Introductory commentary from CEO/Commissioner

I am pleased to present to you our 2019/20 Strategic Plan. This document outlines our course of action for the next few years as we continue to provide safe and responsible energy resource development for our province.

One thing that has been a constant over my time at the Commission is our ability to react quickly and proactively change to be a regulatory leader in our operating environment. Our organization has continually shown its resilience and adaptability when faced with challenges and opportunities. Previous strategic planning can be seen in many examples - in our innovative tools, such as the Northeast Water Tool (NEWT), or through our leading programs, such as the Aboriginal Liaison Program. It can be seen in our response to an emerging LNG industry or in our work to effectively manage an increase in orphaned infrastructure. It can be seen in the many ideas generated by our staff.

I expect this trend to continue as we further define and instill our organizational values of respect, integrity, transparency, innovation and responsiveness. I believe we will continue to grow as an organization, and continue to provide a learning and caring environment for our staff.

This year’s Strategic Plan outlines the goals and performance objectives for the organization. It outlines what we are going to do, and references a number of supporting documents, such as the Management Accountability Framework (MAF) and Divisional Business Plans, that articulate how we are going to do it. A subset of these goals and strategies are contained in the Government’s Service Plan document which can be found on our website.

I am proud of our accomplishments as an organization and I am confident we will arrive at the end of this year having exceeded our performance expectations and adapted well to emerging demands.

Paul Jeakins
Commissioner and CEO
Strategic Direction

The Commission maintains a comprehensive and effective regulatory framework so oil, gas and geothermal activities are carried out in a manner that protects public safety and safeguards the environment. From exploration through to final reclamation, we work closely with communities and land owners, and ensure industry compliance with provincial legislation. We also ensure we have close working relationships and we consult with and consider the interests of Indigenous peoples.

With more than 20 years’ dedicated service, we, as the Commission, are committed to safe and responsible energy resource management for British Columbia. We have a legislated mandate under the Oil and Gas Activities Act (OGAA) and our purpose is outlined in section 4:

The purposes of the Commission include the following:

(a) to regulate oil and gas activities in British Columbia in a manner that:
   (i) provides for the sound development of the oil and gas sector, by fostering a healthy environment, a sound economy and social well-being,
   (ii) conserves petroleum and natural gas resources,
   (iii) ensures safe and efficient practices, and
   (iv) assists owners of petroleum and natural gas resources to participate equitably in the production of shared pools of petroleum and natural gas;

(b) to provide for effective and efficient processes for the review of applications for permits and to ensure that applications that are approved are in the public interest having regard to environmental, economic and social effects;

(c) to encourage the participation of First Nations and aboriginal peoples in processes affecting them;

(d) to participate in planning processes;

(e) to undertake programs of education and communication in order to advance safe and efficient practices and the other purposes of the Commission.
Our strategic direction is informed by its external operating environment and the Mandate Letter issued annually by the Minister of Energy, Mines and Petroleum Resources to the Chair of the Oil and Gas Commission’s Board. Specific direction in the Mandate Letter is updated annually and can be found [here](#).

We articulate our direction to staff through our Vision, Mission and Values (VMV).

<table>
<thead>
<tr>
<th>Our Vision</th>
<th>Our Values</th>
</tr>
</thead>
<tbody>
<tr>
<td>Safe and responsible energy resource development for British Columbia</td>
<td><strong>Transparency</strong> is our commitment to be open and provide clear information on decisions, operations and actions.</td>
</tr>
<tr>
<td><strong>Our Mission</strong></td>
<td><strong>Innovation</strong> is our commitment to learn, adapt, act and grow.</td>
</tr>
<tr>
<td>We provide British Columbia with regulatory excellence in responsible energy resource development by protecting public safety, safeguarding the environment and respecting those who are affected</td>
<td><strong>Integrity</strong> is our commitment to the principles of fairness, trust and accountability.</td>
</tr>
<tr>
<td></td>
<td><strong>Respect</strong> is our commitment to listen, accept and value diverse perspectives.</td>
</tr>
<tr>
<td></td>
<td><strong>Responsiveness</strong> is our commitment to listening and timely and meaningful action.</td>
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</table>
Our Long-term Vision

It is an exciting time to be involved within the natural resource sector. With the Commission’s single-window model of regulatory excellence, staff get a direct view into the opportunities and challenges faced within British Columbia. We as Commission employees will continue to innovate and act with respect, integrity, innovation, transparency, and responsiveness to provide safe and responsible energy resource development for the province.

