Wood@gov.bc.ca>
Subject: RE: Ministry Responsibilities

There's this OIC:

https://www.bclaws.ca/civix/document/id/oic/oic_cur/0602_2020

Tim Renneberg
Ministerial Assistant
Minister of Forests, Lands, Natural Resource Operations and Rural Development
250-387-6240
tim.renneberg@gov.bc.ca

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FYI: DBC Headline Mountain Holidays in Whistler

From: Johnsrude, Allan N FLNR:EX <Allan.Johnsrude@gov.bc.ca>
To: Sutherland, Craig FLNR:EX <Craig.Sutherland@gov.bc.ca>
Sent: November 30, 2020 8:32:00 AM PST
Attachments: image006.png, image005.png, image003.png, image007.png, image004.png, image001.png, image002.png

This circumstance is a good example of the integration of forestry/lands that will need consideration in the new two ministry model.

Allan Johnsrude, RPF
Regional Executive Director, South Coast Region
Forests, Lands, Natural Resource Operations and Rural Development
Ph. (778) 572-2175
Email: Allan.Johnsrude@gov.bc.ca

From: Southam, Dave FLNR:EX <Dave.Southam@gov.bc.ca>
Sent: November 30, 2020 8:16 AM
To: Johnsrude, Allan N FLNR:EX <Allan.Johnsrude@gov.bc.ca>
Subject: FW: DBC Headline Mountain Holidays in Whistler

More of a heads up than anything at this point given direct engagement with DBC and Jonathan's comment about forwarding to his comms group.....

Despite providing very clear instruction on how to resolve the issue, Mr. Washer continues to pursue changes that we are not able to accommodate. Danielle is prioritizing this file over other clients who are following corporate policy to try and stop some of the extra work it is causing. We will continue to engage with Mr. Washer and stick to the very clear plan on how to resolve the issue and bring his operation into compliance while doing so with an understanding lens that he and the entire AT industry are experiencing very difficult times as a result of the pandemic.

DS

From: Heerema, Jonathan DBC:EX <Jonathan.Heerema@destinationbc.ca>
Sent: November 29, 2020 10:27 AM
To: Southam, Dave FLNR:EX <Dave.Southam@gov.bc.ca>; Koh, Wendy FLNR:EX <Wendy.Koh@gov.bc.ca>
Cc: Vukelich, Vera FLNR:EX <Vera.Vukelich@gov.bc.ca>; Shaw-MacLaren, Scott D FLNR:EX <Scott.ShawMacLaren@gov.bc.ca>
Subject: RE: DBC Headline Mountain Holidays in Whistler

Hi Dave,

Well, that seems to be quite the thorough answer and it explains quite a bit of the reasoning behind Doug's issues with the current policies. I'll share this with our corporate comms group so they have a broader understanding of the issue.

Enjoy the rest of the weekend,



Jonathan Heerema

Manager, Vancouver, Coast & Mountains and Industry Programs

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From: Southam, Dave FLNR:EX <Dave.Southam@gov.bc.ca>

Sent: November 27, 2020 5:01 PM

To: Koh, Wendy FLNR:EX <Wendy.Koh@gov.bc.ca>; Heerema, Jonathan DBC:EX <Jonathan.Heerema@destinationbc.ca>

Cc: Vukelich, Vera FLNR:EX <Vera.Vukelich@gov.bc.ca>; Shaw-MacLaren, Scott D FLNR:EX <Scott.ShawMacLaren@gov.bc.ca>

Subject: RE: DBC Headline Mountain Holidays in Whistler

Hi Wendy,

Thanks for forwarding the note. We have been communicating with Mr. Washer extensively and I would suggest he is not entirely forthcoming with everyone he is reaching out to at the moment. We recently held a meeting with Vera Vukelich from our policy shop and Mr. Walker so that he could hear it from our Lands branch manager directly what our ministry's policy direction is. This was also an opportunity to demonstrate to Mr. Washer that my staff at the district level were applying fair process and interpretation of our ministry policy. Despite this, Mr. Washer continues to perpetuate the idea that we are treating him unfairly and are unsympathetic during difficult times. In my view, when Mr. Washer is asking for flexibility, he is asking us to allow him to break the law and he is clearly acting in contravention to the terms of his Land Act tenure. Please see attached my last letter to Headline. This file has become unnecessarily time consuming and is unfortunately disproportionately distracting my staff from helping others in need in the adventure tourism sector.

Some additional thoughts from my staff:

- The Sea to Sky office has been engaging with Doug Washer/Headline directly on compliance issues with his licence of occupation since Summer 2018.
- The compliance issues are the same activities he expressed wanting "relaxed policies" for below.
- Headline was "pivoting" from their authorized activities under the management plan prior to the covid-19 pandemic. They were doing so without FLNRORD's authorization and we have been working to get them into compliance since 2018.
- Doug's comparison of Crown land AT use to the "sidewalk policy" for restaurants is not comparable. Crown land use involves a much larger scope of consultation to ensure protection of environmental and cultural values, and to meet consultation requirements with First Nations and the public. There is high risk in Sea to Sky to allowing changes to Crown land use without adequate review and consultation.
- Doug contacted 4 ministries (FIN, TAC, JEDC, and FLNR) by email in July 2020 with the same request – that policies be relaxed and that businesses on Crown land be allowed to modify their operations under expedited review. FLNRORD provided a response to this communication stating it is not possible.
- High recreation use in Sea to Sky necessitates a modified approach to the rest of the Province, as there is greater opportunity for conflict between operators and with the public.
- The noted "incidental use" policy was never intended to be interpreted on the part of the operator. It's intent is as a tool for decision makers to CHOOSE to treat some possibly lower-impact activities differently IF it makes it less work for government. A management plan is the only thing that governs allowable use for

tenured activities. If Headline was relying on the incidental use policy for some of their activities (as they say they were), that was not appropriate or allowable.

I appreciate this is likely much more than you were looking for in terms of a response but I felt it was important to share a broader perspective of the issue.

Don't hesitate to reach out if you have any further questions.

Have a great weekend.

Dave

From: Koh, Wendy FLNR:EX <Wendy.Koh@gov.bc.ca>
Sent: November 25, 2020 1:01 PM
To: Southam, Dave FLNR:EX <Dave.Southam@gov.bc.ca>; Heerema, Jonathan DBC:EX <Jonathan.Heerema@destinationbc.ca>
Subject: DBC Headline Mountain Holidays in Whistler

Hi Jonathan, thanks for the flag. I'm sharing your email with my colleague Dave Southam, who is the District Manager for the Sea to Sky corridor.

Hi Dave,

Jonathan Heerema from Destination BC received an email from Doug Washer of Headline Mountain Holidays, based in Whistler. Given the current Pandemic crises that the tourism sector is significantly facing, Doug has requested from FLNRO for flexibility for current tenured operators and possibly relax restrictions to existing and ancillary activities. The email thread below provides a much more details of his request and interactions with FLNRO.

If you have any insights on the situation or if your team is currently working with Doug, appreciate any feedback on this.

Thanks Dave!
Wendy

From: Heerema, Jonathan DBC:EX <Jonathan.Heerema@destinationbc.ca>
Sent: November 24, 2020 4:39 PM
To: Koh, Wendy FLNR:EX <Wendy.Koh@gov.bc.ca>
Subject: FW: VCM Webinar

FYI



Jonathan Heerema
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From: Doug Washer <doug@headlinemountainholidays.com>
Sent: November 24, 2020 4:31 PM
To: Heerema, Jonathan DBC:EX <Jonathan.Heerema@destinationbc.ca>
Subject: Re: VCM Webinar

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Hi Jonathan,

Thank you for your reply. I'm doing well thank you for asking and I hope all is well with yourself.

I appreciate your taking this up with the Ministry of Tourism, Arts and Culture. As COVID takes hold in our corridor, I think this issue is becoming even more pressing.

As a point of interest for you, I have reached out and have had several discussions and emails with the local Squamish office. The challenge seems that a relaxing of the policies requires a top down approach as they feel they are obligated to hold to status quo without clear direction from Victoria to make things happen on the ground as it were.

I think the parody is similar to the Hospitality sector whereby side walk usage was allowed for seating of patrons and the process of applications was expedited and prioritized. My understanding is (and I could be wrong) but that approach seemed to be a Top Down approach including the Premier making these announcements early on when COVID hit.

The Ministry of Forests, Lands and Natural Resource Operations has not employed this approach thus far. My request to reach out to other Ministries for support is based on discussions with the District Manager and staff in Squamish and with Vera Vukelich, Manager of Land Policy and Programs. I appreciate there are many factors involved in the decision making process for new applicants and it's a lengthy process however, I feel any new proposals by untenured operators could and should be put on hold. Additionally, I feel that current tenured operators could be provided *temporal* relief to relax *minor* restrictions to existing and *Ancillary* activities.

The hot topic in our industry is to "Pivot" your business model and diversify however, restrictions imposed by MFLNRO prevents this from happening in a timely manner under it's current direction.

If it would help to discuss the matter by phone to provide greater context, i'd be happy to do so.

In any event, I truly appreciate you're taking this matter to heart and doing what you can to shed some light on the issue. Time is certainly of the essence and we do not seem to be getting the kind of response we need from MFLNRO to get our team(s) back to work.

Thanks Jonathan,

Doug Washer
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InReach- doug204@inreach.delormre.com

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FB: <https://www.facebook.com/Headlineholidays>
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On Nov 24, 2020, at 3:15 PM, Heerema, Jonathan DBC:EX <Jonathan.Heerema@destinationbc.ca> wrote:

Good afternoon Doug,

First and foremost, hope all is well with you.

I read through your email below, and we've shared this with our colleagues at the Ministry of Tourism, Arts and Culture for their response, which will be directly to you. We also wanted to direct you to the contact info for the local office in Squamish that would oversee this particular policy issue. Have you reached out to them directly? They'll be the only ones that can answer the below questions you posed.

Sea to Sky Natural Resource District (DSQ)

- 101 - 42000 Loggers Lane
Squamish B.C.
V8B 0H3

FLNRO.SeaToSkyDistrict@gov.bc.ca

604 898-2100

Fax: 604 898-2191

We all sincerely hope that your business makes it way through this and succeeds. What an incredibly difficult time.

All the best,



Jonathan Heerema

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From: Doug Washer <doug@headlinemountainholidays.com>
Date: Wednesday, November 18, 2020 at 1:25 PM
To: "Vasquez, Daniel DBC:EX" <Daniel.Vasquez@destinationbc.ca>
Subject: VCM Webinar

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Hello Daniel,
Thank you for fielding questions for the upcoming VCM Webinar.

There seems to be a great deal of support for the hospitality Industry in general and Government seems to be making great efforts to support everyone through this difficult time which I am incredibly thankful for. That said, my business is experiencing unprecedented difficulty and a distinct lack of support from one branch of government is making it exponentially worse. MFLNRO could make a great deal of difference by supporting tenured operators conducting business who operate with a Licence of Occupation (land Tenure).

In the lower mainland in particular, there are policies in place such as the "Incidental Use Policy" which makes up part of the "Adventure Tourism Policy" which could be relaxed, even if just on a temporal basis which is not happening. It seems that restaurants are being allowed to occupy side walks to address COVID impacts for example, yet we are not seeing that similar level of cooperation and support from MFLNRO.

COVID is having a dramatic impact to our business and our inability to pivot, even slightly, and to employ *existing policies* into our operations to allow us some flexibility which would allow us to hire back staff and contribute to the economy again is simply not happening.

MFLNRO is not allowing us to use policies that exist without prior approvals from Local "District Decision Makers" (DDM's) which can take 2-3 years. Historically, these policies could be used at the discretion of the operator which is now being denied, which is counter intuitive during such difficult times.

My question is:

What is and / or can be done to get MFLNRO to look at its current, overly restrictive policies and to relax them for a period of time to allow us to get back to work?

My specific situation is as follows:

We operate Heli Snowmobile / Snowmachine tours on an Ice Cap taking guests to Ice Caves for interpretive tours. This is a logistically complex environment to operate in. Due to a long list of complex reasons, mostly due to weather and snow conditions, it is difficult to access the snowmobiles 100% of the time. (they could be buried upon arrival with guests for example)

For the short term:

- We ask that if the snowmobiles are not accessible, that we be permitted to guide guests to the ice caves without the use of snowmobiles / Snowmachines. (more environmentally friendly)
- We ask that our season be extended through August to Mid October which our Current plan does not permit for.
- We ask that as an operator, we be provided the Autonomy to employ the Incidental Use Policy as it was intended and as is allowed in other jurisdictions outside the Sea to Sky corridor, which policy we have relied on in the past but are now being restricted from using.

We believe there are many operators who could benefit tremendously at the moment if some basic policies were relaxed for the short term. We also believe that Current Tenured Operators who are impacted by COVID should be granted Priority by MFLNRO in helping them get back to work ahead of NEW applicants that are not operational.

I appreciate this is a lot of information but I wanted to put some context to the reason for the question.

In short, What discussions are being had with MFLNRO to help operators get back to work?

My points above are simply examples that I think they could explore to help us through this Pandemic.

Thanks Daniel.

Doug Washer

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FW: For Information: FLNRORD Change Resources

From: Sutherland, Craig FLNR:EX <Craig.Sutherland@gov.bc.ca>
To: FLNR Coast Area Leadership Team <s.15
Sent: November 30, 2020 2:07:57 PM PST
Attachments: Leading Change with ADKAR - 2020.pdf, image002.jpg, Anticipating Restraining Forces.docx, Change Communications Checklist - 2020.pptx

Here's some good reference material on change management to share with your management teams, as we move into another ministry reorg initiative.

Thanks
Craig

From: Young, Carolyn S CSNR:EX <Carolyn.Young@gov.bc.ca>
Sent: November 30, 2020 11:47 AM
To: FLNR Executive <s.15
Cc: CSNR PAWS FLNR ADVISORS <s.15 ; Baron, Joanne CSNR:EX <Joanne.Baron@gov.bc.ca>; Lowe, Kimberly CSNR:EX <Kimberly.Lowe@gov.bc.ca>
Subject: For Information: FLNRORD Change Resources

Good Morning,

Trish had indicated to me that on a recent Executive call the topic of Change Management resources emerged in the context of leading and supporting the organization in the months ahead. I wanted to highlight some work we are doing in [People and Workplace Strategies](#) Branch that supports change. Some of you may have recently experienced a presentation from your SHR Advisor regarding change management and leadership resources. Please see the attached information and links noted below that were used in these presentations.

We encourage adopting the [ADKAR](#) model (Awareness, Desire, Knowledge, Ability and Reinforcement) to support change management processes. For more information about ADKAR, the change management process and change leadership roles, I would recommend viewing the recordings of these two recent managers learning series sessions:

- Introduction to Change Management (Part 1) - October 15, 2020 ([recording](#))
- Leading Through Change (Part 2) - October 29, 2020 ([recording](#))

Knowing how, when and what to communicate during change can often be challenging. The attached presentation *Change Communications Checklist – 2020* provides a succinct overview of the top considerations to make while communicating during change.

Other Resources:

- The [Change Leadership](#) workbook provides great information and resources to inform your work as a change leader.
- The [Change Management Toolkit](#) provides change management best practices.
- Handout: "Anticipating Restraining Forces." *PAWS. 2020*. This attached handout includes an example and template to identify and address potential restraining forces during change.
- Handout: "Leading Change with ADKAR." *PAWS. 2020*. This attached handout provides an overview of ADKAR and a template to use to apply it to a current change.

Please share this with your leadership teams and if you have any questions about these resources or leading during change, please contact your [SHR Advisor](#).

Thank you,
Carolyn!

Carolyn S. Young

(pronouns she/her/hers)

Executive Director, Strategic Human Resources | [People and Workplace Strategies](#)

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Where ideas work



I acknowledge with respect and gratitude the Lekwungen peoples on whose traditional territory I live, work and learn.

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Update: Minister briefings

From: Manwaring, Richard G FLNR:EX <Rick.G.Manwaring@gov.bc.ca>
To: FLNR Operations Executive Leadership Team ~~s.15~~
Sent: December 2, 2020 10:14:04 AM PST

Good morning all. We began briefing the Minister yesterday as you have seen from Andrea's note. I think the briefings went well. I got a good feeling from it, positive and comfortable dialogue with the Minister and the dynamic with the Ministers office team we all know.

Observations:

- We discussed how the Minister wants her briefings, her style, preferences. I can share that she is likely less on the details than the former Minister. She will benefit from more concise notes, backed up with direct briefings with executive members. That's my initial sense.
- I expressed our intent to CI to her standard and for her to feel free to punt back materials so we can adjust to her needs. So expect some feedback via Andrea.
- Continue to use Tim R to get advice.

Building on Success:

- Eamon was the first ADM after John and I and he set the standard. Very well done. 3 key items, explained at the right level of detail, with the mention of the political relevance, immediate issues she will have to deal with. I would encourage you to talk to Eamon to see how that went.
- The one thing I realized is the briefings will be at risk of all looking like a large set of massive intractable issues. I told John we should try to weave in 'good news' items. I know we held you all to 3 but please consider how to give the Minister some sense of how we plan to achieve outcomes and that you have a way forward on your items.

Lori Halls and her Assignment:

- I will hold a more detailed call with executive. But for now, I am focusing with Lori on the backstory. Orientation on how the Ministry was formed, the drivers, principles and objectives of the formation of the Land Manager model. We are getting back at it for the balance of the day today.
- The goal this week is to ensure that Lori is well positioned to engage with the Minister of State and the discussions are well anchored in an understanding of where we came from, why, and how we function today. I may reach out to any one of you to help with these discussions.
- So far it has gone very well. Lori and I have a long trust relationship so I am able to be direct and she is able to press and test assumptions and my bias.

More coming soon, I just wanted to provide a quick update this morning.

