MINISTRY OF CITIZENS' SERVICES

AND OPEN GOVERNMENT

MINISTER'S TRANSITION BINDER

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MINISTRY OF CITIZENS' SERVICES AND OPEN GOVERNMENT
General Responsibilities

At each major change in Cabinet responsibilities government produces a general responsibilities list for ministries. The information in this list often is not up to date with current ministry responsibilities. Below is a reconciliation of responsibilities based on the published September 2012 general responsibilities for the Ministry.

General Responsibilities as published September 2012	Current Status
Citizen Service Delivery	Responsibility of Service BC Division
Government Agents	Responsibility of Service BC Division
BC Stats	Responsibility of Service BC Division
BCOnline	Responsibility of Service BC Division
Enquiry BC	Responsibility of Service BC Division
Online Channel Office	Branch currently known as Corporate Online Services under the Strategic Initiatives Division
Business and personal property registry services	Responsibility of Service BC Division
Citizen engagement	Responsibility of Strategic Initiatives Division
Board Resourcing and Development Office	Responsibility of Government Communications and Public Engagement, aligned with CITZ for administrative purposes
Queen's Printer	Responsibility of Logistics and Business Services Div
Chief Information Officer	Head of the Office of the Chief Information Officer (OCIO) Division
Information and Privacy Policy	Responsibility of the OCIO
Workforce Planning	Responsibility of the Public Service Agency. Transferred out of CITZ in 2011.
Employee Engagement	Responsibility of the Public Service Agency. Transferred out of CITZ in 2011.
Government Communications and Public Engagement	A stand-alone department headed by a separate Deputy Minister
Shared Services	Shared Services commonly refers to three divisions within the ministry, Logistics and Business Services, Technology Solutions Division and Integrated Workplace Solutions.
BC Accommodation and Real Estate Services	Division currently known as Integrated Workplace Solutions
Workplace Technology Services	Division currently known as Technology

	Solutions Division (TSD)
Alternative Service Delivery	The ASD function was dissolved in 2010. A new function with a renewed mandate, Strategic Partnerships Office, was developed in 2012.
Procurement and Supply Services	Responsibility of Logistics and Business Services Div
Corporate Accounting Services	The operations are the responsibility of TSD, governance accountability is with the Office of the Comptroller General, Ministry of Finance
Telecommunications infrastructure	Responsibility of Technology Solutions Division
Solutions BC	An out of date term for TSD
Knowledge Network Corporation	Strategic Initiatives Division manages this crown relationship on behalf of the Ministry.

MINISTRY PROFILE

Citizens' Services and Open Government (CITZ)

Ministry Mandate:

The ministry has a broad scope; to serve citizens and businesses, ministries and the broader public sector in a vast number of areas, including technology, logistics management, information access and records management, research and business leadership, and physical work environments.

Our goal is to provide citizens, and our ministry clients, better access to services they need, more choice in how they get those services, the highest quality service experience possible, and the ability to participate in and have an impact on the design or delivery of those services.

The ministry's role in government's transformation agenda is three-fold:

- a service delivery agent, providing services directly to citizens;

- an enabling agent, providing services and infrastructure to our client ministries and the broader public sector; and

- a change agent, leading the development and implementation of corporate strategies.

A high level summary of the major opportunities and accountabilities that CITZ has in 13/14 are:

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Budget:

	12/13 Budget (Restated)	13/14 Budget	13/14 Forecast
Vote 17 – Ministry Operations	66,974	66,724	68,970
Vote 18 – Shared Services BC	438,044	433,001	440,763

- The Ministry is forecasting to end the 12/13 fiscal year with a $16.2M surplus. Within that surplus is an accounting adjustment of $7.3M, reducing the managed surplus to $8.9 million or 1.7% of total budget. $27.8M in pressures were effectively mitigated; many of the initiatives to manage pressures are one-time savings.
- Budget 2013 includes a net reduction of $7.0 million from budget 2012.
- Mitigation strategies are in place to manage $36.6M of the forecasted pressures for 13/14. The largest pressures on the ministry's budget are the re-implementation of the PST ($10M) and operating cost pressures for the Riverview Lands ($4M).

Full Time Equivalents (FTEs): 1,910

Legislation:

Overall, the ministry is responsible for 32 pieces of legislation, which can be categorized as follows:

- Acts related to Information Management/Information Technology (IM/IT) including the Freedom of Information and Protection of Privacy Act (FOIPPA), the Personal Information Protection Act (PIPA), the Document Disposal Act (DDA), and the Electronic Transactions Act (ETA);
- Acts for which CITZ has legislative responsibility and is the program owner (e.g., the Business Number Act, Statistics Act);
- Acts for which CITZ has legislative responsibility but for which there is no CITZ program owner (e.g., the Legislative Library Act, Legislative Assembly Management Committee Act); and
- Acts for which CITZ has some responsibility but where another Ministry (e.g., Finance) has primary legislative responsibility (e.g., the Business Corporation Act, Financial Institutions Act, Manufactured Home Act).

Of these, the ministry has the primary responsibility for 18 pieces of legislation.