Working together with Governments, Indigenous People and Stakeholders.

We are working closely with government to develop a number of new initiatives that will be incorporated within the oil, gas and geothermal regulatory framework. New agreements, policy and legislation are emerging in areas including species at risk protection, spill response, caribou protection, indigenous engagement and reconciliation, revitalization of the environmental assessment process and an ever growing assortment of other priorities across the natural resource sector. We support this work from conception through deployment ensuring our internal processes and programs are aligned with the provincial framework as changes occur. Also, we continue to work with both the federal and provincial governments to implement Canada’s leading climate change policies through regulatory changes as well as implement a dormant site management program to safeguard the environment for generations to come.

We are working with Indigenous groups as part of our commitment to the Draft Principles that Guide the Province of British Columbia's Relationship with Indigenous Peoples to support the implementation of the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP),
the Truth and Reconciliation Commission’s Calls to Action, and established court decisions. We expect consultation and collaboration with Indigenous groups will increase and continually improving our relationships with them will remain critical. We also expect over the next few years we may incorporate traditional knowledge (TK) into decision making and Indigenous groups will have interests and involvement throughout the regulatory lifecycle, including emergency management and reclamation.

We will continue to work with stakeholder groups, particularly residents, in areas affected by regulated activities to make sure these activities are not having a negative impact on their quality of life.

Innovation and change.

Opportunities and challenges are getting more complex and multifaceted. Almost every new initiative and change we face at the Commission has cross divisional aspects and ramifications. To effectively provide solutions to these challenges and opportunities, we will need to continue to form diverse teams that can collaborate and deliver on projects and initiatives in a timely manner. Teams will continue to effectively manage change and incorporate lessons learned from past initiatives. Leaders will create awareness and desire to participate in change, while the organization will provide staff with the knowledge, abilities and skills to implement change. We will build on our successes working as an organization and ensure we have the right resources on every project and initiative that comes our way.

The rate of technological innovation within our mandate is constantly changing. Technology is being used to improve the operations of the energy sector, while new techniques and approaches solve emerging challenges. As a learning organization, we will need to keep current on emerging technology, ensuring any risks or public safety issues are understood and mitigated.

The industry we regulate.

Over the next few years, the price of natural gas is expected to remain steady, as will natural gas export markets. Natural gas storage inventories will remain high and B.C. will continue to export to Alberta and the United States. B.C. condensate production will increase and steady growth out of the Montney for both gas and oil will continue with an increase in the number and expansion of gas plants in B.C. Multi-well pads will continue to be used, reducing the surface impact of oil and gas activity.

New infrastructure is being built to access natural gas export markets. With the decisions by LNG Canada and Coastal GasLink to proceed with the construction of a facility and pipeline, we are now regulating the largest infrastructure investment in Canadian history. Once in operation, the plant will require inlet gas volumes of approximately 1.9 Bcf/day on start up with a planned capacity of approximately 3.8 Bcf/day if the second phase of LNG Canada goes ahead. For perspective, in 2017 the marketable gas production in B.C. averaged 4.5 Bcf/day. While not all of the gas necessary to supply the LNG Canada plant will necessarily come from B.C., the introduction of a new market will likely lead to increased production from the Montney. As this work proceeds, we will continue to be flexible and adaptive to provide excellence in our actions.
Historical oil and gas development and challenging industry economics mean we will continue to mature our liability management program, reduce the number of inactive oil and gas sites through a new dormant site regulation, increasing the number of sites that are being or have been restored. We will continually improve our regulatory framework for end-of-life orphans and liabilities.