Rick Manwaring, RPF
Associate Deputy Minister
Forests, Lands, Natural Resource Operations and Rural Development
1-250-312-7278, Senior Executive Assistant, Liz Olsson

FW: Re-org ideas

From: Hadway, Sharon L FLNR:EX <Sharon.Hadway@gov.bc.ca>
To: Sutherland, Craig FLNR:EX <Craig.Sutherland@gov.bc.ca>
Sent: December 10, 2020 4:08:36 PM PST
Attachments: Reorg Ideas.docx

More thoughts from Jessica

Sharon Hadway

Regional Executive Director | **West Coast Region**
Ministry of Forests, Lands, Natural Resource Operations
and Rural Development
2100 Labieux Road
Nanaimo, BC., V9T-6E9
Phone: (250) 739-8379
[Mailto:Sharon.Hadway@gov.bc.ca](mailto:Sharon.Hadway@gov.bc.ca)

From: Coster, Jessica FLNR:EX <Jessica.Coster@gov.bc.ca>
Sent: December 10, 2020 3:03 PM
To: Hadway, Sharon L FLNR:EX <Sharon.Hadway@gov.bc.ca>
Subject: Re-org ideas

Hi – I've been thinking more about the delivery of the OG program....and had time because they cancelled the OGSLT meeting. I think the structure that we landed on and submitted to Brian is still a good one. However, it made me consider how this might fit with a larger re-organization. Attached is where I landed.

More leadership is required given the strategic and complex nature of the work that we are being asked to deliver on – which means most of the re-organization needs to happen at RED and above. For many reasons FLNRORD was on the right track with integration and the one-land manager approach but the policy and strategic leadership is the missing piece. Nobody can manage the breadth of operational issues that ADMs, EDs and Directors are being asked to manage and create strategic policy at the same time. Therefore, a model that leaves the worker bees doing their thing but reigns in the scope of leadership roles to allow concentration on the higher level issues might be a good idea.

I know nobody has asked us to solve this but interested in your thoughts on the attached.

Jessica Coster | Director, Regional Indigenous and Strategic Initiatives
West Coast Region
Ministry of Forests, Lands & Natural Resource Operations and Rural Development
Suite 142 - 2080 Labieux Rd, Nanaimo BC, V9T 6J9
Telephone: 250 739 8180
Email: Jessica.Coster@gov.bc.ca

Ministry Organization Consideration: An interesting article

From: Johnsrude, Allan N FLNR:EX <Allan.Johnsrude@gov.bc.ca>
To: Sutherland, Craig FLNR:EX <Craig.Sutherland@gov.bc.ca>
Sent: December 14, 2020 8:43:07 AM PST
Craig –

It seems COVID has pushed people back outdoors across the world (attached article). The South Coast saw this doubling and the implications.

Not suggesting a bunch more parks or recreation designations but expect provincial parks and crown land in general will continue to see this increase. Better planning is needed and our ministry/BC parks should be working together on this. Not sure if that is capacity or structure but either way, we will continue to fall behind without more intentional design.

Something for the organizational hopper.

Allan Johnsrude, RPF
Regional Executive Director, South Coast Region
Forests, Lands, Natural Resource Operations and Rural Development
Ph. (778) 572-2175
Email: Allan.Johnsrude@gov.bc.ca

From: Haberl, Kevin J FLNR:EX <Kevin.Haberl@gov.bc.ca>
Sent: December 13, 2020 12:18 PM
To: Johnsrude, Allan N FLNR:EX <Allan.Johnsrude@gov.bc.ca>; Southam, Dave FLNR:EX <Dave.Southam@gov.bc.ca>; Barrett, Scott FLNR:EX <Scott.Barrett@gov.bc.ca>
Subject: FW: An interesting article

Hi guys – interesting NY Times article, which reflects the same experience in Europe with “new visitors” to the outdoors. If you make it to the end of the article, a good piece about rewilding...best,

KH

From: s.22
Sent: December 12, 2020 12:42 PM
To: Haberl, Kevin J FLNR:EX <Kevin.Haberl@gov.bc.ca>
Subject: An interesting article

[EXTERNAL] This email came from an external source. Only open attachments or links that you are expecting from a known sender.

Hi Kevin,
Thought you would enjoy this...mostly exactly what we have talked about in the past. I wish I could get Minister Heyman and Premier to invest more heavily in parks and outdoor recreation for the future. Do you have any updates re: WHA/Wildlife Branch? Thanks again for the consideration.
<https://www.nytimes.com/2020/12/10/travel/european-parks-pandemic.html?fbclid=IwAR3DXUfeBhgXPQxpmnWFSmJmL03xxrueFGMbBDBtSsz17WXA2CyDnKRrMo>

--
Best,

s.22

RE: Request: FLNRO Staff working on Fisheries

From: Muter, David FLNR:EX <David.Muter@gov.bc.ca>
To: Wood, Andrea D FLNR:EX <Andrea.Wood@gov.bc.ca>, Sutherland, Craig FLNR:EX <Craig.Sutherland@gov.bc.ca>
Cc: Jupp, Sandra FLNR:EX <Sandra.Jupp@gov.bc.ca>, Tucker, Denise FLNR:EX <Denise.Tucker@gov.bc.ca>, Larkin, Brenda FLNR:EX <Brenda.Larkin@gov.bc.ca>
Sent: January 15, 2021 2:48:13 PM PST

Andrea,

I suggest checking with John on this and with his ok, pushing back and asking what they are really asking for. This sounds like an organizational question – though I am not sure that is what they are asking. Are they looking for \$ or perhaps key contacts on priority initiatives. Suggest we ask for more details on what they are looking for.

Thanks
D

From: Muter, David FLNR:EX
Sent: January 15, 2021 10:01 AM
To: Wood, Andrea D FLNR:EX <Andrea.Wood@gov.bc.ca>; Sutherland, Craig FLNR:EX <Craig.Sutherland@gov.bc.ca>
Cc: Jupp, Sandra FLNR:EX <Sandra.Jupp@gov.bc.ca>; Tucker, Denise FLNR:EX <Denise.Tucker@gov.bc.ca>
Subject: RE: Request: FLNRO Staff working on Fisheries

It would need to include all areas and ENV as well.

Are they looking for FTW that spend full time on fish – or all who touch fish topics as a part of their work?

Thanks
D

From: Wood, Andrea D FLNR:EX <Andrea.Wood@gov.bc.ca>
Sent: January 15, 2021 9:58 AM
To: Muter, David FLNR:EX <David.Muter@gov.bc.ca>; Sutherland, Craig FLNR:EX <Craig.Sutherland@gov.bc.ca>
Cc: Jupp, Sandra FLNR:EX <Sandra.Jupp@gov.bc.ca>; Tucker, Denise FLNR:EX <Denise.Tucker@gov.bc.ca>
Subject: FW: Request: FLNRO Staff working on Fisheries

Hi, interesting request. Is there any other divisions – SOUTH/NORTH – who have staff supporting 'fisheries' work?
Please advise, thanks.
andrea

From: Lyttle, Shawna AGRI:EX <Shawna.Lyttle@gov.bc.ca>
Sent: January 15, 2021 8:52 AM
To: Wood, Andrea D FLNR:EX <Andrea.Wood@gov.bc.ca>
Subject: Request: FLNRO Staff working on Fisheries

Good morning Andrea:

Happy Friday!

Our Minister and Parl Sec Donnelly have requested information from re: the number, job title and location (in Victoria and BC's regions) of FLNRORD FTEs doing work related to fisheries.

Is this something you can assist me with? If you are not the appropriate contact, I would appreciate if you could you direct me further.

Thank you.

Shawna Lyttle

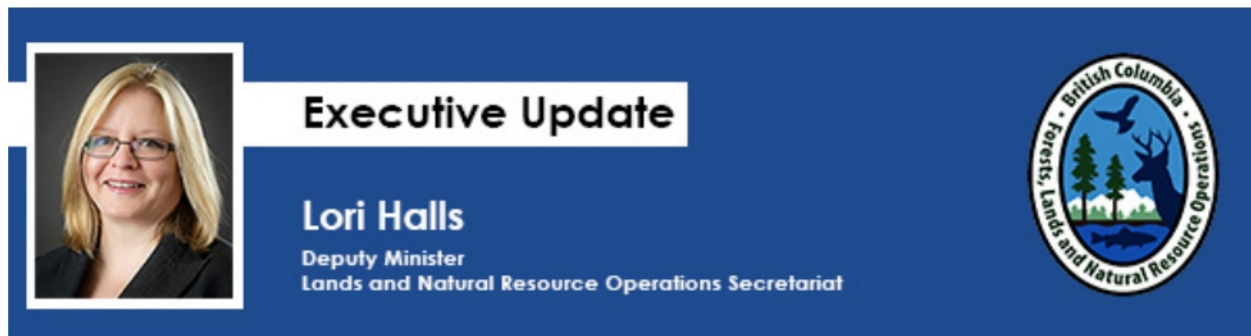
Manager of Executive Operations and Planning

Deputy Minister's Office | Ministry of Agriculture, Food and Fisheries

T: 778 974-2142

Lands and Natural Resource Operations Secretariat: Objectives and Timelines

From: Halls, Lori D FLNR:EX <Lori.D.Halls@gov.bc.ca>
To: FLNRORD ALL <FLNRORDA@Victoria1.gov.bc.ca>
Sent: January 25, 2021 2:33:08 PM PST
Attachments: image001.jpg



Hello FLNRORD Staff,

With the support of Minister Conroy, and as part of Minister Cullen's mandate deliverables, the Premier has asked that a plan be brought forward to create a new Ministry for Lands and Natural Resource Operations. This new ministry will develop and implement land use policies that support B.C.'s goals for economic activity, environmental sustainability and reconciliation with Indigenous peoples. Creating options for government on what this new organization could look like and how it integrates with other ministries is the focus of the Secretariat's work. This is what I want to update you on today.

Ninety-four percent of British Columbia's land base is Crown land. Land use issues have become more challenging and more complex. There are no easy decisions left to be made. Modernizing land use policies to address our current and future context (climate change, competing interests, changing industries, etc.) is necessary and, in many cases, transformative. We must ensure that efficient and effective organizational structures are in place in order to support an integrated approach across the land base. This will be key to achieving our economic, social and reconciliation goals.

The Ministry of Forests, Lands and Natural Resource Operations was established in 2011; Rural Development became part of the ministry in 2017. FLNRORD was created to better integrate natural resource activities and decisions across the province. FLNRORD's work is inextricably linked to the natural resource sector as a whole, and integration must continue. Given our changing landscape, we've been asked to determine whether the organizational structures built over the past ten years are set up for us to be successful in the future.

Essentially, we are asking the question: Can land use objectives that support economic activity, environmental sustainability, and reconciliation with Indigenous peoples be more effectively achieved through restructuring?

The Lands and Natural Resource Operations Secretariat has been established to undertake this work. Each natural resource sector ministry is contributing resources to this initiative and will have a voice on the Secretariat as the work progresses.

The Secretariat will be thoughtful and inclusive in its approach. Normally, organizational restructuring like this would happen behind closed doors; however, our approach will be much more transparent, and I will be providing you with monthly updates on our progress.

The Secretariat is developing design principles, and we will complete our work in three phases:

- Assessment (Diagnosis)
- Design (Options Development and Direction)
- Implementation

We will undertake the Assessment Phase between February and May 2021. It will involve extensive internal and external engagement in order to understand both the challenges and opportunities within the natural resource sector. Alongside regular engagement with the Deputy Ministers and Assistant Deputy Ministers' Committees on Natural Resource Sector, we are planning to conduct interviews and focus groups with a cross-section of staff from the natural resource sector.

Following the Assessment Phase, the Secretariat will initiate the Design Phase, developing options for government on what a new ministry or organization focused on Lands and Natural Resource Operations could look like. We anticipate seeking direction on any restructuring in Fall 2021. The Implementation Phase would follow direction, which we anticipate for completion in Spring 2022. I will have more to say on all three phases in the coming weeks and months.

As part of the Secretariat team's orientation to the sector, Secretariat staff will be meeting with many FLNRORD staff to better understand the ministry's business and its evolution. These orientation sessions kicked off recently with Rick Manwaring, Associate Deputy Minister, who spent time with the Secretariat team helping them to understand the history of FLNRORD and the sector's approach to integrated land management. While the orientation sessions will focus initially on FLNRORD, we will also be reaching out to the other natural resource sector ministries to better understand how the sector operates as a whole.

Finally, I am pleased to announce that Anna North will be joining the Secretariat Team today as our Project Manager. Anna comes from the Ministry of Agriculture, Food and Fisheries (MAFF). She has been with the BC Public Service at MAFF since February 2015 and had previously worked for the federal government. She has almost 20 years of leadership experience and team management under her belt. Her work experience includes mineral resource management (policy, legislation and operations) both in federal government and with the private sector. Welcome Anna!

Lori Halls

Deputy Minister

Lands and Natural Resource Operations Secretariat

South Area Revised RED Presentation for Lori Halls and Secretariat

From: Sheldrake, Jeff FLNR:EX <Jeff.Sheldrake@gov.bc.ca>
To: Sutherland, Craig FLNR:EX <Craig.Sutherland@gov.bc.ca>, Hadway, Sharon L FLNR:EX <Sharon.Hadway@gov.bc.ca>, Johnsrude, Allan N FLNR:EX <Allan.Johnsrude@gov.bc.ca>, Short, Charles J FLNR:EX <Charles.Short@gov.bc.ca>, Kelley, Mike FLNR:EX <Mike.Kelley@gov.bc.ca>, Tucker, Denise FLNR:EX <Denise.Tucker@gov.bc.ca>, de Bree, Jennifer FLNR:EX <Jennifer.deBree@gov.bc.ca>
Sent: February 4, 2021 8:55:04 PM PST
Attachments: REDs - Lands and NRO Secretariat February 2021 v4.1.pptx, image001.png
FYI

Jeff

Jeff Sheldrake
Executive Director Regional Operations
Coast Area, FLNRORD

Begin forwarded message:

From: "Grilz, Perry L FLNR:EX" <Perry.Grilz@gov.bc.ca>
Date: February 4, 2021 at 7:18:06 PM PST
To: "Ciruna, Kristine FLNR:EX" <Kristine.Ciruna@gov.bc.ca>, "Sheldrake, Jeff FLNR:EX" <Jeff.Sheldrake@gov.bc.ca>
Subject: Revised RED Presentation for Lori Halls and Secretariat

Revised version for you.

From: Pedersen, Mike FLNR:EX <Mike.Pedersen@gov.bc.ca>
Sent: February 4, 2021 5:09 PM
To: Hadway, Sharon L FLNR:EX <Sharon.Hadway@gov.bc.ca>; Johnsrude, Allan N FLNR:EX <Allan.Johnsrude@gov.bc.ca>; Morello, Ray FLNR:EX <Ray.Morello@gov.bc.ca>; MacDougall, Gerry L FLNR:EX <Gerry.MacDougall@gov.bc.ca>; Rawling, Greg FLNR:EX <Greg.Rawling@gov.bc.ca>; Recknell, Geoff FLNR:EX <Geoff.Recknell@gov.bc.ca>; Vince, Karrilyn M FLNR:EX <Karrilyn.Vince@gov.bc.ca>
Cc: Grilz, Perry L FLNR:EX <Perry.Grilz@gov.bc.ca>; Thom, Lisa M FLNR:EX <Lisa.Thom@gov.bc.ca>
Subject: Revised RED Presentation for Lori Halls and Secretariat

Thanks for taking the time this afternoon to help vet this slide deck for our presentation to Lori Halls and her secretariat.

This version will be sent to Lori's support staff for Gerry's and my call on Monday.

Our hope that this will support you in any discussion you may have with the secretariat

Mike Pedersen
Regional Executive Director Cariboo Region
Ministry of Forests, Lands, Natural Resource Operations and Rural Development
Mike.Pedersen@gov.bc.ca

FW: Ministry Re-organization

From: Johnsrude, Allan N FLNR:EX <Allan.Johnsrude@gov.bc.ca>
To: Sutherland, Craig FLNR:EX <Craig.Sutherland@gov.bc.ca>
Sent: February 8, 2021 1:38:22 PM PST

Some good words in here and much of which we would agree with. A tip of the hat to our District staff which is nice and good little comment from Dave below.

I think this would be appropriate to make sure Lori gets this directly and suggested to Dave that would be part of our brief response.

Allan Johnsrude, RPF
Regional Executive Director, South Coast Region
Forests, Lands, Natural Resource Operations and Rural Development
Ph. (778) 572-2175
Email: Allan.Johnsrude@gov.bc.ca

From: Southam, Dave FLNR:EX <Dave.Southam@gov.bc.ca>
Sent: February 8, 2021 9:35 AM
To: Johnsrude, Allan N FLNR:EX <Allan.Johnsrude@gov.bc.ca>
Subject: FW: Ministry Re-organization

- FYI given it went to the Ministers and MLA.
- Request from MO has come in to draft a response for your signature.
- **s.22**
- Key problem identified is lack of staff. Any thoughts you wish me to convey in the draft on that one? Seems I agree with much of the PWA brings up.
- **No I did not write this letter and give it to PWA to submit** 😊

From: president@pembertonwildlifeassociation.com <president@pembertonwildlifeassociation.com>
Sent: February 5, 2021 1:59 PM
To: FLNR.Minister@gov.bc; Cullen, Nathan LASS:EX <Nathan.Cullen.MLA@leg.bc.ca>
Cc: Sturdy.MLA, Jordan LASS:EX <Jordan.Sturdy.MLA@leg.bc.ca>; Southam, Dave FLNR:EX <Dave.Southam@gov.bc.ca>
Subject: Ministry Re-organization

[EXTERNAL] This email came from an external source. Only open attachments or links that you are expecting from a known sender.

Honorable Katrine Conroy – Minister of FLNRO & RD
Honorable Nathan Cullen – Minister of State for Lands and Natural Resource Operations

Re: Ministry Re-organization

Dear Minister Conroy & Minister of State Cullen;
We understand that your government is planning to change the structure of the Ministry of FLNRO&RD, and that Minister of State Cullen is to
“bring forward a plan to create a new Ministry for Lands and Natural Resource Operations” – a quote from his mandate letter.