The most significant piece of legislation the Ministry is responsible for is the Freedom of Information and Protection of Privacy Act (FOIPPA). FOIPPA was first introduced in 1992. It is the most comprehensive legislation of its kind in Canada for the number of public bodies that it applied to (over 2000). Significant amendments were made to FOIPPA in the Fall 2011 session including new references to open government, data linking and the authorities for identity management (in support of the BC Services Card). The ministry has the lead role for government in liaison and consultation with the Information and Privacy Commissioner.

Executive Organizational Chart:
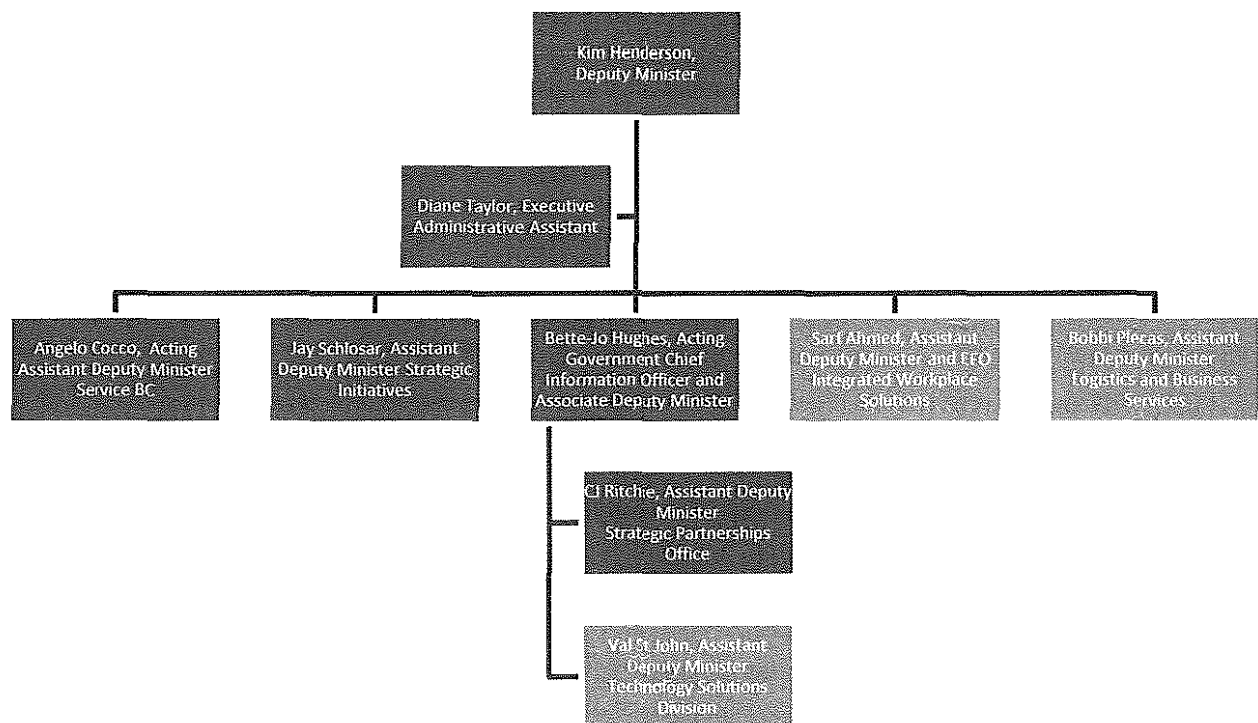
Divisions noted in green are those that comprise Shared Services BC.

BRITISH
COLUMBIA

EXECUTIVE MEMBER BIOGRAPHY

Sarf Ahmed

Assistant Deputy Minister and Executive Financial Officer

Integrated Workplace Solutions, Shared Services BC

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British Columbia
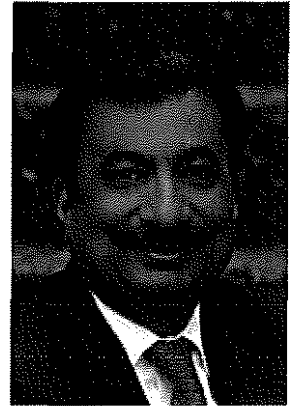
Angelo Coco

Acting Assistant Deputy Minister
Service BC

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BRITISH COLUMBIA
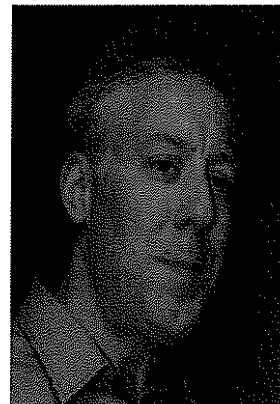
Bette-Jo Hughes

Acting Associate Deputy Minister, and
Chief Information Officer

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British Columbia

Bobbi Plecas

Assistant Deputy Minister
Logistics and Business Services, Shared Services BC

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CJ Ritchie

Assistant Deputy Minister
Strategic Partnerships Office
Office of the Chief Information Officer