Who we want to be.

Building regulatory excellence requires us to continue to adapt. We are proud of the reputation we have earned as an expert regulator – both within government and industry. To maintain this is not enough. We will continually adapt and improve by providing opportunities for all staff to excel while always remaining focused on delivering on our mandate: protecting public safety, respecting those affected by oil and gas activities, conserving the environment, and supporting responsible resource development.

Our Response

To achieve the VMV, the OGAA s.4 purpose, and the long-term vision articulated above, corporate goals have been developed. These goals cascade into core activities, programs and initiatives. The breakdown of accountability and oversight for fulfilling the direction is documented through the Management Accountability Framework (MAF) and the Divisional Business Plans.
Goal 1: Protect public safety

B.C. has modern oil and gas legislation in place through the *Oil and Gas Activities Act*, its regulations and specified enactments, and its linkages to engineering standards. Through our various compliance verification activities, we understand the factors that can lead to public safety related issues and we mitigate the risks through our processes and requirements.

Over the first 20 years of the Commission’s operations, our scope of oversight has evolved and grown, with a focus on protecting public safety remaining paramount. As our mandate evolves to match British Columbia’s changing energy future, our commitment to public safety remains unchanged.

<table>
<thead>
<tr>
<th>Performance Measures</th>
<th>Why this measure matters</th>
<th>Targets</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of field inspections completed</td>
<td>Field inspections form an important part of our Annual Compliance Plan.</td>
<td>Baseline 1 19/20 20/21 21/22</td>
</tr>
<tr>
<td>Overall inspection compliance rate</td>
<td>We expect all oil and gas activities inspected to be in compliance with legislation. If some are not, we expect those issues to be remedied within our timelines and eliminate the corresponding risk.</td>
<td>97.0% 100% 100% 100%</td>
</tr>
<tr>
<td>Pipeline incidents per 1,000 km of pipe (minor incidents excluded)</td>
<td>This measure shows how the Commission’s compliance promotion and verification programs are affecting outcomes. While we respond to incidents for all activity types, this pipeline measure is used as a proxy.</td>
<td>0.4 0.3 0.3 0.3</td>
</tr>
<tr>
<td>Per cent of urgent safety complaints responded to within 30 minutes</td>
<td>It is important for us to ensure we are timely in our response to safety issues.</td>
<td>100% 100% 100% 100%</td>
</tr>
<tr>
<td>Per cent of active permit holders with complete Emergency Response Plans</td>
<td>It is a regulatory requirement to have these plans in place. We review for quality and use as a reference in case of an emergency.</td>
<td>100% 100% 100% 100%</td>
</tr>
</tbody>
</table>

Key business activities:
- Executing on our 2019/20 Annual Compliance Plan, which includes compliance verification activities associated with field inspections, external audit programs, and compliance meetings
- Providing technical expertise and oversight on permit applications and amendments, as all permit applications are reviewed against engineering standards
- Reviewing Emergency Response Plans and attending permit holder emergency preparedness exercises to ensure permit holders are adequately prepared for an emergency

Initiatives:
- **Compliance Management System Improvement Program**: The continuing improvement of our compliance processes is part of an overarching program called the Compliance Management System or CMS. The CMS is continuously improving the processes and tools we use to assess compliance and ensure they are integrated logically. This allows us to plan our activities better and driving regulatory improvement and compliance within the industry.
- **Scientific Panel on Hydraulic Fracturing**: We are prepared to implement any required improvements within our business processes stemming from the scientific panel.

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1 Unless otherwise noted, baselines used within the Strategic Plan are actual results from 2017/18.
Goal 2: Respect those affected by energy resource development

Our vision of safe and responsible energy resource development for British Columbia can only be achieved if we actively engage Indigenous groups, local communities, and land owners throughout the energy development lifecycle and understand the impacts activity can have on the quality of life of those living close to the activity. We are committed to developing and maintaining relationships with Indigenous groups by enhancing communications, being flexible in our approach to consultation, and supporting the Government’s intent to adopt and implement UNDRIP.