The Pemberton Wildlife Association(PWA) has worked closely with the Squamish FLNRO office in recent years to deal with various wildlife and outdoor recreational issues in the Pemberton area. We would like to compliment the District Manager and his staff for their efforts to deal with the concerns we have brought forward. As you are undoubtedly aware, our proximity to the population base of Vancouver,

along with the improvements to Highway 99, have brought a wave of outdoor recreational users to the Sea to Sky corridor. Unfortunately, the Provincial government was totally unprepared for this massive increase in usage and has been in a reactive state ever since.

The current FLNRO structural model was, as we understand it, intended to bring all the pertinent government staff “under one roof” – in an effort to improve the collaboration between what had been separate government departments. While many jobs were lost in the transition, once the new Ministry sorted things out it seemed to work quite well. We are not familiar with other Forest Districts, but here in the Sea to Sky corridor, we believe that the “model” has been working relatively well – thanks to the excellent leadership and staff at the District office.

Some of the recent local FLNRO accomplishments which we are grateful for include:

- the introduction of the Visitor Use Management planning process which is being used to address overcrowding problems in several key areas of the District*
- the controls introduced on private helicopter biking charters*
- the efforts to more carefully manage Adventure Tourism tenure holders operations*
- the implementation of science based, seasonal motorized access controls to promote grizzly bear recovery in the Upper Lillooet River valley*
- the implementation of key land use/access recommendations contained within the Sea to Sky Land and Resource Management Plan (2008).*

The problems that we have noted with the Ministry were mainly related to a lack of staff. No matter how the Ministry is re-organized, the Sea to Sky corridor has an urgent need for more staff – particularly Planners, Recreation Officers and Natural Resource Officers.

BC Parks is also woefully understaffed which has led to much concern about the way our Parks are being managed. We realize that BC Parks is in a different Ministry but feel that their staffing issues must also be considered when seeking solutions to the current dilemma.

We need “boots on the ground” to educate and manage the masses of people who are coming our way to enjoy the outdoors.

Guardian programs, perhaps in cooperation with local First Nations, re-storing the Conservation Corps or hiring Recreational Ambassadors may be alternative ways to deal with the lack of staff and compliment the Officers available.

In addition to the field staff, we’d also strongly recommend hiring at least one social media expert to ensure that our visitors are receiving accurate information on their preferred on-line devices.

The development of a recreational synopsis would also be an excellent tool to help educate outdoor recreational users in the Sea to Sky corridor.

Thank you for considering our views.

Allen McEwan – President
Pemberton Wildlife Association

Request: Initiation of Phase 1: Assessment. Secretariat Engagement with Executive Members and Leadership Teams

From: Halls, Lori D FLNR:EX <Lori.D.Halls@gov.bc.ca>
To: Allan, John FLNR:EX <John.Allan@gov.bc.ca>, Manwaring, Richard G FLNR:EX <Rick.G.Manwaring@gov.bc.ca>, Nicholls, Diane R FLNR:EX <Diane.Nicholls@gov.bc.ca>, Sanderson, Melissa FLNR:EX <Melissa.Sanderson@gov.bc.ca>, Muter, David FLNR:EX <David.Muter@gov.bc.ca>, O'Donoghue, Eamon G FLNR:EX <Eamon.ODonoghue@gov.bc.ca>, Rasmussen, Paul FLNR:EX <Paul.Rasmussen@gov.bc.ca>, Sutherland, Craig FLNR:EX <Craig.Sutherland@gov.bc.ca>, Austin, Matt FLNR:EX <Matt.Austin@gov.bc.ca>, Fraser, Sarah W FLNR:EX <Sarah.Fraser@gov.bc.ca>, Luchkow, Ray FLNR:EX <Ray.Luchkow@gov.bc.ca>, Meier, Ian R FLNR:EX <Ian.Meier@gov.bc.ca>, Dohan, Trish CSNR:EX <Trish.Dohan@gov.bc.ca>, Rossander, Denise R IIT:EX <Denise.Rossander@gov.bc.ca>, Kennah, Morgan FLNR:EX <Morgan.Kennah@gov.bc.ca>, Hykaway, Mike R FLNR:EX <Mike.Hykaway@gov.bc.ca>
Cc: Blackstock, Sara FLNR:EX <Sara.Blackstock@gov.bc.ca>, Wilson, Kristy FLNR:EX <Kristy.Wilson@gov.bc.ca>
Sent: February 18, 2021 8:18:26 AM PST
Attachments: Project Plan Overview_Visual v2b feb 10 final draft LH.pdf, 2021-02-17 Phase 1 Assessment Overview at a Glance.pdf, 2021-02-17 Question Guide for Executive Interviews and Leadership Focus Groups.docx

Dear Colleagues:

The Secretariat is wrapping up its orientation sessions over the next couple of weeks. I want to thank you and your teams for the support you've shown the Secretariat team members. The information provide was very helpful in building the Secretariat's knowledge and understanding of the natural resource sector and provided early insights into the work of the natural resource sector itself. These orientation sessions have helped us to prepare for Phase I – the Assessment Phase. Attached you will find an Overview at a Glance of the Assessment Phase as well as a Timeline for Phases 1 - 3.

Phase 1 – the Assessment Phase will run from February 22 to mid-May. Key activities during this phase include:

1. one on one executive interviews with Deputy Ministers and Executives (Executive Sessions – 1 hour scheduled February 22 – March 5)
2. followed by deeper engagement with Leadership Focus Groups (2 hours scheduled March 11 – March 30), and finally
3. Deep Dive workshops on important themes (depending on the topic there may be 1 – 3 half-day sessions scheduled April 8 – April 27), as needed.

The Secretariat will be contacting your offices to schedule time for your one on one Executive interviews. We are asking to meet you without other staff present. This will be an hour long session where we will be seeking your perspective on what has been working well within the natural resource sector and where you see opportunities and challenges. While some of these suggestions may have surfaced as part of the orientation sessions, these 1:1 Executive Sessions will ensure all perspectives are heard and have been consistently canvassed across the sector.

Please find a copy of the interview questions that will be asked in the Executive Session. We ask that you come prepared to speak to each. The comments and feedback will not be attributed to individual participants.

We also would like your advice on who should be participating in the Leadership Focus Groups. Please provide a list of 3-5 excluded leaders in your organization that you would like to participate in these focus groups. Ideally, these people will have significant experience in your ministry and represent a cross section of your business. Similar questions asked in the Executive sessions will be canvassed in the Leadership Focus Group. Please provide the list to Sara Blackstock by February 24 so we can begin scheduling these sessions. The leadership focus group sessions will be two hours long and interview guides will be provided in advance. We are expecting to have completed the Executive Sessions and Leadership Focus Groups by the end of March.

The orientation sessions have already identified several topics that will require a deeper assessment. These topic areas will be further refined based on the Executive Session and Leadership Focus Groups and will inform a series of topic specific Deep Dive Session workshops to be undertaken in April. We expect these workshops to be interagency and may span multiple sessions. We will begin scheduling these workshops in early March.

Note that we are currently setting up an Intranet page for the Secretariat. This page will be a good resource for your staff to get updates on the Secretariat's work and frequently asked questions. Thank you in advance for your ongoing support for this important work, we look forward to hearing from you and your teams through this process.

Lori Halls
Deputy Minister
Lands and Natural Resource Operations Secretariat

FW: Request for LNRO Secretariat Meetings

From: de Bree, Jennifer FLNR:EX <Jennifer.deBree@gov.bc.ca>
To: Sutherland, Craig FLNR:EX <Craig.Sutherland@gov.bc.ca>, Short, Charles J FLNR:EX <Charles.Short@gov.bc.ca>, Sheldrake, Jeff FLNR:EX <Jeff.Sheldrake@gov.bc.ca>
Sent: February 18, 2021 4:00:52 PM PST
Attachments: [s.12](#); [s.13](#)

Hi there.

The Marine Planning and GBR meeting with the LNRO Secretariat has been rescheduled to Tuesday, March 9, 2021 from 1:00 pm to 2:00 pm.

Jennifer de Bree
Executive Administrative Assistant
Regional Operations Division – Coast Area
Ministry of Forests, Lands, Natural Resource Operations and Rural Development
Phone (778)974-5878
Email: Jennifer.deBree@gov.bc.ca

From: de Bree, Jennifer FLNR:EX
Sent: February 11, 2021 9:13 AM
To: Sutherland, Craig FLNR:EX <Craig.Sutherland@gov.bc.ca>; Kelley, Mike FLNR:EX <Mike.Kelley@gov.bc.ca>; Short, Charles J FLNR:EX <Charles.Short@gov.bc.ca>; Sheldrake, Jeff FLNR:EX <Jeff.Sheldrake@gov.bc.ca>; Blackstock, Sara FLNR:EX <Sara.Blackstock@gov.bc.ca>
Subject: RE: Request for LNRO Secretariat Meetings

Hi there.

The following meetings have been scheduled:

March 1, 2021 11:00 am to 12:00 pm
Subject: [s.12](#); [s.13](#)
Attendees: Craig Sutherland, Charlie Short, Jeff Sheldrake

February 24, 2021 1:00 pm to 2:00 pm
Subject: [s.12](#); [s.13](#)
Attendees: Craig Sutherland, Mike Kelley

Sarah – Craig wanted me to provide you with the attached presentations for these meetings.

Jennifer de Bree
Executive Administrative Assistant
Regional Operations Division – Coast Area
Ministry of Forests, Lands, Natural Resource Operations and Rural Development
Phone (778)974-5878
Email: Jennifer.deBree@gov.bc.ca

From: de Bree, Jennifer FLNR:EX
Sent: February 8, 2021 12:09 PM
To: Blackstock, Sara FLNR:EX <Sara.Blackstock@gov.bc.ca>
Subject: Request for LNRO Secretariat Meetings

Hi Sara.

Craig would like the following two 1 hour meetings to be set up with Lori and LNRO Secretariat please:

Subject: ~~s.12~~; s.13 –

Attendees: Craig Sutherland, Charlie Short, Jeff Sheldrake

Subject: ~~s.12~~;

Attendees: Craig Sutherland, Mike Kelley

Thank you for your assistance. I look forward to hearing from you.

Jennifer de Bree

Executive Administrative Assistant

Regional Operations Division – Coast Area

Ministry of Forests, Lands, Natural Resource Operations and Rural Development

Phone (778)974-5878

Email: Jennifer.deBree@gov.bc.ca

Re: secretariat?

From: Hamilton, Chris FLNR:EX <Chris.Hamilton@gov.bc.ca>, Hamilton, Chris IRR:EX
:
<Chris.Hamilton@gov.bc.ca>
To: O'Donoghue, Eamon G FLNR:EX <Eamon.ODonoghue@gov.bc.ca>
Sent: November 26, 2020 9:48:19 PM PST

Thanks Eamon! Keep an eye for me?
C

On Nov 26, 2020, at 9:11 PM, O'Donoghue, Eamon G FLNR:EX
<Eamon.ODonoghue@gov.bc.ca> wrote:

I agree. It's like an ILMB model. I think it will also get parts of Reg ops. Could be fun. You would be a natural fit.

Eamon O'Donoghue
Assistant Deputy Minister
Regional Operations, North Area

On Nov 26, 2020, at 7:34 PM, Hamilton, Chris FLNR:EX
<Chris.Hamilton@gov.bc.ca> wrote:

Interesting. The way i read the mandate letters is Lori is to lead a plan to separate the Forests mandate from the the LUP and wildlife files. Interesting to see what resources she is assigned. I can see RSD being broken up or reporting through her.
C

On Nov 26, 2020, at 4:23 PM, O'Donoghue, Eamon G FLNR:EX
<Eamon.ODonoghue@gov.bc.ca> wrote:

You know more than I do. This is interesting. I'm on an exec call at 4:30.
Hope to learn more then.

<image001.jpg>

Eamon O'Donoghue
Assistant Deputy Minister
Regional Operations – North Area
Phone (250) 847-7495
Cell (250) 877-1087
**Forests, Lands, Natural Resource Operations
and Rural Development**
(he/him/his)

From: Hamilton, Chris FLNR:EX <Chris.Hamilton@gov.bc.ca>
Sent: November 26, 2020 4:17 PM

To: O'Donoghue, Eamon G FLNR:EX <Eamon.ODonoghue@gov.bc.ca>
Subject: RE: secretariat?

Halls. Here is the DM Council announcement!

<image003.jpg>

From: O'Donoghue, Eamon G FLNR:EX <Eamon.ODonoghue@gov.bc.ca>
Sent: November 26, 2020 4:14 PM
To: Hamilton, Chris FLNR:EX <Chris.Hamilton@gov.bc.ca>
Subject: RE: secretariat?

Which Lori?

<image001.jpg>

Eamon O'Donoghue
Assistant Deputy Minister
Regional Operations – North Area
Phone (250) 847-7495
Cell (250) 877-1087
**Forests, Lands, Natural Resource Operations
and Rural Development**
(he/him/his)

From: Hamilton, Chris FLNR:EX <Chris.Hamilton@gov.bc.ca>
Sent: November 26, 2020 4:13 PM
To: O'Donoghue, Eamon G FLNR:EX <Eamon.ODonoghue@gov.bc.ca>
Subject: secretariat?

Hi Eamon. So do you think Lori's new position is a LUCO like position or the strategic initiatives group that you predicted?

And given no new significant organizations changes, can we keep talking about some projects or work for me in the North? Nothing new I see coming for RSD.

Chris

Chris Hamilton
Strategic Projects and Indigenous Relations Office
Ministry of Forests, Lands, Natural Resource Operations and Rural Development
4th Floor, 2975 Jutland Ave Victoria
250.213.9032
Chris.Hamilton@gov.bc.ca

RE: Media Availability: Horgan - new cabinet

From: Vince, Karrilyn M FLNR:EX <Karrilyn.Vince@gov.bc.ca>
To: O'Donoghue, Eamon G FLNR:EX <Eamon.ODonoghue@gov.bc.ca>, Rawling, Greg FLNR:EX <Greg.Rawling@gov.bc.ca>, Recknell, Geoff FLNR:EX <Geoff.Recknell@gov.bc.ca>
Sent: November 27, 2020 8:45:32 AM PST
Attachments: image001.jpg, image002.png

Thank you, interesting times.

Karrilyn Vince

Regional Executive Director

Regional Operations - Northeast Region

Phone (778) 576-8912

Forests, Lands, Natural Resource Operations and Rural Development

From: O'Donoghue, Eamon G FLNR:EX <Eamon.ODonoghue@gov.bc.ca>
Sent: November 27, 2020 9:37 AM
To: Vince, Karrilyn M FLNR:EX <Karrilyn.Vince@gov.bc.ca>; Rawling, Greg FLNR:EX <Greg.Rawling@gov.bc.ca>; Recknell, Geoff FLNR:EX <Geoff.Recknell@gov.bc.ca>
Subject: RE: Media Availability: Horgan - new cabinet

Rick and John will be sending out an email this morning and I have the All Staff call on Monday.



Eamon O'Donoghue

Assistant Deputy Minister

Regional Operations – North Area

Phone (250) 847-7495

Cell (250) 877-1087

**Forests, Lands, Natural Resource Operations
and Rural Development**

(he/him/his)

From: Vince, Karrilyn M FLNR:EX <Karrilyn.Vince@gov.bc.ca>
Sent: November 27, 2020 8:34 AM
To: O'Donoghue, Eamon G FLNR:EX <Eamon.ODonoghue@gov.bc.ca>; Rawling, Greg FLNR:EX <Greg.Rawling@gov.bc.ca>; Recknell, Geoff FLNR:EX <Geoff.Recknell@gov.bc.ca>
Subject: FW: Media Availability: Horgan - new cabinet
Importance: High

Good morning,

My Resource Management staff is very concerned and there are emails flying. Hoping we come out with some good messaging quickly.

Cheers,

Karrilyn Vince

Regional Executive Director

Regional Operations - Northeast Region

Phone (778) 576-8912

Forests, Lands, Natural Resource Operations and Rural Development

From: Van Dolah, Greg FLNR:EX <Greg.VanDolah@gov.bc.ca>

Sent: November 27, 2020 9:30 AM

To: Vince, Karrilyn M FLNR:EX <Karrilyn.Vince@gov.bc.ca>

Subject: FW: Media Availability: Horgan - new cabinet



Greg Van Dolah

Peace Resource District

District Manager

Phone (250) 784-1201 | Cell (250) 719-5379

Regional Operations/Northeast Region

Forests, Lands and Natural Resource Operations and Rural Development

[CONSIDER A CAREER IN B.C.'s NORTH](#)

From: Skerik, David FLNR:EX <David.Skerik@gov.bc.ca>

Sent: November 27, 2020 9:03 AM

To: Swan, Chris L FLNR:EX <Chris.Swan@gov.bc.ca>; Barrett, Scott FLNR:EX <Scott.Barrett@gov.bc.ca>; Jacklin, James FLNR:EX <James.Jacklin@gov.bc.ca>; Krebs, John A FLNR:EX <John.Krebs@gov.bc.ca>; Lapcevic, Pat FLNR:EX <Pat.Lapcevic@gov.bc.ca>; Valdal, Eric FLNR:EX <Eric.Valdal@gov.bc.ca>; Van Dolah, Greg FLNR:EX <Greg.VanDolah@gov.bc.ca>

Subject: RE: Media Availability: Horgan - new cabinet

Here is what I just sent out.

From: Swan, Chris L FLNR:EX <Chris.Swan@gov.bc.ca>

Sent: November 27, 2020 7:59 AM

To: Barrett, Scott FLNR:EX <Scott.Barrett@gov.bc.ca>; Jacklin, James FLNR:EX <James.Jacklin@gov.bc.ca>; Krebs, John A FLNR:EX <John.Krebs@gov.bc.ca>; Lapcevic, Pat FLNR:EX <Pat.Lapcevic@gov.bc.ca>; Skerik, David FLNR:EX <David.Skerik@gov.bc.ca>; Swan, Chris L FLNR:EX <Chris.Swan@gov.bc.ca>; Valdal, Eric FLNR:EX <Eric.Valdal@gov.bc.ca>; Van Dolah, Greg FLNR:EX <Greg.VanDolah@gov.bc.ca>

Subject: RE: Media Availability: Horgan - new cabinet

Hi all,

Here is the message I sent to my staff this am (mostly a collection of info and links)... the Fish & Aquatic Section is anxious... feel free to modify for your staff if you want.