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BRITISH COLUMBIA

Jay Schlosar

Assistant Deputy Minister
Strategic Initiatives Division

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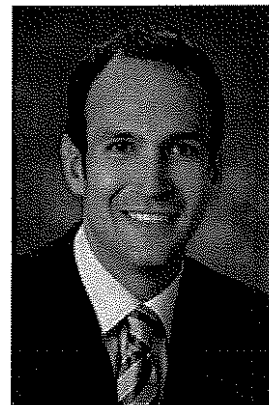
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Stu Hackett

Acting Assistant Deputy Minister
Technology Solutions, Shared Services BC
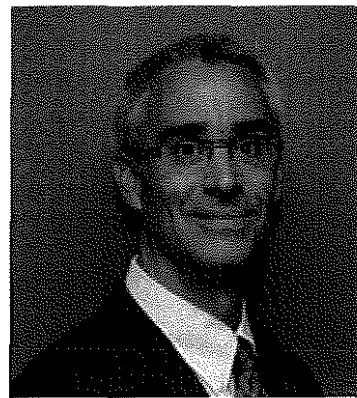
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DIVISIONAL SUMMARY

Corporate Services Division

Overview of Major Accountabilities

The Corporate Services Division provides a comprehensive range of financial, administrative and support services through three integrated branches. The focus of the division is to provide strategic advice and recommendations to ministry operations that support the reliable achievement of the ministry's mission and goals.

The three branches that make up the division are:

Financial and Administrative Services (FASB)

This branch is led by the Chief Financial Officer and provides expert financial, budget, governance, risk management, internal control, administrative and business advisory services support to ministry operations. This includes developing the ministry's annual capital and operating budgets and preparing quarterly financial forecasts for the Executive, Minister and Treasury Board Staff. It also reviews all financial information in Treasury Board and Cabinet submissions and prepares financial information for the Estimates debate. The financial governance and risk management role involves setting a financial management framework to comply with the requirements of the Financial Administration Act and Core Policy and Procedures manual of the Ministry of Finance. The branch also develops financial policies and processes where needed for the unique needs of the ministry and performs the accounts payable function.

It is the primary ministry contact with Treasury Board Staff, Office of the Comptroller General and the Office of the Auditor General. The CFO acts as the secretary to the ministry's Capital Investment Board chaired by the Deputy Minister. Other members of the board are the Associate Deputy Minister/GCIO and the Executive Financial Officer.

Planning, Performance and Communications (PPC)

This branch provides human resource strategies, planning support and internal communications functions in support of the activities of the Ministry.

Specifically, this branch oversees the key elements of the Ministry's workforce strategies, with an emphasis on providing support for employee professional development (through leadership support, learning opportunities, and performance management), employee engagement (through the implementation of LEAN, supervisory community of practice, and succession planning) and employee health and safety (with an emphasis on supporting health work-life balance and shifts to new programs like Leading Workplace Strategies).

The branch also provides significant supports to cross-Ministry strategic planning and reporting,

including core responsibility for the Ministry service plan, workforce plan, business plan, service sector transformation plan, and business continuity plan development. The internal communications capabilities ensure these objectives and processes are shared through the Ministry through tools like the Ministry intranet. This includes direct support to the Deputy Minister.

Information Management (IMB)

The Information Management Branch (IMB) is responsible for fulfilling the Ministry Chief Information Officer mandate for Citizens' Services and Open Government. As the ministry continues to evolve the way it delivers services to citizens and its clients, IMB plays a key role helping them achieve their goals. This includes working with clients on transformational business cases and assessments, application health checks and implementing new systems or enhancements to achieve better customer service and greater efficiencies. The IMB is also responsible for maintaining critical ministry specific information systems.

BUDGET AND STAFFING ($ in millions)

	2012/13 Budget (Restated)	2013/14 Budget
Estimates Budget	$18.533	$18.433
FTEs	110	

Note: included within the budget for Corporate Services Division is the ministry's initiative fund of $2.177 million. This fund is allocated at the discretion of the Deputy Minister and is intended to fund corporate initiatives or unfunded priorities / costs.

For fiscal 2012/13, Corporate Services Division is forecasted to end the year in a surplus position. The two factors contributing to the surplus were the reduction in staff due to the hiring freeze and an under-spend in the ministry's initiative fund in order to offset structural budget deficits and pressures within other divisions (Service BC and Strategic Initiatives).

The reduced budget for 13/14 reflects the permanent transfer of funds to Service BC and Strategic Initiatives to assist in addressing the budget pressures. Additionally, this budget was reduced to reflect a cross government expenditure management budget target.

For fiscal 2013/14 Corporate Services Division will be managing the ministry's cost for the implementation of the workstation refresh. These costs will be fully mitigated through salary savings, expected from the hiring freeze.

Major Opportunities for 2013/14

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Issues and Challenges

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Organization Chart

The division used to be led by an ADM of Corporate Services. The ADM left BC Public Service in March 2012. The position was posted but no suitable candidate was found. Hence, it was decided to share the workload of the ADM between other existing members of the Executive.