### Performance Measures

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<tr>
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<th>20/21</th>
<th>21/22</th>
</tr>
</thead>
<tbody>
<tr>
<td>Per cent of oil and gas activity permit applications where we met out duty to consult with Indigenous groups (specifically, First Nations)</td>
<td>We have a regulatory obligation to consult with First Nations on all oil and gas activity permit applications.</td>
<td></td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Satisfaction level on how well the Commission is engaging Indigenous groups (bi-annual)</td>
<td>Part of our role as a regulator is to manage the impact of regulated activities on Indigenous groups, and to work effectively with them to address any concerns.</td>
<td></td>
<td>75%</td>
<td>86%</td>
<td>N/A</td>
</tr>
<tr>
<td>Per cent of operations within the KSMMA(^2) that cause seismic events with a magnitude &gt;3.0 that are immediately suspended</td>
<td>Seismic events with a magnitude above 3.0 are felt by those in the surrounding areas and can potentially cause damage to equipment on site.</td>
<td></td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Satisfaction level on how well the Commission is engaging stakeholders</td>
<td>Part of our role as a regulator is to manage the impact of regulated activities on stakeholders, and work effectively with them to address any legitimate concerns.</td>
<td></td>
<td>85%</td>
<td>86%</td>
<td>87%</td>
</tr>
</tbody>
</table>

### Key business activities:
- Assessing public engagement results as part of the permit application review process required by the Consultation and Notification Regulation
- Consulting with First Nations on how oil, gas and geothermal activity permit applications impact their constitutional rights
- Effectively responding to complaints, concerns and stakeholder requests received throughout the energy development lifecycle
- Engaging Indigenous groups and communities on the development of regulatory and policy changes
- Collaborating with First Nations throughout the regulatory lifecycle

### Indicators of success

| 2.1 Indigenous peoples and government’s rights are constitutionally respected and interests are considered and incorporated in Commission decisions and programs |
| 2.2 Local community interests are valued, understood and considered in Commission decisions and programs |
| 2.3 Land owner interests in respect of their property are valued, understood and considered in Commission decisions and programs |

### Initiatives:
- **Indigenous Relations Strategy:** This strategy guides our policy, programs and actions across the organization, and is the implementation plan for the *Draft Principles that Guide the Province of British Columbia’s Relationship with Indigenous Peoples* which encompasses UNDRIP and the *Truth and Reconciliation Commission’s Calls to Action*.
- **Quality of Life Impacts:** We will work with regional representatives to understand and manage the impact energy development activity has on the quality of life of those affected.
- **Stakeholder Engagement Strategy:** We will undertake Indigenous Group and stakeholder surveys to understand their attitudes towards oil and gas development and feedback for our organization.

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\(^2\) Kiskatinaw Seismic Monitoring and Mitigation Area.
Goal 3: Safeguard the environment

Our environmental legislation, policies, processes, and tools safeguard the environment and help British Columbia and Canada achieve its climate change objectives. Through the government’s environmental objectives defined within the Environmental Protection and Management Regulation and our Area Based Analysis (ABA) program, environmental values and attributes are sustained throughout the energy development lifecycle.

Our experts participate within key provincial initiatives – such as land use planning, the Environmental Assessment Office revitalization, and the Agricultural Land Commission (ALC) revitalization – and incorporate key outcomes into our business practices.