Chris

From: Krebs, John A FLNR:EX <John.Krebs@gov.bc.ca>

Sent: November 27, 2020 7:51 AM

To: Valdal, Eric FLNR:EX <Eric.Valdal@gov.bc.ca>; FLNR DRMs <[s.15](#)>

Subject: RE: Media Availability: Horgan - new cabinet

Hi Eric – I think the main short term task for us is to provide some info/ key messages out to staff whom are likely speculating on what the signals mean for their business area. Perhaps a quick discussion on that would be useful. e.g. everyone has a job; transition, keep doing your work etc. – I know this is top of mind for our REDs and area ADM's, so maybe just a quick info share on that would be useful.

From: Valdal, Eric FLNR:EX <Eric.Valdal@gov.bc.ca>
Sent: November 26, 2020 11:08 PM
To: FLNR DRMs **s.15**
Subject: Fwd: Media Availability: Horgan - new cabinet

FYI

All. Below FLNR and salmon comments extracted from PJH media avail. Full transcript follows.

Nathan Cullen, Minister Cullen's responsibilities, is to work with Minister Conroy to break up Forests, Lands, and Natural Resource Operations. When we were sworn in in 2017, it was my desire to have a stand-alone Ministry of Forests, something that the former BC Liberals had rolled in to what is now one of the most unwieldy ministries within government -- Forests, Lands, Natural Resource Operations, and Rural Development.

So Minister Cullen's job is to work with Minister Conroy to disaggregate that, and take component parts, and move them to where they might be better utilized. And when that work is complete, that will become then, I'm hopeful -- again, we will see how the work goes -- a stand-alone Ministry of Forests with Rural Development attached to that, and Lands and Natural Resource Operations as a stand-alone ministry as well, which would be a full ministry with significant human resources and so on.

So I talked at length with my outgoing deputy minister Don Wright, and my incoming deputy Lori Wannamaker -- two career professional public servants -- I expressed my desire to have two ministries where one existed. And they said great ideas, but you don't want us to do that in the next two weeks, do you? And although I did, I took their good advice, and said let's find a way, with a four-year mandate ahead of us, to do this correctly.

The ministry was created by Gordon Campbell just days before he resigned as Premier. If you go back through your files, Les, you'll remember that. And so the ministry was created, and the person who created it left the building. And it has been existing for a decade, or almost a decade, without any amendments or revisions. And I think it's an important part of our economic vitality, certainly forests, but also to have the permitting and other processes separated so that they can have a stand-alone minister.

Another point I want to make is Fin Donnelly is the parliamentary secretary for salmon and aquaculture. Fin's task is to work with Lana Popham, the Minister of Agriculture, Food, and Fisheries, but also to work with Minister Cullen and to work with Minister Heyman to take those component parts that are spread across government -- the provincial government -- and bring them into one place so that we can focus on being equal partners with the federal government when it comes to saving our salmon for this generation and future generations.

It's something I know Fin is very well suited to do. A stand-alone Ministry of Fish did not make a lot of sense. It was tried in the past. The primary responsibility -- or primary jurisdiction -- rests in Ottawa. I wanted to make clear to Ottawa that British Columbians care deeply about salmon. They have cared deeply about the impacts of salmon aquaculture and the jobs that go with it. So to have Fin Donnelly, the parliamentary secretary to address all of those bits and pieces in government is part of what I think a renewed government with a majority mandate should do.

So we're going to be doing some reorganization. We're not tipping over the apple cart. That would be inappropriate. We're doing it in a thoughtful way. Minister Cullen will be part of that Parliamentary Secretary Donnelly will be part of that, and Minister Heyman will be part of that, as we build out what we believe will be a more coherent system for decision making.

Sent from my iPhone

Begin forwarded message:

From: <tno@gov.bc.ca>

Date: November 26, 2020 at 5:32:26 PM PST

To: Undisclosed recipients,;

Subject: Media Availability: Horgan - new cabinet

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RE: New ministry....

From: Trowbridge, Aaron FLNR:EX <Aaron.Trowbridge@gov.bc.ca>
To: O'Donoghue, Eamon G FLNR:EX <Eamon.ODonoghue@gov.bc.ca>
Sent: November 30, 2020 4:45:53 PM PST

Good question. A couple thoughts:

- I think we need to own a DRIPA implementation framework/plan/vision for incremental leg/policy changes over next 5 yrs, and how stewardship (~ESI/monitoring and assessment, LUP, Cumulative Effects etc), fits with ShDM and leg changes (baseline improvements for rising tide lifts all boats and S.7 consent/joint space). I am just not seeing that coherent plan, maybe folks are thinking about it but all my data points show really scattered thinking with big philosophical mis-alignments between different pockets of our ministry and with MIRR.
- I don't see how MIRR can invent the ShDM space without our input, or without an integrated leg/policy change plan on our end.
- Without us owning this vision we're going to get one offed on agreements by MIRR, with random leg/policy development chasing the agreements. I get/support the need for agreements to push the thinking and space, but we have to quickly backstop that with a solid vision that bridges these worldview divides.

From: O'Donoghue, Eamon G FLNR:EX <Eamon.ODonoghue@gov.bc.ca>
Sent: November 30, 2020 3:02 PM
To: Trowbridge, Aaron FLNR:EX <Aaron.Trowbridge@gov.bc.ca>
Subject: Re: New ministry....

Yes. I was thinking about this [s.22](#) I was thinking what's my rationale to get more policy accountability in the new ministry. Really it is just the strong link between reconciliation and stewardship And land use planning. I can't think of another angle to have more policy authority. Thoughts?

Eamon O'Donoghue
Assistant Deputy Minister
Regional Operations, North Area

On Nov 30, 2020, at 11:15 AM, Trowbridge, Aaron FLNR:EX <Aaron.Trowbridge@gov.bc.ca> wrote:

I have full expectation you will seize whatever opportunity there is to get a stronger policy mandate/capacity on reconciliation....

One concern in the mandate letters is that MIRR is tagged with ShDM....

MIRR:
<image002.png>

Whereas LNRO mandate specifically seems to omit previous language of working with MIRR on DRIPA....

We need F/LNRO to have stronger leadership and connection to MIRR on this, not less....

I hope this new Ministry can have a strong leadership drive from Minister, DM and the branch ADM on reconciliation....

Aaron

RE: New Ministry Options

From: Cuell, James W FLNR:EX <James.Cuell@gov.bc.ca>
To: O'Donoghue, Eamon G FLNR:EX <Eamon.ODonoghue@gov.bc.ca>
Sent: December 3, 2020 5:08:00 PM PST

I'll be in the office tomorrow and am free at 3.

From: O'Donoghue, Eamon G FLNR:EX <Eamon.ODonoghue@gov.bc.ca>
Sent: December 3, 2020 5:06 PM
To: Cuell, James W FLNR:EX <James.Cuell@gov.bc.ca>
Subject: Fwd: New Ministry Options

You need Visio to open. Rick is currently at discussing principles. He is not tabling structure or function yet. If you are around tomorrow we should have a longer discussion on the state of play. There is a thick fog right now.

I have some time at 3:00 tomorrow.

Eamon O'Donoghue
Assistant Deputy Minister
Regional Operations, North Area

Begin forwarded message:

From: "O'Donoghue, Eamon G FLNR:EX" <Eamon.ODonoghue@gov.bc.ca>
Date: November 29, 2020 at 3:46:03 PM PST
To: "Manwaring, Richard G FLNR:EX" <Rick.G.Manwaring@gov.bc.ca>
Subject: New Ministry Options

Hi Rick,

Here are some ideas for potential function and structure around the proposed new Ministry. These could be mixed and matched. You could combine option 1 and option 3 for a more fulsome Ministry.

Let me know if you want another option using the same format.

All the best

RE: All Staff Call Summary Nov 30

From: Jacklin, James FLNR:EX <James.Jacklin@gov.bc.ca>
To: O'Donoghue, Eamon G FLNR:EX <Eamon.ODonoghue@gov.bc.ca>
Cc: Rawling, Greg FLNR:EX <Greg.Rawling@gov.bc.ca>
Sent: December 4, 2020 2:22:17 PM PST

Thank you for your open thoughts Eamon.

I've had one researcher provide an unsolicited suggestion indicating based on the mandate letters, research would be a better fit in LRNO. As you state, there is a long history (100 year) in MOF. As a whole, when we look at the broad expertise across our research team, some make sense in MOF (e.g. silviculture/forest health), others can easily fit with LNRO such as climatologist and hydrologist.

To minimize disruption to our teams, collaborations and individuals, I do think this warrants some detailed thought. I'll put my mind to this in the coming week(s) and talk with Greg on any recommendations.

James

From: O'Donoghue, Eamon G FLNR:EX <Eamon.ODonoghue@gov.bc.ca>
Sent: December 4, 2020 1:07 PM
To: Jacklin, James FLNR:EX <James.Jacklin@gov.bc.ca>
Cc: Rawling, Greg FLNR:EX <Greg.Rawling@gov.bc.ca>
Subject: Re: All Staff Call Summary Nov 30

I see this got stuck in my outbox.

Thanks James. Good to hear the feedback and especially the Ecosystem Biologist concerns about losing the connections they have made. That has been such a critical element of the integration. I hope we don't lose that in the process. We may need to think about inter-agency collaboration at a whole new scale.

On your first point about the research team, I was thinking about them before my staff call and to be honest I don't have a good answer. My instinct said I guess they would stay with Min of Forests but then thought we have done so much work to broaden the scope it doesn't make sense. Maybe we should move them into the best fit. In other words some stay with MoF and some go with LNRO and maybe some go to MOE, but that breaks up a highly functioning team and doesn't make sense either. My guess is Rick and John will see the researchers as a long tradition in MoF. I'd certainly like to hear your thoughts on what you think would be best. It would also be interesting to know what the researchers want but to do so without creating panic or expectations. That may be hard to do.

Greg I'd also really value your view on this.

Eamon O'Donoghue
Assistant Deputy Minister
Regional Operations, North Area

On Dec 1, 2020, at 12:32 PM, Jacklin, James FLNR:EX <James.Jacklin@gov.bc.ca> wrote:

Eamon thank you for this note, I've received great feedback from staff on your communications.

Two thoughts I wanted to share:

1. Several research staff have voiced concern to me regarding their future state, especially since research wasn't mentioned below. I know there is still so much uncertainty, but just a piece for awareness.
2. I had a staff call yesterday with our fish, wildlife and habitat teams to discuss uncertainties, change management, etc. Interesting comments I thought I'd share that came from several ecosystem biologists. As you may recall, 10 years ago there was significant concern with the biologists coming from MOE into Forests and the loss of identity, vision etc. I know this continues to be an issue in some of the regions provincially. One of these very same veteran biologists voiced concern yesterday given all of the relationships, collaborations, and most importantly benefits we currently have ongoing between our biologist, research and forestry business lines and concern regarding losing those and moving back to a silo. You spoke briefly yesterday regarding this, but from my view it was an interesting comment given how strong views were 10 years ago, and how through our hard work on integration those views have completely changed to see the benefits for the FLNRORD model.

Greg, just for awareness. As more thoughts come from staff, I will share through Greg.

James

From: O'Donoghue, Eamon G FLNR:EX <Eamon.ODonoghue@gov.bc.ca>
Sent: December 1, 2020 10:22 AM
To: FLNR North Area All Staff <[s.15](#)>
Subject: All Staff Call Summary Nov 30

Hi all,

Here is a summary from today's All Staff North Area call and the links to new Minister/functions documents I discussed on the call.

COVID and our Mental Health

- Week 2 of restrictions from the Provincial health officer and likely extended given the daily infection count. O
- North Area Principles "take care of each other first" and "apply flexibility to ensure staff well being".
- Return to office created some tension but also much optimism as low and careful levels of interaction started to increase. Return to the office was initiated due to concerns related to isolation and the mental well being of staff. Some data on the implications of isolation. The results are concerning. The report was prepared by "**Corporate Services for the Natural Resource Ministries (CSNR)** Prepared by People and Workplace Strategies – November 2020 "
- This pandemic is having a prolonged and severe impact on the mental health and capacity of Canadians. *The level of mental health in October...indicates that the working population is currently as distressed as the most distressed one percent of working Canadians prior to 2020.*"
- **Mental Health and Demographics**
 - **Gender** - for seven consecutive months, respondents who identified as female have had lower mental health scores than those who identified as male (-13.5 to -9.3, respectively). No other gender options were provided.
 - **Race** – Black and Arab/Middle Eastern/West Asian have had the lowest mental health scores (-19.5) and Whites have the highest mental health scores at -10.3 of respondents.
 - **Family Status** - individuals with at least one child have lower mental health scores than those without children.
 - **Age** - mental health scores improve with age, ranging from -22.2 in 20-29-year-olds to -5.1 in 60- 69-year-old respondents.

- **Location** - by Province, Newfoundland and Labrador has the highest score (-4.4) and Manitoba has the lowest score (-13.5). British Columbia currently has the fifth lowest mental health score (-11.1).
- **Income** – lower income have lower mental health scores than those with higher incomes.
- The top concern regarding mental health is related to finances (38%) followed by fear of getting ill with COVID-19 (34%) and fear of a loved one dying from COVID-19 (30%).
- The lowest average mental health score is among those who reported being lonely due to the COVID-19 pandemic.

In terms of finances while there may be less concern amongst public servants, this has a direct effect on many of those in our families or friends and neighbors. Hopefully the stability of being in the public service provides some assurances.

Workplace related outcomes:

- Among those currently employed, **39% report ending the workday feeling mentally and/or physically exhausted.** These individuals also have the lowest mental health score.

The October Report states:

- **77% of respondents reported use of flexible work hours. Of these, 34% stated that flexible work hours improved productivity and their mental health while 6% say that flexible work hours reduce productivity and had lower mental health scores.**
- Nearly 80% of respondents feel that their workplace is handling the health and safety risk of the pandemic well. These respondents have a higher mental health score (-8.6) than those who feel their workplace is handling the risks inconsistently or poorly.

Key message:

These are sobering outcomes. Increases the importance of taking care of one another. Sensitive to our colleagues. Clearly Covid is increasing stress among many of us and I ask all supervisors to continue to exercise flexibility and compassion. Take advantage of the sun when you can. Get outside and get some exercise when you can. We will get through this.

New Minister(s), structure and mandate:

- New Cabinet was announced on Nov 26th. There is always some anxiety when organization structure changes. Change can at first appear stressful but it usually does not have the downsides we imagine. This org change could have many benefits.
- John and Rick sent an email on Friday.
- See links below to Minister mandate letters, assignment of DM's and OICs and Ministry functions. These are also all on the web.
- Premier Horgan's media briefing following his Cabinet announcement. Establish a stand alone Min of Forests and creation of a new Ministry that is responsible for gov's land use policy.
- The basics.
 - New Minister is Minister Katrine Conroy and Minister of State (Nathan Cullen) and parliamentary secretary Rolly Russell.
 - Key announcement of the new Ministry is the role and function Minister of State Nathan Cullen to establish a new Ministry of Lands and Natural Resource Operations. Also there is the addition of fish to the Ministry of Agriculture.

<image003.jpg>

- A few key considerations:
 - This org change is not about downsizing.
 - Most of our work will not change. If anything it may allow us to be more effective.
 - In change like this there is always an opportunity to make things better
 - This is an exceptional opportunity to influence how that structure looks. We have been given time and some influence on the creation of the new Ministry. That really shows how this gov trusts the public service.
- What we know:
 - So we will have 2 ministries. One that is a stand alone Min of Forests. And a new Ministry of Lands and Natural Resource Operations that will be focussed on land use policies, which sounds like land use planning etc or what I would envision as the strategic elements of resource management. However it also includes an operational component. That may well be the lands and water permitting, and fish and wildlife allocation and habitat protection GIS etc. WE don't know yet. It will take a year to finalize.
 - So why is government making this change? I believe there are pressing reasons. For those of you that saw the Premier's media event following the Cabinet announcement you heard Premier Horgan say that FLNRO's size was just unwieldy. He has a very good point. I see this as a great opportunity to deal with some of the long standing challenges we've had. While I have been a strong proponent of the integrated FLNRO model, I've also come to see its limitations. Some of those are personal and some are organizational. FLNRO was too big to get the breadth of organizational direction we required. We saw that in our responses to the WES survey. The vision, mission goals were too broad and did not resonate clearly with all staff. By creating 2 different Ministries with more precise visions that resonate with staff we will be more effective. We will have a ministry of Forests that can focus on transitioning the forestry sector from a high volume forestry to high value forestry. We were also in desperate need for policy direction on a large variety of emerging issues and that direction was hard to get. We have not been agile enough to respond quickly to the emerging challenges we have been faced with ... and this has left staff without clarity of purpose. The Minister had to cover a dizzying array of topics in a day. To be blunt so did the DMs, ADMs and REDs. With the breadth of responsibilities I don't think we were providing the necessary support and guidance. We were too slow. If we did not make this change now I believe we would have missed the opportunity to make substantive progress on some critically pressing issues.
 - Having said that; the creation of FLNRO was critical to getting agencies out of their silos and integrating our work. All the connections made are incredibly important and we can't lose that. We will still need to make those linkages but at least now we will have more political and executive focus.
 - So work begins next week. Rick is meeting with Lori Halls on Wednesday to begin the work of creating two Ministries. You could not ask for a better person. Rick has an incredible depth of understanding on the work we do and he will always have the people of the organization front and centre. Potentially a corporate agency that does much of its work on behalf of the natural resource ministries. It will take a year. Options sorted by April and approved in the fall. Maybe quicker we will see what Minister Cullen wants. Maybe we can do it faster.
 - Ministry of Agriculture, Food and Fisheries. We knew this was a possibility. The addition to ag will be policy focussed.. All fish allocation, habitat management, inventory etc stays with FLNRO. Perhaps into the new Ministry. We think that is wise. Why did they create a fish policy element inside agriculture? They want to put greater emphasis on the file and make a deeper connection with Canada on the policy side particularly as it relates to salmon.