The Financial and Administrative Services branch led by Teri Lavine reports to Sarf Ahmed who is currently the Executive Financial Officer for the Ministry in addition to ADM for Integrated Workplace Solutions

Planning, Performance and Communications Branch led by Deborah Ainsworth is now part of the Strategic Initiatives Division reporting to Jay Schlosar, ADM of Strategic Initiatives

Information Management Branch led by Corinne Timmerman is now part of the Office of the Chief Information Officer reporting to Bette-Jo Hughes, A/GCIO.

DIVISIONAL SUMMARY

Integrated Workplace Solutions

Overview of Major Accountabilities

IWS is one of the three divisions of Shared Services BC (SSBC). At IWS, we provide our clients with everything needed to design, set-up and manage a workplace including effective management of the Province's real estate portfolio, office space, furniture, and workplace project management.

Operating under the authority of the *Public Agency Accommodations Act* we provide a broad suite of real estate services to public agencies representing approximately 30,000 public servants in the BC Public Service and many more in the broader public sector (BPS). Our real estate portfolio consists of 16.3 million square feet of office space, including 9.6 million in approximately 590 owned buildings and 6.7 million in leased buildings. Additionally, we manage special-purpose buildings such as courthouses and correctional facilities.

The division has diverse expertise that includes approximately 200 dedicated professionals in real estate management, environmental management, finance and administration, leasing services, sales and purchasing, project management, contract management and client account management.

The following branches are part of IWS. These are led by experienced Executive Directors, except Financial Planning and Reporting and Integrated Planning and Project Office which are led by Directors.

Real Estate Operations
Mike Blaschuk, Executive Director

The Real Estate Operations (REO) branch includes both Real Estate Services and Leasing Services departments. REO's core business is the provision of strategic real estate advice and expertise including buying, selling and leasing real estate on behalf of government and BPS clients. Currently all sales are being managed through the Release of Assets for Economic Generation (RAEG) project team.

The Leasing Services department is responsible for providing cost effective and operationally efficient leased space in support of IWS' diverse client base.

Release of Assets for Economic Generation Project
Dyne Torgeson, Executive Lead

The RAEG project team is comprised of professionals from a variety of backgrounds including sales, marketing, First Nations consultation, environmental management and communications. The team was formed to dispose of assets surplus to government, in order to help government meet its commitment to balance the provincial budget, and to generate economic activity in communities throughout B.C. The RAEG team is tasked with coordinating the province-wide management of this initiative ensuring all issues are addressed and the return to government is maximized.

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The overall responsibility for this initiative lies with the Minister of Finance through Treasury Board. The Deputy Minister of Citizens' Services and Open Government is responsible and accountable for the delivery, completion and report out to Treasury Board.

Real Estate Policy and Performance Management
Stephen Marguet, Executive Director

The Real Estate Policy and Performance Management (REPPM) branch is responsible for developing, administrating and reviewing policy for real estate functions within IWS. The branch coordinates the real estate strategy and reports on results from performance measurement of the division's goals.

Facilities Management Services
Pat Marsh, Executive Director

The Facilities Management Services (FMS) branch manages provincial facilities for the B.C. government. FMS is comprised of three departments: Contract Governance, Facility Operations, and Corporate Sustainability. Within the broader mandate of facilities management, branch staff supports the outsourcing model and government's commitment to alternative service delivery. FMS has direct accountability for monitoring and managing the overall performance of SSBC's facilities management outsourcing contracts including Brookfield Johnson Controls - Workplace Solutions Inc. (BJC-WSI) and Brookfield Infrastructure Partnerships Surrey (BIPS). We focus on relationship building and the interpretation, administration and oversight of facilities management contracts to ensure all parties receive the benefits of the contract terms and conditions.

We also provide leadership on the environmental stewardship of provincial facilities. We achieve this under an ISO 14001:2004 registered Environmental Management System.

Workplace Development Services
Jim Thompson, A/Executive Director

Workplace Development Services (WDS) branch is comprised of experienced professionals and advisors leading the way in strategic planning, infrastructure development, and project delivery.

WDS provides government ministries and BPS clients throughout the province with strategic planning, design, technical advice, construction and project management expertise. Staffed by architects, engineers, quantity surveyors, and project management specialists, the branch helps clients translate programs and building requirements into built solutions. WDS facilitates conceptual design and provides oversight and technical review of detailed design, construction documentation and contract management services while delivering large scale multi-year capital projects.

WDS focuses on infrastructure program delivery. We work closely with the Ministry of Justice, delivering provincial correctional facilities – renovations and new buildings, courthouse additions and upgrades across the province.

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Client Services for SSBC
Shirley Mitrou, Executive Director Ministry Clients and
Lorne DeLarge, Executive Director Broader Public Service Clients

Client Services branch is responsible for the interface between SSBC and clients. Our objective is to assist clients in achieving their strategic goals through the provision of cost-effective and efficient infrastructure services via account management, issue management, client request management, service delivery and performance management.

We focus on building trusted relationships to support our clients in delivering their programs to the citizens of B.C. by facilitating integrated and innovative solutions. The branch also provides professional advisory services in the definition and development of optimal workspace solutions, including planning Leading Workplace Strategies (LWS) projects and the management and provision of office furniture required to design, deliver, and maintain a client's workspace. Client Services is also responsible for client engagement and communications to ensure our clients are involved in, and informed of, service changes.