### Indicators of success

| 3.1 | Environmental values and attributes are sustained |
| 3.2 | Environmental risks are understood and mitigated |
| 3.3 | The environment is protected should an event occur |

### Performance Measures

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<tr>
<td>Per cent of well and facility permits issued in environmentally sensitive areas</td>
<td>Environmental sustainability requires riparian, old growth, and wildlife areas to remain intact and regulated activities can have an impact on their intactness. While other industries also impact this, the Commission has control over whether it issues permits in environmentally sensitive areas.</td>
<td>Baseline 0.6% 19/20 &lt;2% 20/21 &lt;2% 21/22 &lt;2%</td>
</tr>
<tr>
<td>Per cent of linear activities (roads and pipelines) issued in environmentally sensitive areas</td>
<td>Linear features such as roads and pipeline rights of way have been shown to significantly impact predator/prey relationships with caribou and moose being most vulnerable.</td>
<td>2.3% 19/20 &lt;5% 20/21 &lt;4% 21/22 &lt;4%</td>
</tr>
<tr>
<td>Per cent of available freshwater withdrawn for oil and gas activities</td>
<td>Surface water sources are critical for quality of life and sustaining wildlife in surrounding areas; this measure reflects the volumes being made available to industry for use through the permitting process as a percentage of total surface water available.</td>
<td>1.5% 19/20 &lt;5% 20/21 &lt;5% 21/22 &lt;5%</td>
</tr>
<tr>
<td>Per cent of Agricultural Land Reserve (ALR) land reclaimed within the required timeline (Schedule B Reports)</td>
<td>Ensuring ALR land is reclaimed after oil and gas activity construction or use is an important part of the Commission’s role within the ALC Delegation Agreement.</td>
<td>TBC 19/20 100% 20/21 100% 21/22 100%</td>
</tr>
</tbody>
</table>

### Key business activities:

- Reviewing all regulated activity applications that require new disturbance using ABA to assess interplay with government’s environmental objectives
- Ensuring all regulated activities undertaken on the ALR are conducted in accordance with the ALC Delegation Agreement
- Verifying compliance with environmental regulatory requirements through our 2019/20 Annual Compliance Plan, which includes compliance verification activities associated with field inspections, external audit programs, and compliance meetings
- Assessing Certificate of Restoration (COR) applications, ensuring end-of-life environmental requirements are met
- Participating in broader government policy development ensuring regulated activities are considered and accounted for

### Initiatives:

**Methane regulation development and implementation:** We will work with the Ministry of Energy, Mines and Petroleum Resources and the Climate Action Secretariat, we will seek equivalency of our new regulations with Federal government regulations to reduce methane emissions

**Restoration:** We will work with Indigenous groups, provincial ministries, and other regulators to improve the restoration of sites through initiatives such as the development and implementation of Offsetting Environmental Mitigation business processes. The activities under this initiative are closely linked to suspension and abandonment activity under Goal 4.
Goal 4: Support responsible energy resource development

Responsible resource development starts with regulated activity permit decisions made through defined, effective, and efficient business processes. Our role includes informing policy development, developing, maintaining and applying our regulatory tools and continuous refinement – all carried out in accordance with our values. While mitigating safety and environmental impacts are part of responsible energy resource development, the key aspects of our organization reflected under this goal include liability management and our decision making processes (with safety being reflected under Goal 1 and environmental impacts under Goal 3).

Indicators of success

4.1 Industry demonstrates responsible development
4.2 Decisions are provided utilizing defined, effective and efficient processes
4.3 Impacts associated with development are mitigated through a comprehensive regulatory framework, information and tools

<table>
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<th>19/20</th>
<th>20/21</th>
<th>21/22</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of orphan sites restored</td>
<td>Orphan sites create an environmental risk for the surrounding area around them and a financial liability for the Commission.</td>
<td></td>
<td>6</td>
<td>15</td>
<td>20</td>
</tr>
<tr>
<td>Number of orphan sites with acceptable environmental quality</td>
<td>Orphan sites may have impacts to environmental quality from previous oil and gas activities – this measure includes the cumulative number of decommissioned sites that have been assessed and/or remediated, confirming there is acceptable environmental quality.</td>
<td></td>
<td>34</td>
<td>70</td>
<td>100</td>
</tr>
<tr>
<td>Per cent of inactive/dormant sites that are abandoned per year</td>
<td>The dormant site regulation will require dormant wells be abandoned before being restored – this measure includes the estimated number of wells that will be abandoned under regulatory requirements.</td>
<td></td>
<td>4%</td>
<td>8%</td>
<td>10%</td>
</tr>
<tr>
<td>Per cent of decisions appealed</td>
<td>Having our decisions appealed indicates there are concerns held by one or more parties that were not resolved through the Commission’s application and decision making processes.</td>
<td></td>
<td>&lt;2%</td>
<td>&lt;2%</td>
<td>&lt;2%</td>
</tr>
</tbody>
</table>