Key message:

So the key in all of this truly is to take a deep breath, remind ourselves of the benefits of this new proposed org structure and think about how it could make things better. I commit to you that as I know things I will pass them quickly on to the REDs etc to ensure you are all staying up to date. There may be occasions when some of you may be asked to help in the design of the new org and I encourage to take advantage of that opportunity if it arises.

Thanks for all the questions and insights you provided on Pigeon Hole. It really helps me understand what matter most to you.

Please see below a few helpful links regarding the new cabinet that you can distribute to staff if you feel so inclined.

[Ministry Responsibilities](#)

[New Cabinet Announcement](#)

[New Ministers](#)

Thanks,

<image004.jpg>

Eamon O'Donoghue
Assistant Deputy Minister
Regional Operations – North Area
Phone (250) 847-7495
Cell (250) 877-1087
**Forests, Lands, Natural Resource Operations
and Rural Development**
(he/him/his)

Questions for Lori

From: Cuell, James W FLNR:EX <James.Cuell@gov.bc.ca>
To: O'Donoghue, Eamon G FLNR:EX <Eamon.ODonoghue@gov.bc.ca>
Sent: December 15, 2020 11:14:50 AM PST
Attachments: image001.jpg, image002.jpg, For Discussion - 15-Dec-20.pptx

Here is a copy of the questions we were discussing.

Thanks for the time to chat. Appreciate it. Good to have a space to talk things through.

James



James Cuell
Director Strategic Initiatives, Northeast Region
Forests, Lands, Natural Resource Operations and Rural Development
250-847-7572 (Work)
250-877-1615 (Mobile)

FW: Introducing the Land and Natural Resource Operations Secretariat

From: Halls, Lori D FLNR:EX <Lori.D.Halls@gov.bc.ca>
To: Kennah, Morgan FLNR:EX <Morgan.Kennah@gov.bc.ca>, Hykaway, Mike R FLNR:EX <Mike.Hykaway@gov.bc.ca>, Muter, David FLNR:EX <David.Muter@gov.bc.ca>, Dohan, Trish CSNR:EX <Trish.Dohan@gov.bc.ca>, Rasmussen, Paul FLNR:EX <Paul.Rasmussen@gov.bc.ca>, Nicholls, Diane R FLNR:EX <Diane.Nicholls@gov.bc.ca>, Fraser, Sarah W FLNR:EX <Sarah.Fraser@gov.bc.ca>, Austin, Matt FLNR:EX <Matt.Austin@gov.bc.ca>, O'Donoghue, Eamon G FLNR:EX <Eamon.ODonoghue@gov.bc.ca>, Sanderson, Melissa FLNR:EX <Melissa.Sanderson@gov.bc.ca>, Sutherland, Craig FLNR:EX <Craig.Sutherland@gov.bc.ca>, Meier, Ian R FLNR:EX <Ian.Meier@gov.bc.ca>, Luchkow, Ray FLNR:EX <Ray.Luchkow@gov.bc.ca>, Wood, Andrea D FLNR:EX <Andrea.Wood@gov.bc.ca>, Preston, Naomi D FLNR:EX <Naomi.Preston@gov.bc.ca>, Olsson, Liz V FLNR:EX <Liz.Olsson@gov.bc.ca>, Haslam, David GCPE:EX <David.Haslam@gov.bc.ca>
Cc: Allan, John FLNR:EX <John.Allan@gov.bc.ca>, Manwaring, Richard G FLNR:EX <Rick.G.Manwaring@gov.bc.ca>, Messenger, Meggin A FLNR:EX <Meggin.Messenger@gov.bc.ca>, Wilson, Kristy PSA:EX <Kristy.Wilson@gov.bc.ca>, Travia, David V AGRI:EX <David.Travia@gov.bc.ca>, Restall, Analise EMPR:EX <Analise.Restall@gov.bc.ca>, Blackstock, Sara FLNR:EX <Sara.Blackstock@gov.bc.ca>, Cuell, James W FLNR:EX <James.Cuell@gov.bc.ca>, Poss, Angie FLNR:EX <Angie.Poss@gov.bc.ca>, Richardson, Sheila ENV:EX <Sheila.Richardson@gov.bc.ca>, Restall, Analise EMLI:EX <Analise.Restall@gov.bc.ca>, Wilson, Kristy FLNR:EX <Kristy.Wilson@gov.bc.ca>, Travia, David V AFF:EX <David.Travia@gov.bc.ca>, Allan, John PREM:EX <John.Allan@gov.bc.ca>
Sent: January 12, 2021 9:58:41 AM PST
Attachments: image001.jpg, image002.jpg

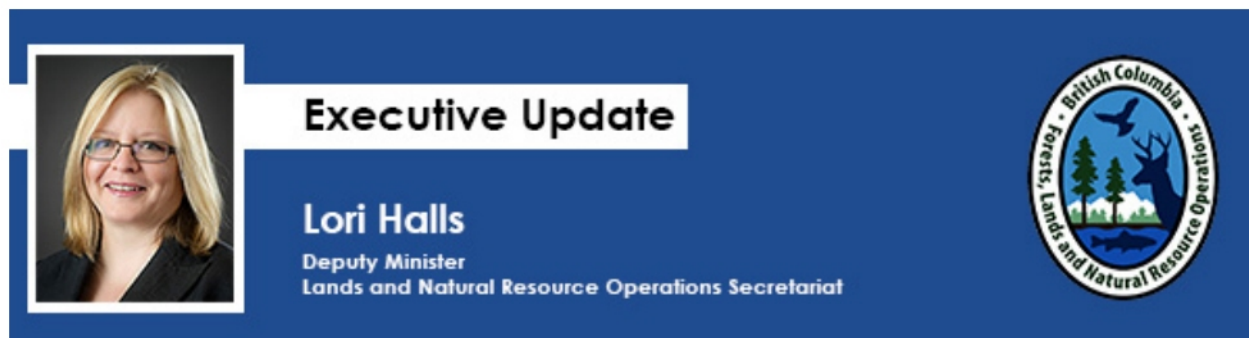
We are experiencing technical glitches on FLNRORD's electronic distribution list so I would ask you to send this update on the Lands and Natural Resource Operations Secretariat to your staff. Thanks for your assistance in doing so.

From: Halls, Lori D FLNR:EX

Sent: Monday, January 11, 2021 5:24 PM

To: Halls, Lori D FLNR:EX <Lori.D.Halls@gov.bc.ca>

Subject: Introducing the Land and Natural Resource Operations Secretariat



Hello to all FLNRORD staff.

I am pleased to announce the formation of the Lands and Natural Resource Operations Secretariat. As the Deputy Minister responsible for the Secretariat, I will be working with my colleagues, the other Deputy Ministers across the natural resource sector to bring forth an organizational plan to government.

The plan will support British Columbia's goals for economic activity, environmental sustainability, and reconciliation with Indigenous peoples.

I will be writing to you shortly to provide an update on the project itself, but today I wanted to take the time to introduce the initial team of people who will be supporting this work. I am delighted to tell you that they are a talented, knowledgeable and thoughtful group who have come from across the natural resource sector. They have a comprehensive skill set and a keen focus on the public service and the people who work in it. I have provided information about each of them below and hope that you will find the photos and bios helpful as work gets underway.



From left to right and top to bottom, the LNRO secretariat is: Lori Halls, Deputy Minister; David Travia, Executive Director; Analise Restall, Senior Manager; Kristy Wilson, Director; Sara Blackstock, Senior Executive Assistant; James Cuell, Director; Sheila Richardson, Senior Advisor; Angie Poss, Executive Director; and, Meggin Messenger, Executive Director.

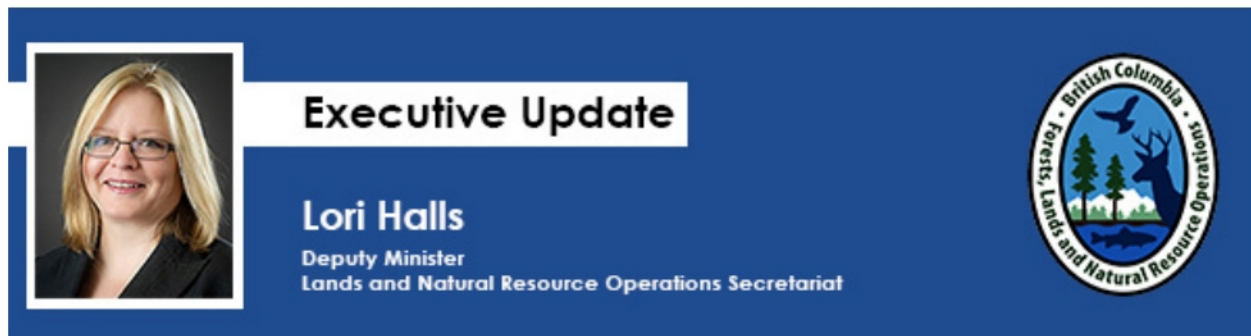
Page 045 of 179 to/à Page 046 of 179

Withheld pursuant to/removed as

s.22

Lands and Natural Resource Operations Secretariat: Objectives and Timelines

From: Halls, Lori D FLNR:EX <Lori.D.Halls@gov.bc.ca>
To: FLNRORD ALL <FLNRORDA@Victoria1.gov.bc.ca>
Sent: January 25, 2021 2:33:08 PM PST
Attachments: image001.jpg



Hello FLNRORD Staff,

With the support of Minister Conroy, and as part of Minister Cullen's mandate deliverables, the Premier has asked that a plan be brought forward to create a new Ministry for Lands and Natural Resource Operations. This new ministry will develop and implement land use policies that support B.C.'s goals for economic activity, environmental sustainability and reconciliation with Indigenous peoples. Creating options for government on what this new organization could look like and how it integrates with other ministries is the focus of the Secretariat's work. This is what I want to update you on today.

Ninety-four percent of British Columbia's land base is Crown land. Land use issues have become more challenging and more complex. There are no easy decisions left to be made. Modernizing land use policies to address our current and future context (climate change, competing interests, changing industries, etc.) is necessary and, in many cases, transformative. We must ensure that efficient and effective organizational structures are in place in order to support an integrated approach across the land base. This will be key to achieving our economic, social and reconciliation goals.

The Ministry of Forests, Lands and Natural Resource Operations was established in 2011; Rural Development became part of the ministry in 2017. FLNRORD was created to better integrate natural resource activities and decisions across the province. FLNRORD's work is inextricably linked to the natural resource sector as a whole, and integration must continue. Given our changing landscape, we've been asked to determine whether the organizational structures built over the past ten years are set up for us to be successful in the future.

Essentially, we are asking the question: Can land use objectives that support economic activity, environmental sustainability, and reconciliation with Indigenous peoples be more effectively achieved through restructuring?

The Lands and Natural Resource Operations Secretariat has been established to undertake this work. Each natural resource sector ministry is contributing resources to this initiative and will have a voice on the Secretariat as the work progresses.

The Secretariat will be thoughtful and inclusive in its approach. Normally, organizational restructuring like this would happen behind closed doors; however, our approach will be much more transparent, and I will be providing you with monthly updates on our progress.

The Secretariat is developing design principles, and we will complete our work in three phases:

- Assessment (Diagnosis)
- Design (Options Development and Direction)
- Implementation

We will undertake the Assessment Phase between February and May 2021. It will involve extensive internal and external engagement in order to understand both the challenges and opportunities within the natural resource sector. Alongside regular engagement with the Deputy Ministers and Assistant Deputy Ministers' Committees on Natural Resource Sector, we are planning to conduct interviews and focus groups with a cross-section of staff from the natural resource sector.

Following the Assessment Phase, the Secretariat will initiate the Design Phase, developing options for government on what a new ministry or organization focused on Lands and Natural Resource Operations could look like. We anticipate seeking direction on any restructuring in Fall 2021. The Implementation Phase would follow direction, which we anticipate for completion in Spring 2022. I will have more to say on all three phases in the coming weeks and months.

As part of the Secretariat team's orientation to the sector, Secretariat staff will be meeting with many FLNRORD staff to better understand the ministry's business and its evolution. These orientation sessions kicked off recently with Rick Manwaring, Associate Deputy Minister, who spent time with the Secretariat team helping them to understand the history of FLNRORD and the sector's approach to integrated land management. While the orientation sessions will focus initially on FLNRORD, we will also be reaching out to the other natural resource sector ministries to better understand how the sector operates as a whole.

Finally, I am pleased to announce that Anna North will be joining the Secretariat Team today as our Project Manager. Anna comes from the Ministry of Agriculture, Food and Fisheries (MAFF). She has been with the BC Public Service at MAFF since February 2015 and had previously worked for the federal government. She has almost 20 years of leadership experience and team management under her belt. Her work experience includes mineral resource management (policy, legislation and operations) both in federal government and with the private sector. Welcome Anna!

Lori Halls

Deputy Minister

Lands and Natural Resource Operations Secretariat

Request: Initiation of Phase 1: Assessment. Secretariat Engagement with Executive Members and Leadership Teams

From: Halls, Lori D FLNR:EX <Lori.D.Halls@gov.bc.ca>
To: Allan, John FLNR:EX <John.Allan@gov.bc.ca>, Manwaring, Richard G FLNR:EX <Rick.G.Manwaring@gov.bc.ca>, Nicholls, Diane R FLNR:EX <Diane.Nicholls@gov.bc.ca>, Sanderson, Melissa FLNR:EX <Melissa.Sanderson@gov.bc.ca>, Muter, David FLNR:EX <David.Muter@gov.bc.ca>, O'Donoghue, Eamon G FLNR:EX <Eamon.ODonoghue@gov.bc.ca>, Rasmussen, Paul FLNR:EX <Paul.Rasmussen@gov.bc.ca>, Sutherland, Craig FLNR:EX <Craig.Sutherland@gov.bc.ca>, Austin, Matt FLNR:EX <Matt.Austin@gov.bc.ca>, Fraser, Sarah W FLNR:EX <Sarah.Fraser@gov.bc.ca>, Luchkow, Ray FLNR:EX <Ray.Luchkow@gov.bc.ca>, Meier, Ian R FLNR:EX <Ian.Meier@gov.bc.ca>, Dohan, Trish CSNR:EX <Trish.Dohan@gov.bc.ca>, Rossander, Denise R IIT:EX <Denise.Rossander@gov.bc.ca>, Kennah, Morgan FLNR:EX <Morgan.Kennah@gov.bc.ca>, Hykaway, Mike R FLNR:EX <Mike.Hykaway@gov.bc.ca>, Allan, John PREM:EX <John.Allan@gov.bc.ca>
Cc: Blackstock, Sara FLNR:EX <Sara.Blackstock@gov.bc.ca>, Wilson, Kristy FLNR:EX <Kristy.Wilson@gov.bc.ca>
Sent: February 18, 2021 8:18:26 AM PST
Attachments: 2021-02-17 Phase 1 Assessment Overview at a Glance.pdf, Project Plan Overview_Visual v2b feb 10 final draft LH.pdf, 2021-02-17 Question Guide for Executive Interviews and Leadership Focus Groups.docx

Dear Colleagues:

The Secretariat is wrapping up its orientation sessions over the next couple of weeks. I want to thank you and your teams for the support you've shown the Secretariat team members. The information provided was very helpful in building the Secretariat's knowledge and understanding of the natural resource sector and provided early insights into the work of the natural resource sector itself. These orientation sessions have helped us to prepare for Phase I – the Assessment Phase. Attached you will find an Overview at a Glance of the Assessment Phase as well as a Timeline for Phases 1 - 3.

Phase 1 – the Assessment Phase will run from February 22 to mid-May. Key activities during this phase include:

1. one on one executive interviews with Deputy Ministers and Executives (Executive Sessions – 1 hour scheduled February 22 – March 5)
2. followed by deeper engagement with Leadership Focus Groups (2 hours scheduled March 11 – March 30), and finally
3. Deep Dive workshops on important themes (depending on the topic there may be 1 – 3 half-day sessions scheduled April 8 – April 27), as needed.

The Secretariat will be contacting your offices to schedule time for your one on one Executive interviews. We are asking to meet you without other staff present. This will be an hour long session where we will be seeking your perspective on what has been working well within the natural resource sector and where you see opportunities and challenges. While some of these suggestions may have surfaced as part of the orientation sessions, these 1:1 Executive Sessions will ensure all perspectives are heard and have been consistently canvassed across the sector.

Please find a copy of the interview questions that will be asked in the Executive Session. We ask that you come prepared to speak to each. The comments and feedback will not be attributed to individual participants.

We also would like your advice on who should be participating in the Leadership Focus Groups. Please provide a list of 3-5 excluded leaders in your organization that you would like to participate in these focus groups. Ideally, these people will have significant experience in your ministry and represent a cross section of your business. Similar questions asked in the Executive sessions will be canvassed in the Leadership Focus Group. Please provide the list to Sara Blackstock by February 24 so we can begin scheduling these sessions. The leadership focus group sessions will be two hours long and interview guides will be provided in advance. We are expecting to have completed the Executive Sessions and Leadership Focus Groups by the end of March.

The orientation sessions have already identified several topics that will require a deeper assessment. These topic areas will be further refined based on the Executive Session and Leadership Focus Groups and will inform a series of topic specific Deep Dive Session workshops to be undertaken in April. We expect these workshops to be interagency and may span multiple sessions. We will begin scheduling these workshops in early March.

Note that we are currently setting up an Intranet page for the Secretariat. This page will be a good resource for your staff to get updates on the Secretariat's work and frequently asked questions. Thank you in advance for your ongoing support for this important work, we look forward to hearing from you and your teams through this process.