Financial Planning and Reporting
May Yu, Director

The Financial Planning and Reporting (FPR) branch supports IWS by providing expert financial advice and guidance on budgets, pricing, financial planning, reporting, accounting, billing and financial systems maintenance/compliance. FPR leads and guides the division in financial matters, ensures effective utilization of resources and is accountable for maintaining a strong financial management framework.

Integrated Planning and Project Office
David Bellows, Director

The Integrated Planning and Project Office (IPPO) is comprised of planning and project management professionals dedicated to developing, sustaining and delivering excellence in project management practice and service efficiency across IWS.

Budget and Staffing ($ in millions)

	2012/13 Budget (Restated)	2013/14 Budget
BUDGET	$264.560	$259.960
FTEs	200	

- **High level overview of major budget decisions made to address pressures in previous years**
    - Significant budget reduction in 2009/10 was imposed by Treasury Board following the economic downturn for all of SSBC including IWS resulting in significant workforce

adjustment. Savings were kept by Ministry of Finance to compensate for loss of government revenue as part of overall fiscal planning.

- Lease drops with savings of $1.1 million in 2011/12 and lease audits on landlord invoices with cost avoidance of $1.8 million in 2011/12.
- Implemented several Operations and Maintenance (O&M) cost savings strategies on services (cleaning frequency, discretionary work and self performance) to reduce the cost of service delivery with savings of $1.5 million in 2011/12 which continued into 2012/13.
- Released Facility Decision Making Principles in 2011/12 on corporate management of government workspace with ministries responsible for demand based increases.

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- **Budget decisions in place to manage 2013/14**

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Organizational Chart

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                        Assistant Deputy Minister
                              Sarf Ahmed
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┌─────────────────────────────────────┐         ┌─────────────────────────────────────┐
│ A/Executive Director, Workplace      │         │ Executive Director, Real Estate      │
│ Development Services                  │         │ Operations                           │
│ Jim Thompson                          │         │ Michael Blaschuk                     │
└─────────────────────────────────────┘         └─────────────────────────────────────┘

┌─────────────────────────────────────┐         ┌─────────────────────────────────────┐
│ Executive Director, Facilities       │         │ Executive Director, Client Services  │
│ Management Services                   │         │ (Min)                                │
│ Pat Marsh                             │         │ Shirley Mitrou                       │
└─────────────────────────────────────┘         └─────────────────────────────────────┘

┌─────────────────────────────────────┐         ┌─────────────────────────────────────┐
│ Executive Director, Client Services  │         │ Director, Financial Planning &       │
│ (BPS)                                 │         │ Reporting                            │
│ Lorne DeLarge                         │         │ May Yu                               │
└─────────────────────────────────────┘         └─────────────────────────────────────┘

┌─────────────────────────────────────┐         ┌─────────────────────────────────────┐
│ Director, Integrated Planning &      │         │ Executive Lead, Release of Assets    │
│ Projects Office                       │         │ for Economic Generation              │
│ David Bellows                         │         │ Dyne Torgeson                        │
└─────────────────────────────────────┘         └─────────────────────────────────────┘

┌─────────────────────────────────────┐
│ Executive Director, Real Estate      │
│ Policy & Performance Management       │
│ Stephen Marguet                       │
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DIVISIONAL SUMMARY

Logistics and Business Services

Overview and Major Accountabilities

The Logistics and Business Services division (LBS) has 555 staff in eight cities across the province (Victoria, Coquitlam, Kamloops, Kelowna, Nanaimo, Nelson, Prince George, and Surrey). There are three major business areas: Information Access Operations, Procurement Services, and Supply Services.

Information Access Operations

Information Access Operations (IAO) is a highly transactional, citizen-facing operation. The role of the Freedom of Information department is to respond on behalf of ministries to 10,000 requests from citizens, approximately half of which are for personal information, and half of which are for general information. IAO is also responsible for posting responses to government's general FOI requests, and travel expense summaries of senior government officials. Around half of all general requests are posted online on government's Open Information website.

The Government Records Service team plays a key role in the management of government's records processes. There are 950,000 boxes of government records currently in storage and approximately 55,000 new boxes are sent to storage each year.

Procurement Services

Procurement Services plays a role in supporting ministries and other public sector organizations to fulfill their needs for goods and services through procurement.

Under the *Procurement Services Act,* this group procures all goods for government over $5,000. It also streamlines procurement processes, establishes corporate supply arrangements, manages government's charge card and vehicle fleet contracts, and provides procurement advice. Included within the branch are two specialized teams, focussing on information technology and strategic acquisitions. Procurement Services operates BC Bid, government's electronic sourcing and bid notification system, which is used by over 600 public sector organizations annually to tender approximately $1.5 billion in goods and services.