Key business activities:

- Completing technical reviews and making statutory decisions under OGAA that respect the rights of those affected by oil and gas activities and fulfill the Crown’s fiduciary duty to consult, informed by evolving government policy and internal training programs
- Executing on the annual orphan site restoration plan to ensure any financial liabilities for the Province are minimized
- Assessing the financial health of proponents as part of the industry’s merger and acquisition processes
- Oversee the efficient utilization of regulated resources through reservoir engineering and geology business processes
- Ensuring well data and core samples are available to external parties, subject to confidentiality provisions

Initiatives:

Comprehensive Liability Management Plan: We will develop and implement a comprehensive liability management plan to reduce the financial, social and environmental risks associated with regulated activities including dormant sites as well as orphans and abandoned assets.

Dormant Sites Regulation: We will finalize a dormant sites regulation in Spring/Summer 2019, to implement changes introduced by Bill 15 to the Oil and Gas Activities Act in 2018.

Ensure organizational preparedness for LNG infrastructure and activities: Identify organizational needs relative to the current state to ensure the organization’s structure, abilities, and approach are set up to provide LNG regulatory excellence.
Goal 5: Organizational excellence

We strive to provide organizational excellence by focusing on performance, accountability and transparency and have established key performance indicators to measure our success. We enhance transparency and public engagement by making information available and using it to support public understanding of existing regulatory safeguards.

A significant driver of organizational excellence is our people, so we will continue to provide development opportunities and employee engagement strategies. We also enhance corporate systems by leveraging business intelligence, process management and quality improvement.

Indicators of success

<table>
<thead>
<tr>
<th>Indicators of success</th>
<th>2019/20</th>
<th>2020/21</th>
<th>2021/22</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.1 The Commission’s regulatory framework and tools are effective</td>
<td>TBD</td>
<td>Improve</td>
<td>Improve</td>
</tr>
<tr>
<td>5.2 The Commission continuously improves</td>
<td>Improve</td>
<td>Improve</td>
<td>Improve</td>
</tr>
<tr>
<td>5.3 The Commission attracts and retains high quality employees</td>
<td>Improve</td>
<td>Improve</td>
<td>Improve</td>
</tr>
<tr>
<td>5.4 The Commission is accountable and transparent</td>
<td>Improve</td>
<td>Improve</td>
<td>Improve</td>
</tr>
<tr>
<td>5.5 The public has a positive perception of the Commission</td>
<td>Improve</td>
<td>Improve</td>
<td>Improve</td>
</tr>
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</table>

Performance Measures

<table>
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</tr>
</thead>
<tbody>
<tr>
<td>Stakeholder rating of the Commission’s effectiveness of ensuring industry complies with regulations governing oil and gas activity in B.C</td>
<td>These results reflect the external perspective of our legitimacy and efforts to continuously improve as a regulator. This measure also aligns with performance measures from other jurisdictions, such as the Alberta Energy Regulator.</td>
<td>TBD Improve Improve Improve</td>
</tr>
<tr>
<td>Annual staff engagement⁴</td>
<td>Our people are key to our success and having staff engaged in their work means they are productive and successful in their roles at the Commission.</td>
<td>72 Improve Improve Improve</td>
</tr>
<tr>
<td>Annual staff turnover rate</td>
<td>Having enough of the right employees is critical for our success as an organization. A certain amount of turnover is a positive thing but too much is an indication of potential problems, either internally or externally.</td>
<td>9.1% 10% 10% 10%</td>
</tr>
<tr>
<td>Per cent of accepted internal audit recommendations actioned or implemented within one year</td>
<td>Internal audit provides a great deal of insight into the ways in which the organization can most effectively improve through recommendations; however the improvements only come from implementing the recommendations in a timely manner.</td>
<td>93% for 17/18 90% 90% 90%</td>
</tr>
</tbody>
</table>