Lori Halls
Deputy Minister
Lands and Natural Resource Operations Secretariat

Invitation from the LNRO Secretariat to participate in a Leadership Focus Group

From: Halls, Lori D FLNR:EX <Lori.D.Halls@gov.bc.ca>
To: Recknell, Geoff FLNR:EX <Geoff.Recknell@gov.bc.ca>, Ciruna, Kristine FLNR:EX <Kristine.Ciruna@gov.bc.ca>, Reay, Gary W FLNR:EX <Gary.Reay@gov.bc.ca>, Hanchard, Jevan FLNR:EX <Jevan.Hanchard@gov.bc.ca>
Cc: O'Donoghue, Eamon G FLNR:EX <Eamon.ODonoghue@gov.bc.ca>, Blackstock, Sara FLNR:EX <Sara.Blackstock@gov.bc.ca>
Sent: March 4, 2021 1:19:38 PM PST
Attachments: 2021-02-17 Phase 1 Assessment Overview at a Glance.pdf, 2021-02-26 Question Guide for Leadership Focus Groups.docx

Dear Leadership Focus Group Participants:

Following several weeks of orientation sessions, the Lands and Natural Resource Operations Secretariat (the Secretariat) has initiated Phase I – the Assessment Phase. Attached you will find an Overview at a Glance of the Assessment Phase.

The Assessment Phase will run to mid-May. Key activities during this phase include:

1. one on one executive interviews with Deputy Ministers and Executives (Executive Sessions – 1 hour scheduled February 22 – March 10)
2. **followed by deeper engagement with Leadership Focus Groups (2 hours scheduled March 11 – March 30), and finally**
3. Deep Dive workshops on important themes (depending on the topic there may be 1 – 3 half-day sessions scheduled April 8 – April 27), as needed.

The Secretariat is proceeding to the next step of the Assessment Phase which are the Leadership Focus Group interviews. Your executive has put your names forward to participate in a Leadership Focus Group for your organization.

The purpose of these Focus Group interviews is to gain an increased level of detail on what is working well within the natural resource sector and where you see opportunities and challenges. You may want to engage with your teams in preparing for this session. The interview questions that will be asked in the Focus Group session are attached. We ask that you come prepared to speak to each. The comments and feedback will not be attributed to individual participants. Note the Secretariat will be conducting an all staff survey end of March or early April.

The following times are available for your group interview:

1. Monday March 15 – 9:30am – 11:30am
2. Tuesday March 16 – 1:30pm – 3:30pm

Please let Sara Blackstock know which time slot works and she will follow-up with a calendar invitation.

If you have any questions on preparing for the Leadership Focus Group Interview, please contact Kristy Wilson (Kristy.Wilson@gov.bc.ca).

We are expecting to have completed all Executive Interviews and Leadership Focus Group Sessions by the end of March.

The orientation sessions have already identified several topics that will require a deeper assessment. These topic areas will be refined based on the Executive Interviews and Leadership Focus Groups and will inform a series of topic specific Deep Dive Session workshops to be undertaken in April. We expect these workshops to be interagency and may span multiple sessions. We will begin scheduling these workshops in early March.

Note that we are currently setting up an Intranet page for the Secretariat. This page will be a good resource for your staff to get updates on the Secretariat's work and frequently asked questions. Thank you in advance for your ongoing support for this important work, we look forward to hearing from you and your teams throughout this process.

Lori Halls
Deputy Minister
Lands, Natural Resources Operations Secretariat

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Withheld pursuant to/removed as

s.12 ; s.13 ; s.16

FW: Meeting with Lori Halls

From: Nicholls, Diane R FLNR:EX <Diane.Nicholls@gov.bc.ca>
To: Halls, Lori D FLNR:EX <Lori.D.Halls@gov.bc.ca>
Sent: December 17, 2020 1:27:47 PM PST
Attachments: OCF Division New Minister PowerPoint.pptx

Lori,

This may be helpful for you in our discussion today or for future reference. It is mostly up to date...

Diane Nicholls, RPF

Assistant Deputy Minister, Chief Forester

BC Provincial Government

"Caring for BC's Forests"

as requested information on FRPA engagement with First Nations

From: Nicholls, Diane R FLNR:EX <Diane.Nicholls@gov.bc.ca>
To: Halls, Lori D FLNR:EX <Lori.D.Halls@gov.bc.ca>
Sent: December 18, 2020 8:17:42 AM PST
Attachments: 259853 BNI ADM - Indigenous engagement on FRPA & alignment with
DRIPA.pdf, 259853 Attachment 1 - FRPA Indigenous Engagement Record.pdf,
251551 FRPA WWH from Indigenous Nations (Appendix 3).pdf

I know John is working with the Leadership council to move this forward and has affirmed with Jeff Meggs that FRPA is ready for the Spring.

Diane Nicholls, RPF

Assistant Deputy Minister, Chief Forester

BC Provincial Government

"Caring for BC's Forests"

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s.12 ; s.13 ; s.14 ; s.16

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s.14

Meeting with Regional Chief Terry Teegee

Regional Chief Terry Teegee (Takla Lake First Nation) was first elected as BC Assembly of First Nations (BCAFN) Regional Chief in 2017 and was re-elected for a second three-year term in November 2020. Regional Chief carries the responsibilities of the hereditary name of Maxweem Tsimghee. He is a graduate of the University of Northern British Columbia with a Bachelor of Science degree in Forestry and has a diploma in Forestry Technology from the College of New Caledonia.

Regional Chief Teegee has served in elected positions including Tribal Chief of the Carrier Sekani Tribal Council (2012 to 2018), and the BC Representative for the National Aboriginal Forestry Association (2008 to 2014). He was appointed to the Fraser Basin Council Board, an advocacy group that promotes sustainability in the Fraser River Basin, from 2009 to 2018. Regional Chief Teegee was one of 250 participants selected from across the country to participate in the 2017 Canadian Governor General's Leadership Conference.

Background:

- The BCAFN is the regional entity of the pan-Canadian Assembly of First Nations and advocates for treaty and non-treaty First Nation interests but does not represent Metis or Inuit issues.
- They are typically explicit in articulating that they do not have the authority to speak for the Rights and Title holders, and only advocate on their behalf.
- The BCAFN is one of the three organizations that makes up the First Nations Leadership Council (FNLC), alongside the Union of BC Indian Chiefs (UBCIC) and the First Nations Summit. The organizations exist independently from one another but often co-ordinate under the umbrella of the FNLC.
- The BCAFN articulates their mandate as the following:
 - Advance the rights and interests of First Nations people in British Columbia;
 - Restore and enhance the relationship among First Nations in British Columbia, the Crown and people of Canada;
 - Develop and promote policies and resources for the benefit of First Nations in British Columbia including but not limited to governance, lands and resources, economic, social, education, health and cultural matters;
 - Work in coalition with other organizations that advance the rights and interests of First Nations peoples; and
 - Take direction from the Chiefs-in-Assembly according to the resolutions passed at Assemblies.
- The Ministry primarily works with the BCAFN through the FNLC including two working groups:
 - Joint Core Working Group (JCWG).
 - Forestry Sub-Committee of the Joint Core Working Group.
- The Province also works with the BC Assembly of First Nations through various arrangements with First Nation Organizations that have been established under the direction of the FNLC this includes but is not limited to;
 - First Nations Energy and Mining Council
 - First Nations Forestry Council
 - First Nations Fisheries Council

BRIEFING NOTE

Issues: Three issues have been brought forward as agenda topics, and an additional three have been identified as topics of interest.

1. General update on files (BCAFN/FLNRORD)

Declaration Act – Alignment of Laws:

- MIRR continues to engage with ministries to build literacy on Declaration Act obligations, one of which is the alignment of laws. MIRR is supporting this work with the development of priorities and processes. Through the FNLC, the BCAFN will play a key part in this process.
- s.12; s.13; s.16

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Declaration Act - Action Plan:

- FLNRORD is currently developing potential actions for consideration in the Action Plan.
- Items could include the Old Growth Strategy, economic opportunities including Mass Timber, Guardians and Together for Wildlife, as well as the alignment of laws. This list will be refined after more fulsome engagement and significant input from First Nations partners.
- FLNRORD is participating in the MIRR led process for developing a government-wide plan.
- s.12; s.13; s.16

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First Nations Forest Strategy:

- s.12; s.13; s.16

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BRIEFING NOTE

- The goals identified in the Strategy include; shared governance and decision making, more robust revenue sharing, forest legislation and policy reform, tenure reform, collaborative land-use planning and increased First Nations participation in the forest sector.
- Many of these initiatives are underway, including shared decision making, alignment of laws through the Forestry Subcommittee and land-use planning

Forest Range and Practices Act (FRPA):

- Amendments were made to FRPA in 2019 (Bill 21) focused on planning, transparency and access to information.
- s.12; s.13
- s.12; s.13; s.16
- s.12; s.13; s.16
-

2. Forestry – Forestry reform (Joint Core Working Group and Forestry Subcommittee)

- The Deputy Minister of FLNRORD is one of three Deputies that is a permanent member of the JCWG. The JCWG undertakes work in accordance with the Commitment Document, Concrete Actions and Vision as directed by the Leadership Table (FNLC, Premier and Minister of Indigenous Relations).
- To respond to this direction, FLNRORD and the FNLC have established the Forestry Subcommittee reporting to the Joint Core Working Group. It is co-chaired by DM John Allan and Regional Chief Teegee.
- The Forestry Subcommittee is a legislative and policy review table focussed on the alignment of the Declaration Act to priority forestry legislative, policy and practice barriers that are systemic obstacles to reconciliation.
- s.12; s.13

BRIEFING NOTE



3. Wildlife

Hunting Regulations:

- The Minister responsible for the *Wildlife Act* has the authority to make hunting regulations to ensure the conservation of wildlife and wildlife habitat, safe and sustainable use of wildlife populations after Indigenous and treaty rights are accounted for, and to maintain/enhance recreational opportunities (e.g., season dates and bag limits, motor vehicle prohibitions/restrictions, trapping, etc.).
- Regulations are updated on a two-year cycle to ensure issues and opportunities are addressed in a timely manner. The current suite of hunting regulations is in effect until June 30, 2022.
- Hunting regulations are informed through consultation and engagement with First Nations, as well as hunting/trapping stakeholders, and engagement with the general public.
- s.12; s.13; s.16

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Species at Risk:

- For the majority of species and ecosystems at risk, BC works with Indigenous peoples at a regional level – regional biologists build relationships and work with communities within local areas. This leads to variations in collaborative approaches across the province.
- Several ‘priority’ species are managed by the Species at Risk and Recovery (SARR) branch including:
 1. Whitebark and Limber pine – includes a working group with indigenous representation from McLeod Lake Indian Band, Ktunaxa, Lower Similkameen Indian Band, and Lillooet Indian Band.
 2. Northern Goshawk and Marbled Murrelet – consultation with south coast communities and the initial stages of discussion with Haida regarding self or co-management.
 3. Interior Fisher –the province will be reaching out to Nations shortly, whose territories overlap Fisher habitat to identify where there is interest in discussion and collaboration on Fisher recovery.
 4. Caribou – Section 11 agreement - various different models for engagement/collaboration (further info below)
- Priority Places is a project funded by federal and provincial governments in low valley/ grassland areas of the south coast and southern interior. Projects in the Fraser valley and Okanagan have been working collaboratively with Indigenous peoples toward knowledge sharing and conservation actions for shared priority species in and around traditional territories.

BRIEFING NOTE



Caribou:

- Canada and BC are each a party to a Section 11 agreement for the recovery of Southern Mountain Caribou (SMC). Section 11 refers to a section of the federal *Species at Risk Act*, which enables the federal Minister of Environment to enter into an agreement with a party for the purpose of collaborating on the recovery of a listed species at risk. The Section 11 agreement contains provisions on how the parties will allocate resources, share data, collaborate in resolving issues, and engage with Indigenous Nations, among other things.
- s.12; s.13; s.16

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Topics of Interest:

1. Indigenous Economic Development

- Economic development can meaningfully advance reconciliation with Indigenous peoples and result in strong socioeconomic outcomes for Indigenous communities across B.C.
- This focus on economic development is even more critical now as we seek to recover from the detrimental impacts of COVID-19 by working together with Indigenous peoples to grow the economy.
- Achieving reconciliation is part of unlocking B.C.'s growth potential and will ultimately provide benefits for both Indigenous and non-Indigenous people by creating opportunities to drive economic growth with Indigenous groups as participants, respected partners and financial beneficiaries.

BRIEFING NOTE

- Stronger cooperation and collaboration between industry and Indigenous communities will result in better decisions, greater certainty, and healthier communities and business partnerships, leading to economic stability and shared prosperity for British Columbians in every region and every sector.

BC Business Council Champions Table Committee:

- The Champion's Table is an important and effective forum for meaningfully advancing positive reconciliation and economic development outcomes. Regional Chief Teegee is a member.
- [s.12](#); [s.13](#); [s.16](#)

- An important initiative part of this committee is the Indigenous Intern Leadership Program, where firms can hire Indigenous graduates to help build their business and within an economic sector knowledge and experience. This program is managed by Vancouver Island University along with the BC Business Council and BC AFN.

Joint Office on Indigenous Economic Development (For Info)

- The Joint Office on Indigenous Economic Development (JO) is a strategic partnership between the Ministries of Jobs, Economic Recovery and Innovation and Indigenous Relations and Reconciliation.
- [s.12](#); [s.13](#); [s.16](#)

JO Collaboration with the British Columbia Assembly of First Nations (For Info)

- The JO has an active relationship with the BC AFN, specifically through participation in bilateral meetings between the BC AFN and the Province regarding economic development.
- Most recently, the JO collaborated with the BC AFN to develop a report regarding alternative approaches to measuring Indigenous economic well-being. This report, titled "Centering First

BRIEFING NOTE



Nations Concepts of Wellbeing: Toward a GDP-Alternative Index in British Columbia” was released in November 2020 and outlines the rationale for BC to create and adopt a wellbeing index that is more comprehensive and Indigenous-centric than Gross Domestic Product (GDP).

- This work will support future collaborative opportunities with the BC AFN regarding the development of relevant metrics and data to enable systematic evaluation of economic wellbeing in Indigenous communities.
- [s.12](#); [s.13](#); [s.16](#)

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Indigenous Forest Bioeconomy Program:

- The Indigenous Forest Bioeconomy program provides another platform for Indigenous opportunities in the natural resource sector by responding to a community’s interests and needs through collaboration and partnerships.
- Through this program FLNRORD collaboratively identifies and pursues forest bioeconomy projects with Indigenous partners across B.C. Projects range from non-timber forest products such as the extraction of essential oils from conifer needles, to advanced biomaterials such as non-woven medical textiles produced from cedar, to biochemicals such as tannins extracted from bark.
- Projects have numerous environmental, economic, social and cultural benefits. By utilizing forest biomass and residuals from conventional harvesting for novel high-value applications, the program supports forest sector transformation with full participation of Indigenous peoples.

2. Old Growth:

- In July 2019, government appointed panel members Garry Merkel and Al Gorley to lead an old-growth strategic review. They gathered input and examined old-growth management from a variety of perspectives. On April 30, 2020, they submitted 14 recommendations to the Province in their report.
- [s.12](#); [s.13](#); [s.16](#)
- One key recommendation was to adopt a government to government approach and work with Indigenous leaders and organizations to review the report and work with the Province on any subsequent policy or strategy development and implementation.
- This consultation will be a priority moving forward.

Consideration and Key Messages:

- [s.12](#); [s.13](#); [s.16](#)

BRIEFING NOTE

s.12; s.13; s.16

3. Split of the Ministry – Recommended Response:

s.12; s.13; s.16

Key Messages:

- The Province is committed to continue working with the BCAFN through the various forums.
- I commend you on your leadership of the BCAFN and councils that you are leading.

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Withheld pursuant to/removal as

s.13

FW: Congrats Lori

From: Halls, Lori D EMBC:EX <Lori.D.Halls@gov.bc.ca>
To: Manwaring, Richard G FLNR:EX <Rick.G.Manwaring@gov.bc.ca>
Sent: November 30, 2020 4:09:36 PM PST
Attachments: [s.12](#); [s.13](#)

As discussed....For our mtgs this week.

From: Coley, Simon J EMPR:EX <Simon.Coley@gov.bc.ca>
Sent: Friday, November 27, 2020 9:47 AM
To: Halls, Lori D EMBC:EX <Lori.D.Halls@gov.bc.ca>
Cc: Mihlar, Fazil EMPR:EX <Fazil.Mihlar@gov.bc.ca>
Subject: Congrats Lori

Lori,
Congratulations on the new appointment and leading a plan for creating an all-important Ministry of Lands and Natural Resource Operations. I noticed the Premier's remarks yesterday about this agenda and am glad some time will exist for you and others to work up the plan in a measured way. [s.12](#); [s.13](#)

[s.12](#); [s.13](#)

Simon Coley

Assistant Deputy Minister

Strategic and Indigenous Affairs Division / Ministry of Energy, Mines and Low Carbon Innovation

Office: 778-698-7176 / Cell: 250-507-6585 / Fax: 250-952-0269

s.12; s.13

From: Halls, Lori D FLNR:EX <Lori.D.Halls@gov.bc.ca>
To: Nathan Cullen <s.22>
Cc: Jones, Tristan FLNR:EX <Tristan.Jones@gov.bc.ca>
Sent: December 4, 2020 1:01:39 PM PST
Attachments: s.12; s.13

Minister for our 1:15pm meeting.