Supply Services

Supply Services is characterized by independent operational areas of responsibility, including:
- Asset Investment Recovery (AIR): responsible for the disposal of government's surplus assets. Operations are located in Victoria, Surrey and Prince George.
- BC Mail Plus: government's internal mail service processes 15 million pieces of mail annually and produces 1.2 million digital photo identification cards including Drivers Licenses and the new BC Services Cards. BC Mail Plus also provides variable print services and confidential government printing such as BC benefit cheques and voter registration cards.
- Distribution Centre Victoria (DCV): government's office supply warehouse processes over 36,000 orders annually at a value of $8 million.
- Product Distribution Centre (PDC): based in Coquitlam, supplies pharmaceutical and medical products, emergency health and safety supplies, protective and safety clothing, fire, police and ambulance equipment, and staff uniforms to citizens and organizations like correctional institutions and BC Ambulance.
- Queen's Printer: operating continuously since 1859, and under the authority of the *Queen's Printer Act,* provides confidential print, online versions and publications services for the public sector, including budget documents, legislation and provincial exams. Also provides protocol and recognition items for long service and visiting dignitaries.

Budget and Staffing ($ in millions)

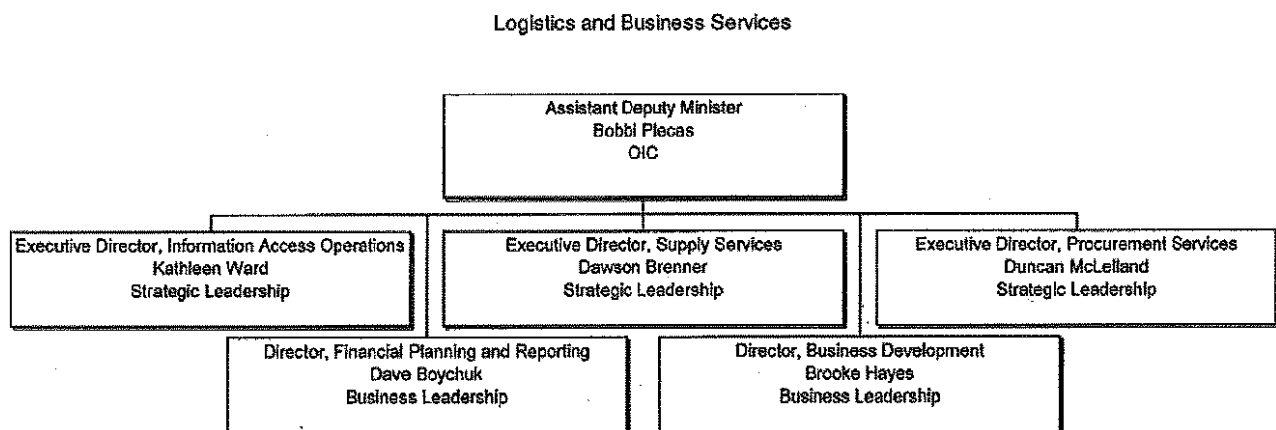| Branch	FTEs	2012/13 Budget (Restated)	2013/14 Budget
Information Access Operations	163	$9.618	$9.618
Procurement Services	34	3.310	3.470
Supply Services	336	101.873	108.902
Total Expenditures		121.769	128.798
Total Recoveries		(109.587)	(116.616)
Voted Appropriation		$12.182	$12.182
Total	533		

Although the division's operating budget is approximately $129 million, all but $12 million is cost recovered through the sale of goods and services to government and broader public sector clients.

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Pages 29 through 31 redacted for the following reasons:
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Organizational Chart

Logistics and Business Services

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                      ┌──────────────────────────┐
                      │ Assistant Deputy Minister │
                      │        Bobbi Plecas        │
                      │            OIC             │
                      └──────────────────────────┘
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| Executive Director, Information Access Operations
Kathleen Ward
Strategic Leadership | Executive Director, Supply Services
Dawson Brenner
Strategic Leadership | Executive Director, Procurement Services
Duncan McLelland
Strategic Leadership |

| Director, Financial Planning and Reporting
Dave Boychuk
Business Leadership | Director, Business Development
Brooke Hayes
Business Leadership |

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DIVISIONAL SUMMARY

Office of the Chief Information Officer

Overview of Major Accountabilities

The Office of the Chief Information Officer (OCIO) plays a leadership role in promoting and guiding the management of government information as a strategic business asset, and supporting technology infrastructure as a key enabler of business transformation.

The OCIO is responsible for the following core functions:

Architecture and Standards Branch

The Architecture and Standards Branch (ASB) leads the Enterprise Architecture practice for government, which involves translating business vision and IT strategies into blueprints for enterprise change. The Enterprise Architecture practice has been established to make visible the linkages between resources, services, processes and technology, thereby helping to determine where to enhance system capabilities and capacity to reach strategic goals.

The branch provides the formal governance process for the development, review, approval, and publishing of the IM/IT Architectures and Standards, and a library of corporate Enterprise Architecture documentation including architectures, models, standards, requirements and other design artefacts. ASB is responsible for IM/IT standards and architecture development, and consulting for Corporate, Shared Services, and Ministry projects. It supports the IM/IT capital investment review process through business case development and analysis, and represents the BC Government on Federal/Provincial standards and architecture committees.

Information Security Branch

The Information Security Branch (ISB) provides the overall governance for information security to support the secure delivery of government programs and the secure use of sensitive or personal information in the custody of government. Through its Information Security Program, the ISB promotes a risk-based approach to information security and ensures programs, plans and processes are in place to assist government to appropriately manage the risks to the confidentiality, integrity and availability of government information.