Key business activities:

- Utilizing our Integrated Risk Management framework to continually evaluate the operating environment and to respond and mitigate corporate risks
- Continually evaluating our legislative framework through the Legislative and Regulatory Improvements Program
- Utilizing project and process management methodologies to identify, prioritize and execute on corporate change projects and operational process improvements
- Building and fostering leadership capabilities through our Leadership Development Framework
- Building and retaining expert staff through training and engagement activities, and leading workplace practices
- Executing on the annual internal audit plan, through engagements prioritized by the Board and Executive
- Delivering and adhering to the annual budget to support the Commission’s operations while keeping the Commission’s operating costs net neutral

Initiatives:

- **Develop and implement the Transparency Strategy**: Continue to implement the transparency strategy by making information publicly accessible, such as fines and inspection reports as well as through associated projects, such as the BCOGC.ca website redesign.
- **Opportunities to expand the single-window model**: Evaluate opportunities in other areas where the Commission’s single-window regulatory model can be expanded.
- **People development**: We will work to have the right people in the right positions at the right time doing the right work and being engaged with the organization.

³ OGC’s Annual Engagement Survey (conducted by an independent, third party research firm)
Our Process for Success

The Management Accountability Framework (MAF) documents how the Commission achieves its mandate. The MAF outlines the role of the goals and performance measures articulated in this Strategic Plan and management capabilities. Through the MAF, the Commission achieves the following objectives:

- The MAF enables the Commission to clearly demonstrate how it is achieving its mandate in a concise, logical, and defensible manner.
- The MAF enables the Commission to delineate responsibilities and assign accountabilities for achieving its mandate across its management team in a logical and transparent manner.
- The MAF cascades strategy into operations, creating a direct line of sight between the mandate and the front lines of the organization.
- The MAF establishes the expectations for sound and transparent management practices and performance, ensuring the Commission is well managed, accountable, and resources are allocated to achieve results.

Through the MAF, the Strategic Plan content cascades to Divisional Business Plans (DBP), the documents that describe all the strategies, core activities, and initiatives each division is going to do each year. The measures, and the targets each Executive member is expected to achieve will be captured in their respective DBP. It is through the core activities and initiatives documented within the DBPs that the targets will be achieved.
Continual Improvement

The Strategic Management System (SMS) used to manage the Commission’s corporate planning and reporting business processes continuously improves as the organization learns, grows and evolves. Every year management will look at ways in which the system can be more effective in aligning the organization’s efforts and structure to meaningfully achieve its mandate and fulfil its purpose.

What we need

Critical Success Factors

There are a number of factors required for this plan and its implementation to be a success:

Clear Vision

• A clear long-term outlook that is easily understood by our employees, partners and stakeholders.
• Leaders need to demonstrate a commitment to the Vision by making sure all of our efforts align with the fulfillment of that Vision.

Our People

• Have the right people in the right positions at the right time.
• Invest in our employees and foster a positive working environment.
• Make sure employees have the skills, tools and abilities to do their work well.

Our Leadership

• Demonstrate and live out the Commission Values.
• Support the development and growth of staff.
• Provide a clear, shared Vision to staff, our partners and stakeholders.

Responsive Organization

• Have the right tools and support systems in place for the organization to achieve its Vision.
• Be adaptive, responsive and nimble.
• Continuously learn and improve.
Financial Outlook

By following this 2019/20 Strategic Plan, the Commission will continue to improve as an organization and remain focused on delivering on its commitment to safe and responsible energy resource management for British Columbia.

Closing Thoughts