Lori Halls

Deputy Minister

Lands and Natural Resource Operations Secretariat

RE: Congrats and Welcome Back

From: Halls, Lori D FLNR:EX <Lori.D.Halls@gov.bc.ca>
To: Rossander, Denise R IIT:EX <Denise.Rossander@gov.bc.ca>
Cc: Olsson, Liz V FLNR:EX <Liz.Olsson@gov.bc.ca>, Ostropolski, Melissa IIT:EX <Melissa.Ostropolski@gov.bc.ca>
Sent: December 4, 2020 1:19:00 PM PST

Thanks Denise

s.12; s.13

Lori Halls
Deputy Minister
Lands and Natural Resource Operations Secretariat

From: Rossander, Denise R IIT:EX <Denise.Rossander@gov.bc.ca>
Sent: December 4, 2020 10:10 AM
To: Halls, Lori D FLNR:EX <Lori.D.Halls@gov.bc.ca>
Cc: Olsson, Liz V FLNR:EX <Liz.Olsson@gov.bc.ca>; Ostropolski, Melissa IIT:EX <Melissa.Ostropolski@gov.bc.ca>
Subject: RE: Congrats and Welcome Back

Hi Lori,

Here are the proposed topics for our discussion next week. I am preparing a slide deck to facilitate the discussion and will send it to you ahead of our meeting. Please let me know if there are any changes or additions you would like to see.

s.12; s.13

Best,
Denise
Denise Rossander | Assistant Deputy Minister and CIO
Information, Innovation and Technology Division
Natural Resource Ministries
Phone: 778 698-8312 | Cell: 250 213-5206

From: Halls, Lori D FLNR:EX <Lori.D.Halls@gov.bc.ca>
Sent: December 2, 2020 7:36 PM
To: Rossander, Denise R IIT:EX <Denise.Rossander@gov.bc.ca>
Cc: Olsson, Liz V FLNR:EX <Liz.Olsson@gov.bc.ca>
Subject: Re: Congrats and Welcome Back

Thanks Denise. I would appreciate meeting with you to better understand IMIT in NRS in next couple of weeks. By copy of this note I will ask Liz to schedule a briefing for us. Thx. In advance if you could propose an outline of agenda.... I will take a look at it and then let you know if there's anything else I'd like to cover or focus on.

Lori Halls
Deputy Minister
Lands, Natural Resources Operations Secretariat

On Dec 2, 2020, at 12:01 PM, Rossander, Denise R IIT:EX <Denise.Rossander@gov.bc.ca> wrote:

Hi Lori,

Just wanted to reach out and say congrats on the new post and welcome back to the NRM.

Please do not hesitate to reach out if you have any questions or needs on the IM/IT front.

Best,

Denise

Denise Rossander | Assistant Deputy Minister and CIO

Information, Innovation and Technology Division

Natural Resource Ministries

Phone: 778 698-8312 | Cell: 250 213-5206

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Withheld pursuant to/removed as

s.12 ; s.13

Workforce Analysis

From: Halls, Lori D FLNR:EX <Lori.D.Halls@gov.bc.ca>
To: Dohan, Trish CSNR:EX <Trish.Dohan@gov.bc.ca>
Sent: December 14, 2020 8:33:32 AM PST

Hi Trish

Who could I speak with that would be able to provide a workforce analysis for FLNRORD and the natural resource sector as a whole?

Page 075 of 179

Withheld pursuant to/removed as

s.12 ; s.13

FW: Touch base

From: Halls, Lori D FLNR:EX <Lori.D.Halls@gov.bc.ca>
To: Messenger, Meggin A FLNR:EX <Meggin.Messenger@gov.bc.ca>
Sent: December 16, 2020 1:41:03 PM PST
Attachments: For Discussion - 15-Dec-20.pptx

Just fyi.....in anticipation of a follow up conversation with James he proactively developed this ppt to guide our conversation.....like you... capturing his thoughts/questions or what he thought he heard from our initial conversation helped us to get clarity in the second call.

From: Cuell, James W FLNR:EX <James.Cuell@gov.bc.ca>

Sent: Tuesday, December 15, 2020 11:16 AM

To: Halls, Lori D FLNR:EX <Lori.D.Halls@gov.bc.ca>

Subject: RE: Touch base

Here are a few questions to help guide a part of the discussion this afternoon.

Thanks

james

-----Original Appointment-----

From: Cuell, James W FLNR:EX

Sent: December 11, 2020 5:03 PM

To: Cuell, James W FLNR:EX; Halls, Lori D FLNR:EX

Subject: Touch base

When: December 15, 2020 12:30 PM-1:00 PM (UTC-08:00) Pacific Time (US & Canada).

Where: Microsoft Teams Meeting

Updated Time and agenda. I will send out a short, "back of the envelope" summary around the key questions prior to our call.

Thanks

james

--

Follow-up Conversation

- My Transition and related communications
 - Key questions that drive scope
 - Priorities
 - Next steps
-

Microsoft Teams meeting

Join on your computer or mobile app

[Click here to join the meeting](#)

[Learn More](#) | [Meeting options](#)

FW: more background

From: Halls, Lori D FLNR:EX <Lori.D.Halls@gov.bc.ca>
To: Messenger, Meggin A FLNR:EX <Meggin.Messenger@gov.bc.ca>
Sent: December 16, 2020 1:50:10 PM PST
Attachments: [s.12](#); [s.13](#)

From: Bawtinheimer, Brian FLNR:EX <Brian.Bawtinheimer@gov.bc.ca>

Sent: Thursday, December 10, 2020 1:15 PM

To: Halls, Lori D FLNR:EX <Lori.D.Halls@gov.bc.ca>

Subject: more background

Good seeing you again today [s.22](#)

[s.22](#)

I'm very glad this work is moving ahead and glad you're leading it. [s.12](#); [s.13](#)
[s.12](#); [s.13](#)

Look forward to working with you on this!

Brian Bawtinheimer

Executive Director, Provincial Stewardship Strategies and Planning

Resource Stewardship Division

Desk: 778 974 2497 • Cell: 250 888 0620 • brian.bawtinheimer@gov.bc.ca

FW: s.12; s.13

From: Halls, Lori D FLNR:EX <Lori.D.Halls@gov.bc.ca>
To: Messenger, Meggin A FLNR:EX <Meggin.Messenger@gov.bc.ca>
Sent: January 4, 2021 7:49:05 AM PST
Attachments: s.12; s.13

Happy New Year Meggin!

s.12; s.13

will be asking Liz to book some time for us this morning to prepare for the upcoming Secretariat Session.

From: Halls, Lori D FLNR:EX

Sent: Wednesday, December 30, 2020 2:29 PM

To: Cullen, Nathan FLNR:EX <Nathan.Cullen@gov.bc.ca>

Cc: Jones, Tristan FLNR:EX <Tristan.Jones@gov.bc.ca>; Halls, Lori D FLNR:EX <Lori.D.Halls@gov.bc.ca>

Subject: s.12; s.13

Minister

Hope you are getting some downtime on your holidays and that you and your family are enjoying the holiday season.s.22

s.12; s.13

Hope you have a wonderful New Year'sI knowlike many.....I can't wait for 2021!

Lori Halls

Deputy Minister

Lands and Natural Resource Operations Secretariat

Materials for Agenda

From: Halls, Lori D FLNR:EX <Lori.D.Halls@gov.bc.ca>
To: Messenger, Meggin A FLNR:EX <Meggin.Messenger@gov.bc.ca>
Sent: January 5, 2021 7:57:11 AM PST
Attachments: [s.12](#); [s.13](#)

Meggin
[s.12](#); [s.13](#)

I will now review the agenda and other materials you sent me.

Agenda and Materials for Lands and Natural Resource Operations Secretariat Kick-Off Sessions

From: Halls, Lori D FLNR:EX <Lori.D.Halls@gov.bc.ca>
To: Messenger, Meggin A FLNR:EX <Meggin.Messenger@gov.bc.ca>, Poss, Angie EMBC:EX <Angie.Poss@gov.bc.ca>, Blackstock, Sara JEDC:EX <Sara.Blackstock@gov.bc.ca>, Restall, Analise EMPR:EX <Analise.Restall@gov.bc.ca>, Richardson, Sheila ENV:EX <Sheila.Richardson@gov.bc.ca>, Travia, David V AGRI:EX <David.Travia@gov.bc.ca>, Cuell, James W FLNR:EX <James.Cuell@gov.bc.ca>, Wilson, Kristy PSA:EX <Kristy.Wilson@gov.bc.ca>
Sent: January 5, 2021 1:00:05 PM PST
Attachments: [s.12](#); [s.13](#)

Hello and welcome to the LNRO Secretariat,

One of the things I most admire about public servants.....is their willingness to step up!. Thank you for joining me to address the mandate commitment to create a plan for a new land and natural resource ministry! Now that you have joined the team, its time to embark on this extraordinary public service challenge!

I am attaching the agenda and materials for the LNRO secretariat staff kick off meetings this week. These meetings will bring our freshly minted team together to explore the amazing things that happen when you put a team of talented people on a complex and important task. Please take the time to read through the materials provided and consider your role on the team and how you can best help to advance the work.

The first day is about getting to know the team and getting up to speed on our task. Minister of State Nathan Cullen and his MA Tristan Jones will be joining us at the end of our first day, rounding out the team meet and greet. We will hit the mark on day one when we begin to leverage the team's knowledge as we capture the discussion and improve the draft materials attached.

On day two, we will build on the work from day one and move to actions and assignments. Although its early days, and we will continue to improve and adjust, I expect to leave day two with assignments having been made for some next steps, short-term tasks and longer-term focus areas.

I look forward to seeing you all on Teams tomorrow.

Lori

Meeting the Secretariat Staff this morning

From: Halls, Lori D FLNR:EX <Lori.D.Halls@gov.bc.ca>
To: Cullen, Nathan FLNR:EX <Nathan.Cullen@gov.bc.ca>
Cc: Jones, Tristan FLNR:EX <Tristan.Jones@gov.bc.ca>
Sent: January 6, 2021 7:41:38 AM PST

Good morning Minister

Hoping you are still able to join our Kick-Off session with the Secretariat staff from 11:30 – 12:00pm today. Today is the first day for many of the team members to meet each other and the first chance I have to get them excited about and orientated to the task at hand and expectations we will have of each other as a team.

For the time you are joining us.....I see it primarily as an opportunity for a bit of a meet and greet.....for you to introduce yourself to them and for each of the to introduce themselves to you. We are still sorting through roles.....and as you know....with any “start up”you just kind of roll your sleeves up and do what’s needed to begin with. As we build out the detailed project plan and assignments.....roles for each will become much clearer.

s.12; s.13

We’ve received short paragraph bios from each of the team members.....just pulling this together in a single document so will be sure you and MO staff have them shortly.

Thanks.

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Withheld pursuant to/removed as

s.12 ; s.13 ; s.16 ; s.22

s.12; s.13; s.16; s.22

Sent from my iPhone

On Dec 16, 2020, at 9:02 AM, ^{s.22}
wrote:

s.22

Sent from my iPhone

On Dec 16, 2020, at 7:53 AM, Halls, Lori D FLNR:EX
<Lori.D.Halls@gov.bc.ca> wrote:

s.22

From: s.22

Sent: Wednesday, December 16, 2020 7:51 AM

To: Halls, Lori D FLNR:EX <Lori.D.Halls@gov.bc.ca>

Subject: Re: Connecting

[EXTERNAL] This email came from an external source. Only open attachments or links that you are expecting from a known sender.

Thanks for your note Lori. I am very aware of that most interesting assignment you have and would be delighted to meet if I can be helpful. Liz can contact me any time this week to find a time that works. I wish you a great Xmas and New Year but am not foolish enough to think that you will be taking a big holiday!

s.22

Sent from my iPhone

On Dec 16, 2020, at 7:38 AM, Halls, Lori D FLNR:EX
<Lori.D.Halls@gov.bc.ca> wrote:

Hi s.22

It was great to see you again on the Together For Wildlife call with Ministers Conroy and Cullen. I am hoping that I could arrange some time with you in the New Year to connect on one of the assignments I've been tasked with.....that is to create a plan to establish a Ministry of Lands and Natural Resource Operations.....given your past experience in the sector and your work with it recently, I would value your thoughts. Liz manages my schedule so she can make the necessary arrangements.

s.22

All the best this holiday season and hope to connect in the New Year.

Thanks.

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Withheld pursuant to/removed as

s.12 ; s.13

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Withheld pursuant to/removed as

s.12 ; s.13 ; s.16

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Withheld pursuant to/removed as

s.12 ; s.13

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Withheld pursuant to/removed as

s.12 ; s.13 ; s.14 ; s.16



Executive Update

Lori Halls

Deputy Minister
Lands and Natural Resource Operations Secretariat



Hello FLNRORD Staff,

With the support of Minister Conroy, and as part of Minister Cullen's mandate deliverables, the Premier has asked that a plan be brought forward to create a new Ministry for Lands and Natural Resource Operations. This new ministry will develop and implement land use policies that support B.C.'s goals for economic activity, environmental sustainability and reconciliation with Indigenous peoples. Creating options for government on what this new organization could look like and how it integrates with other ministries is the focus of the Secretariat's work. This is what I want to update you on today.

Ninety-four percent of British Columbia's land base is Crown land. Land use issues have become more challenging and more complex. There are no easy decisions left to be made. Modernizing land use policies to address our current and future context (climate change, competing interests, changing industries, etc.) is necessary and, in many cases, transformative. We must ensure that efficient and effective organizational structures are in place in order to support an integrated approach across the land base. This will be key to achieving our economic, social and reconciliation goals.

The Ministry of Forests, Lands and Natural Resource Operations was established in 2011; Rural Development became part of the ministry in 2017. FLNRORD was created to better integrate natural resource activities and decisions across the province. FLNRORD's work is inextricably linked to the natural resource sector as a whole, and integration must continue. Given our changing landscape, we've been asked to determine whether the organizational structures built over the past ten years are set up for us to be successful in the future.

Essentially, we are asking the question: Can land use objectives that support economic activity, environmental sustainability, and reconciliation with Indigenous peoples be more effectively achieved through restructuring?

The Lands and Natural Resource Operations Secretariat has been established to undertake this work. Each natural resource sector ministry is contributing resources to this initiative and will have a voice on the Secretariat as the work progresses.

The Secretariat will be thoughtful and inclusive in its approach. Normally, organizational restructuring like this would happen behind closed doors; however, our approach will be much more transparent, and I will be providing you with monthly updates on our progress.

The Secretariat is developing design principles, and we will complete our work in three phases:

- Assessment (Diagnosis)
- Design (Options Development and Direction)
- Implementation

We will undertake the Assessment Phase between February and May 2021. It will involve extensive internal and external engagement in order to understand both the challenges and opportunities within the natural resource sector. Alongside regular engagement with the Deputy Ministers and Assistant Deputy Ministers' Committees on Natural Resource Sector, we are planning to conduct interviews and focus groups with a cross-section of staff from the natural resource sector.

Following the Assessment Phase, the Secretariat will initiate the Design Phase, developing options for government on what a new ministry or organization focused on Lands and Natural Resource Operations could look like. We anticipate seeking direction on any restructuring in Fall 2021. The Implementation Phase would follow direction, which we anticipate for completion in Spring 2022. I will have more to say on all three phases in the coming weeks and months.

As part of the Secretariat team's orientation to the sector, Secretariat staff will be meeting with many FLNRORD staff to better understand the ministry's business and its evolution. These orientation sessions kicked off recently with Rick Manwaring, Associate Deputy Minister, who spent time with the Secretariat team helping them to understand the history of FLNRORD and the sector's approach to integrated land management. While the orientation sessions will focus initially on FLNRORD, we will also be reaching out to the other natural resource sector ministries to better understand how the sector operates as a whole.

Finally, I am pleased to announce that Anna North will be joining the Secretariat Team today as our Project Manager. Anna comes from the Ministry of Agriculture, Food and Fisheries (MAFF). She has been with the BC Public Service at MAFF since February 2015 and had previously worked for the federal government. She has almost 20 years of leadership experience and team management under her belt. Her work experience includes mineral resource management (policy, legislation and operations) both in federal government and with the private sector. Welcome Anna!

Lori Halls

Deputy Minister

Lands and Natural Resource Operations Secretariat

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Withheld pursuant to/removed as

s.12 ; s.13

Thanks.

From: Wilson, Kristy FLNR:EX <Kristy.Wilson@gov.bc.ca>

Sent: Wednesday, February 3, 2021 3:33 PM

To: Blackstock, Sara FLNR:EX <Sara.Blackstock@gov.bc.ca>

Cc: Halls, Lori D FLNR:EX <Lori.D.Halls@gov.bc.ca>; Messenger, Meggin A FLNR:EX <Meggin.Messenger@gov.bc.ca>

Subject: s.12; s.13

Hi Sara,

Sorry I gapped on getting this to you before 3pm. Is it possible to print these for Lori for overnight review?

Thank you,

Kristy

Kristy Wilson

Director

Lands and Natural Resource Operations Secretariat

Work: 778-698-7979 | Cell: 250-883-3728

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s.12 ; s.13

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Withheld pursuant to/removed as

s.12 ; s.13 ; s.15

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Withheld pursuant to/removed as

s.12 ; s.13

FW: 12:00pm

From: Halls, Lori D FLNR:EX <Lori.D.Halls@gov.bc.ca>
To: Blackstock, Sara FLNR:EX <Sara.Blackstock@gov.bc.ca>
Sent: February 16, 2021 12:53:38 PM PST
Attachments: LNRO Secretariat Org Chart - Feb 16 2021.pdf

Can you please print off for 1:30 as well.

From: Restall, Analise EMLI:EX <Analise.Restall@gov.bc.ca>
Sent: Tuesday, February 16, 2021 10:32 AM
To: Halls, Lori D FLNR:EX <Lori.D.Halls@gov.bc.ca>
Subject: RE: 12:00pm

Hi Lori,

See attached updated org chart. Let me know if you want any edits made to this.

One thing I want to note is under my section, I changed the first bullet to address Exec Ops and the Secretariat admin service. Let me know if you want it changed back.