The branch implements the formal governance process for the development, review, approval, and publishing of the Information Security Policy, supplemental to CPPM Chapter 12, and provides specialist Information Security consulting service to strategic government projects and initiatives. ISB provides corporate tools and a repository for all Security Threat and Risk

Assessments (STRAs) and reports annually on overall compliance. The branch promotes information security awareness across government through cross government forums, events and educational materials, and leads the investigation of all reported breaches of information security policy or suspicious activity that may affect the security of government's information

Identity Information Management Program

The Provincial Identity Information Management Program (IDIM) Program works with ministry and broader public sector clients to provide corporate services that offer clients a secure method for authenticating public servants and citizens to enable access to online applications or services.

The IDIM Program recently established a strategic partnership with the Ministry of Health and the Insurance Corporation of British Columbia (ICBC) to collaboratively deliver the BC Services Card. The BC Services Card will be issued over the next 5 years and will be initially used to replace the province's existing CareCard. It has a picture and modern security features, including a contactless security chip that will provide improved confidence in user identity, and enable the province to offer higher value services to British Columbia's citizens.

Legislation, Privacy and Policy Branch

The Legislation, Privacy and Policy Branch (LPP) is responsible for managing changes to, and providing advice on, IM/IT legislation and policy including: the *Freedom of Information and Protection of Privacy Act*; the *Personal Information Protection Act*; the *Electronic Transaction Act*; the *Document Disposal Act*; Chapter 12 (Information and Technology Management) of the Core Policy and Procedures Manual; and the Naming Privileges Policy. LPP develops supporting policies, standards, guidelines, operational tools business processes and training material to assist public bodies and private sector agencies in understanding their obligations under these Acts and policies.

LPP is responsible for reviewing Privacy Impact Assessments, Information Sharing Agreements, Research Agreements and Privacy Protection Schedules in government contracts to ensure compliance with privacy legislation and policy and for investigating privacy breaches that occur within government, providing immediate support, containment and remediation strategies. LPP also provides advice to ministries on a range of intellectual property matters and administers government's Naming Privileges Policy, facilitating approval by Cabinet of the naming of government assets in recognition of donations from individuals and organizations.

Strategic Initiatives Branch

The Strategic Initiatives Branch (SIB) dedicates its resources towards two strategic streams: 1) IM/IT Corporate Vision; and, 2) IM/IT Capital Investment Management. In cooperation with Ministry CIOs and the Broader Public Sector Council of CIOs, SIB leads the development of IM/IT corporate strategies to enable Government in the execution of its short and long-term vision to transform services for citizens. Strategies under development include a Device Strategy, a Hosting/Cloud Strategy, and updating of the corporate IM/IT Enablers.

IM/IT Capital Investment Management includes operationalizing the oversight and governance to manage the investment planning process. Within this stream, SIB will develop the first annual 10 Year IM/IT Capital Plan. To enable this, the branch leads the process to identify IM/IT initiatives and projects, prioritized those projects across other opportunities in core government, and report on performance achieved the investments. This stream also requires the team to engage throughout the year with other ministry business and systems staff to facilitate outcome management, business case development, and financial reporting. In December 2012, the OCIO received direction from Treasury Board to create an IM/IT Capital Investment Management program, which will build on existing IM/IT processes.

Information Management Branch

The Information Management Branch (IMB) is responsible for fulfilling the Ministry Chief Information Officer mandate for Citizens' Services and Open Government. As the ministry continues to evolve the way it delivers services to citizens and its clients, IMB plays a key role helping them achieve their goals. This includes working with clients on transformational business cases and assessments, application health checks and implementing new systems or enhancements to achieve better customer service and greater efficiencies. The IMB is reporting to the OCIO on an interim basis due to the vacancy of the ADM Corporate Services.

Technology Solutions Division

The Technology Solutions Division (TSD) is one of three divisions within Shared Services BC. TSD provides the province's IT infrastructure, which is used by ministries and broader public sector clients to perform the day-to-day business of government. In December 2011, the reporting relationship for TSD was moved to the Office of the Chief Information Officer to encourage more effective alignment between IM/IT strategy and operations. Work is continuing to broaden participation across the organization in the development of strategy, planning, design and delivery.

Strategic Partnerships Office

The Strategic Partnerships Office (SPO) was established in May 2012 to deliver leadership and oversight in managing the Province's portfolio of strategic deals. SPO is also the administrator of the Strategic Telecommunications Services Agreements with TELUS.

Description of the accountabilities for Technology Solutions Division and the Strategic Partnerships Office is detailed in separate divisional summaries.

Budget and Staffing ($ in millions)

	2012/13 Budget (Restated)	2013/14 Budget
Operating Budget	$ 12.442	$12.442
FTE's	115	

The Office of the Chief Information Officer budget as stated above includes the base budgets for the Strategic Partnerships Office and the Administrator's Office for the Strategic Telecommunications Services Agreements. It does not include the budget allocations for The Provincial Identity Information Management Program (included in Technology Solutions Division), or the Information Management Branch (included in Corporate Services Division and Technology Solutions Division).