Analise

From: Halls, Lori D FLNR:EX <Lori.D.Halls@gov.bc.ca>
Sent: February 16, 2021 8:00 AM
To: Wilson, Kristy FLNR:EX <Kristy.Wilson@gov.bc.ca>; Travia, David V AGRI:EX <David.Travia@gov.bc.ca>
Cc: Messenger, Meggin A FLNR:EX <Meggin.Messenger@gov.bc.ca>; Restall, Analise EMLI:EX <Analise.Restall@gov.bc.ca>
Subject: FW: 12:00pm

Kristy and David

I heard from Meggin on this....but not from the two of you. Any suggested changes? Given that we need to reconfirm areas of responsibility.....I will simply use the notional areas of focus as examples, rather than include an exhaustive list.

I'd like to get this to Analise to do up the functional org chart by noon today so let me know if you have any changes. Thanks.

From: Halls, Lori D FLNR:EX
Sent: Thursday, February 11, 2021 3:07 PM
To: Wilson, Kristy FLNR:EX <Kristy.Wilson@gov.bc.ca>; Travia, David V AGRI:EX <David.Travia@gov.bc.ca>; Messenger, Meggin A FLNR:EX <Meggin.Messenger@gov.bc.ca>
Subject: 12:00pm

Following up on our roles/responsibilities discussion. Before reflecting these on the Phase 1 Functional Org chart that Analise will draw up, I would like us to discuss. I've taken the visual David created for the Hub and the steps outlined in the Assessment Approach and reflected them in the functions. It highlighted for me the need to revisit the "assignment of areas of focus" done initially by the team members. I assume this will also ensure the right teams are assigned to meet with the appropriate Executives/Exec Dirs in the interview stage.

One of the functions that is not captured (and not likely the only one)....is Communications.

Lori Halls

Deputy Minister

Lands and Natural Resource Operations Secretariat

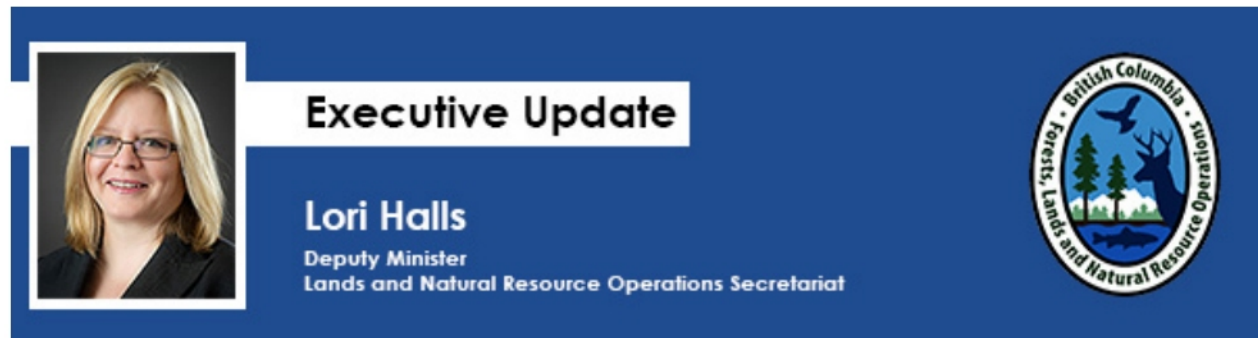
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Withheld pursuant to/removed as

s.12 ; s.13 ; s.17

To: FLNRORD ALL <FLNRORDA@victoria1.gov.bc.ca>

Subject: Lands and Natural Resource Operations Secretariat: Objectives and Timelines



Hello FLNRORD Staff,

With the support of Minister Conroy, and as part of Minister Cullen's mandate deliverables, the Premier has asked that a plan be brought forward to create a new Ministry for Lands and Natural Resource Operations. This new ministry will develop and implement land use policies that support B.C.'s goals for economic activity, environmental sustainability and reconciliation with Indigenous peoples. Creating options for government on what this new organization could look like and how it integrates with other ministries is the focus of the Secretariat's work. This is what I want to update you on today.

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Essentially, we are asking the question: Can land use objectives that support economic activity, environmental sustainability, and reconciliation with Indigenous peoples be more effectively achieved through restructuring?

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Lori Halls

Deputy Minister

Lands and Natural Resource Operations Secretariat

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s.12 ; s.13 ; s.17

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Withheld pursuant to/removed as

s.12 ; s.13

Potential Restructuring in NRS - Meeting with BCGEU

From: Halls, Lori D FLNR:EX <Lori.D.Halls@gov.bc.ca>
To: Sadler, Bobbi PSA:EX <Bobbi.Sadler@gov.bc.ca>
Sent: February 19, 2021 12:41:13 PM PST

Bobbi

I meant to also catch you at DMCI'd like to reach out to BCGEU and PEA to give them an update on the work of the Secretariat.....I have had a good working relationship with Stephanie and Scott in the past but wanted to connect with you first. Minister Conroy is meeting with Stephanie Smith on Monday and the issue might come up.

I'm happy to have you or one of your staff sit in on the meetings.

Lori Halls

Deputy Minister

Lands and Natural Resource Operations Secretariat

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Withheld pursuant to/removed as

s.12 ; s.13

RE: Lands and Natural Resource Secretariat

From: Halls, Lori D FLNR:EX <Lori.D.Halls@gov.bc.ca>
To: Bain, Don PREM:EX <Don.Bain@gov.bc.ca>
Cc: Blackstock, Sara FLNR:EX <Sara.Blackstock@gov.bc.ca>
Sent: February 22, 2021 7:23:57 AM PST
Attachments: [s.12](#); [s.13](#)

12:30 today would be great. Sara can arrange a teams call. Thanks Don.

[s.12](#); [s.13](#)

From: Bain, Don PREM:EX <Don.Bain@gov.bc.ca>
Sent: Monday, February 22, 2021 7:22 AM
To: Halls, Lori D FLNR:EX <Lori.D.Halls@gov.bc.ca>
Subject: Re: Lands and Natural Resource Secretariat

Good morning Lori,

I welcome the opportunity to meet you on the possibility of creating a new Ministry of Lands and Natural Resource Operations.

I have 30 mins free today at 12:30 or tomorrow at 11:30 or anytime Thursday morning between 10:00 - 12:30.

Don

From: Halls, Lori D FLNR:EX
Sent: February 22, 2021 6:59 AM
To: Bain, Don PREM:EX
Subject: Lands and Natural Resource Secretariat

Hi Don

Hope all is well. Minister Cullen and I are met with PJH and GM on Friday to go over the approach I am undertaking to bring forward options on restructuring within the natural resource sector, including the possibility of creating a new Ministry of Lands and Natural Resource Operations. I was hoping I might set some time up with you this week to get your perspective on a few things?

Lori Halls

Deputy Minister

Lands and Natural Resource Operations Secretariat

Invitations

From: Halls, Lori D FLNR:EX <Lori.D.Halls@gov.bc.ca>
To: Gaber, Leon EMBC:EX <Leon.Gaber@gov.bc.ca>
Cc: Restall, Analise EMLI:EX <Analise.Restall@gov.bc.ca>
Sent: February 22, 2021 7:31:47 AM PST
Attachments: External Engagement Invitations DRAFT Feb 18 2021 LH comments.docx

Leon

For discussion at our 8:30am meeting.

Thanks.

Lori Halls

Deputy Minister

Lands and Natural Resource Operations Secretariat

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Withheld pursuant to/removed as

s.12 ; s.13

Potential Natural Resource Sector restructuring

From: Halls, Lori D FLNR:EX <Lori.D.Halls@gov.bc.ca>
To: stephanie.smith@bcgeu.ca
Cc: Blackstock, Sara FLNR:EX <Sara.Blackstock@gov.bc.ca>
Sent: February 23, 2021 8:22:59 AM PST

Hi Stephanie

Hope all is well with you. I am hoping to arrange a meeting with you (and any others as you see fit) to update you on the work we are doing at the Lands and Natural Resource Operations Secretariat. We've been tasked with looking at whether restructuring within the natural resource sector, including the development of a plan to look at creating a new Ministry of Lands and Natural Resource Operations would help achieve government's goals of economic activity, environmental sustainability and reconciliation with indigenous peoples.

My Executive Assistant Sara Blackstock can work with your office to set up a time. I'd suggest we book 1 hour, although we may not need the whole hour.

Lori Halls

Deputy Minister

Lands and Natural Resource Operations Secretariat

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Withheld pursuant to/removed as

s.12 ; s.13

RE: Internal Engagement Update

From: Halls, Lori D FLNR:EX <Lori.D.Halls@gov.bc.ca>
To: Blackstock, Sara FLNR:EX <Sara.Blackstock@gov.bc.ca>
Sent: February 23, 2021 11:19:53 AM PST

Great. thx

From: Blackstock, Sara FLNR:EX <Sara.Blackstock@gov.bc.ca>

Sent: Tuesday, February 23, 2021 11:20 AM

To: Halls, Lori D FLNR:EX <Lori.D.Halls@gov.bc.ca>

Cc: North, Anna AGRI:EX <Anna.North@gov.bc.ca>; Restall, Analise EMLI:EX <Analise.Restall@gov.bc.ca>; Wilson, Kristy FLNR:EX <Kristy.Wilson@gov.bc.ca>

Subject: RE: Internal Engagement Update

Hi Lori,

I am compiling that list today and sending an email to the admins of the people who have not submitted names yet as a gentle reminder.

Cheers,

Sara Blackstock

Senior Executive Assistant

Lands and Natural Resources Operations Secretariat

Phone: (778) 974-5507

From: Halls, Lori D FLNR:EX <Lori.D.Halls@gov.bc.ca>

Sent: February 23, 2021 11:19 AM

To: Blackstock, Sara FLNR:EX <Sara.Blackstock@gov.bc.ca>

Cc: North, Anna AGRI:EX <Anna.North@gov.bc.ca>; Restall, Analise EMLI:EX <Analise.Restall@gov.bc.ca>; Wilson, Kristy FLNR:EX <Kristy.Wilson@gov.bc.ca>

Subject: RE: Internal Engagement Update

Sara

I may have missed it....but can you include the running list of Executives who have identified others for the upcoming leadership focus groups (both numbers and names). Thx.

From: Blackstock, Sara FLNR:EX <Sara.Blackstock@gov.bc.ca>

Sent: Monday, February 22, 2021 6:07 PM

To: Halls, Lori D FLNR:EX <Lori.D.Halls@gov.bc.ca>

Cc: Messenger, Meggin A FLNR:EX <Meggin.Messenger@gov.bc.ca>; Restall, Analise EMLI:EX <Analise.Restall@gov.bc.ca>; Wilson, Kristy FLNR:EX <Kristy.Wilson@gov.bc.ca>

Subject: Internal Engagement Update

Hi Lori,

Attached is the most up to date version of the internal engagement meeting bookings. I attached both the word and excel versions. I will have the rest of the meetings booked tomorrow.

Number of meetings to schedule: 42

Number booked:32

Number to still be scheduled:10

Cheers,

Sara Blackstock

Senior Executive Assistant

Lands and Natural Resources Operations Secretariat

Phone: (778) 974-5507

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Withheld pursuant to/removed as

s.12 ; s.13

Re: Your thoughts re: Lands and Natural Resource Operations Secretariat to develop options for restructuring natural resource sector

From: Halls, Lori D FLNR:EX <Lori.D.Halls@gov.bc.ca>
To: Wood, Heather FIN:EX <Heather.Wood@gov.bc.ca>
Sent: February 23, 2021 9:21:51 PM PST

Thanks Heather. I will get some time set up for us and will definitely connect with Colin as well.

Lori Halls
Deputy Minister
Lands, Natural Resources Operations Secretariat

On Feb 23, 2021, at 4:10 PM, Wood, Heather FIN:EX <Heather.Wood@gov.bc.ca> wrote:

Hi Lori, I am happy to talk to you and offer what I can, but I have had limited experience with this particular ministry. Checking in with Colin Ward in TBS is a good idea – I would encourage that for sure.
Heather

From: Halls, Lori D FLNR:EX <Lori.D.Halls@gov.bc.ca>
Sent: February 23, 2021 11:40 AM
To: Wood, Heather FIN:EX <Heather.Wood@gov.bc.ca>
Subject: Your thoughts re: Lands and Natural Resource Operations Secretariat to develop options for restructuring natural resource sector

Hi Heather

As part of the work that I am doing on the Secretariat to look at potential restructuring options within the natural resource sector....I'd like to talk to you about your thoughts/experiences with FLNRORD specifically but also the broader natural resource sector. I have a standard set of questions I've been asking each of the DMs within the Natural Resource Sector about what's working and what's not....and would propose we start with those and tailor our discussion from there. Restructuring is only one aspect of organizational effectiveness.[s.12](#); [s.13](#)

[s.12](#); [s.13](#)

Lori Halls
Deputy Minister
Lands and Natural Resource Operations Secretariat

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Withheld pursuant to/removed as

s.12 ; s.13

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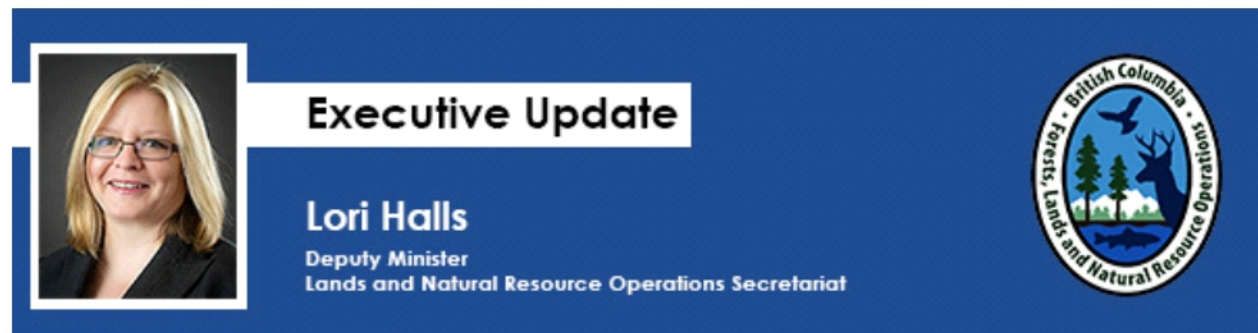
Withheld pursuant to/removed as

s.12 ; s.13 ; s.16

Lands and Natural Resource Operations Secretariat: Objectives and Timelines

July 8, 2021 11:02 AM

Subject	Lands and Natural Resource Operations Secretariat: Objectives and Timelines
From	Blackstock, Sara FLNR:EX
To	FLNRORD ALL
Sent	January 25, 2021 2:33 PM



Hello FLNRORD Staff,

With the support of Minister Conroy, and as part of Minister Cullen's mandate deliverables, the Premier has asked that a plan be brought forward to create a new Ministry for Lands and Natural Resource Operations. This new ministry will develop and implement land use policies that support B.C.'s goals for economic activity, environmental sustainability and reconciliation with Indigenous peoples. Creating options for government on what this new organization could look like and how it integrates with other ministries is the focus of the Secretariat's work. This is what I want to update you on today.

Ninety-four percent of British Columbia's land base is Crown land. Land use issues have become more challenging and more complex. There are no easy decisions left to be made. Modernizing land use policies to address our current and future context (climate change, competing interests, changing industries, etc.) is necessary and, in many cases, transformative. We must ensure that efficient and effective organizational structures are in place in order to support an integrated approach across the land base. This will be key to achieving our economic, social and reconciliation goals.

The Ministry of Forests, Lands and Natural Resource Operations was established in 2011; Rural Development became part of the ministry in 2017. FLNRORD was created to better integrate natural resource activities and decisions across the province. FLNRORD's work is inextricably linked to the natural resource sector as a whole, and integration must continue. Given our changing landscape, we've been asked to determine whether the organizational structures built over the past ten years are set up for us to be successful in the future.

Essentially, we are asking the question: Can land use objectives that support economic activity,

environmental sustainability, and reconciliation with Indigenous peoples be more effectively achieved through restructuring?

The Lands and Natural Resource Operations Secretariat has been established to undertake this work. Each natural resource sector ministry is contributing resources to this initiative and will have a voice on the Secretariat as the work progresses.

The Secretariat will be thoughtful and inclusive in its approach. Normally, organizational restructuring like this would happen behind closed doors; however, our approach will be much more transparent, and I will be providing you with monthly updates on our progress.

The Secretariat is developing design principles, and we will complete our work in three phases:

- Assessment (Diagnosis)
- Design (Options Development and Direction)
- Implementation

We will undertake the Assessment Phase between February and May 2021. It will involve extensive internal and external engagement in order to understand both the challenges and opportunities within the natural resource sector. Alongside regular engagement with the Deputy Ministers and Assistant Deputy Ministers' Committees on Natural Resource Sector, we are planning to conduct interviews and focus groups with a cross-section of staff from the natural resource sector.

Following the Assessment Phase, the Secretariat will initiate the Design Phase, developing options for government on what a new ministry or organization focused on Lands and Natural Resource Operations could look like. We anticipate seeking direction on any restructuring in Fall 2021. The Implementation Phase would follow direction, which we anticipate for completion in Spring 2022. I will have more to say on all three phases in the coming weeks and months.

As part of the Secretariat team's orientation to the sector, Secretariat staff will be meeting with many FLNRORD staff to better understand the ministry's business and its evolution. These orientation sessions kicked off recently with Rick Manwaring, Associate Deputy Minister, who spent time with the Secretariat team helping them to understand the history of FLNRORD and the sector's approach to integrated land management. While the orientation sessions will focus initially on FLNRORD, we will also be reaching out to the other natural resource sector ministries to better understand how the sector operates as a whole.

Finally, I am pleased to announce that Anna North will be joining the Secretariat Team today as our Project Manager. Anna comes from the Ministry of Agriculture, Food and Fisheries (MAFF). She has been with the BC Public Service at MAFF since February 2015 and had previously worked for the federal government. She has almost 20 years of leadership experience and team management under her belt. Her work experience includes mineral resource management (policy, legislation and operations) both in federal government and with the private sector. Welcome Anna!

Lori Halls
Deputy Minister
Lands and Natural Resource Operations Secretariat