The FTE count for the OCIO will increase by the end of 2013/14 with the addition of employees to staff the new IM/IT Capital Investment Management Branch.

Budget and FTE information regarding Technology Solutions Division and the Strategic Partnerships Office is detailed in separate divisional summaries.

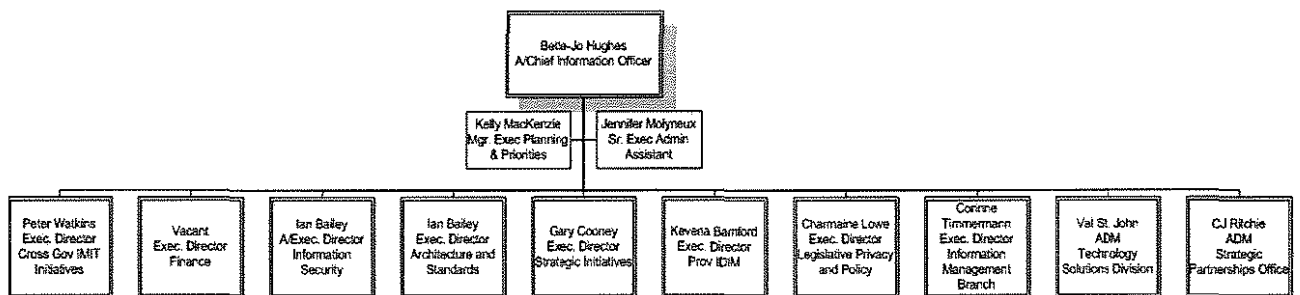## Major Opportunities for 2013/14

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Organizational Chart

Office of the Chief Information Officer

Bette-Jo Hughes
A/Chief Information Officer

Kelly MacKenzie
Mgr. Exec Planning
& Priorities

Jennifer Molyneux
Sr. Exec Admin
Assistant

| Peter Watkins Exec. Director Cross Gov IM/IT Initiatives | Vacant Exec. Director Finance | Ian Bailey A/Exec. Director Information Security | Ian Bailey Exec. Director Architecture and Standards | Gary Cooney Exec. Director Strategic Initiatives | Kevena Bamford Exec. Director Prov IDIM | Charmaine Lowe Exec. Director Legislative Privacy and Policy | Corinne Timmermann Exec. Director Information Management Branch | Val St. John ADM Technology Solutions Division | CJ Ritchie ADM Strategic Partnerships Office |

Last Updated: February 15, 2013

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DIVISIONAL SUMMARY

Service BC

Overview of Major Accountabilities

Service BC provides service delivery to citizens, business and government through multiple channels including in-person, telephone, email and online. Service BC implements cross government service delivery initiatives to improve services, making it easy for clients to find and access the information and services they need. Services are delivered directly by staff and through agreements with private sector service providers.

Regional Operations

Regional Operations helps citizens get the services they need, when, where and how they wish to access them. Each of the 61 Service BC Centres throughout the province provides in-person service for the delivery of hundreds of government services. Individuals and businesses can access information, complete transactions and receive assistance with forms, permits, licenses and registrations from highly trained, local staff.

Service BC Contact Centre

The Service BC Contact Centre provides equal access to current, reliable information and services to all BC residents. Using telephone or email, the Contact Centre answers enquiries about government programs and services. The Contact Centre also provides referrals or transfers to provincial government ministries, Crown corporations and public agencies.

BC OnLine

BC Online is government's electronic service delivery channel for online access to information products and services. Since 1989 BC OnLine has successfully delivered online products and services to citizens and business. Products available through BC Online include: land title and survey products and filings, personal property liens, corporate records and filings, property assessments, court services and much more.

BC Registry Services

BC Registry Services facilitates and supports commerce in the province through the effective administration and verification of business, personal property and manufactured home registrations. The Corporate Registry creates and registers business and not-for-profit entities; the Personal Property Registry registers and secures personal property interests; the Manufactured Home Registry registers the ownership and location of manufactured homes;

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and the OneStop Business Registry is a public sector partnership offering integrated online access to common business registrations.

BC Stats

BC Stats provides timely, relevant and reliable statistical information and analysis on the economic, social and demographic conditions of the province and its people. BC Stats is a service-driven organization whose clients include the wider government community, businesses and citizens. BC Stats is in the business of adding value to data and information to support informed decision making and policy development.

Budget and Staffing ($ in millions)

	2012/13 Budget (Restated)	2013/14 Budget
Gross Expenditures	$33.932	$34.502
Total Recoveries	($16.235)	($16.805)
Net Expenditures	$17.697	$17.697
FTEs[1]	363	

[1] *The estimated FTE burn at February 2013 is 363; as a result of the managed hiring directive there are 34 vacant positions in the division as of February 2013.*

A number of measures have been undertaken across Service BC operations to address budget pressures:

- Managed and reduced staffing through the use of workload modeling
- The consolidation of work units and space, and the enhanced use of co-managed office locations
- Implementing of LEAN initiatives to focus core operations on delivering value to clients and citizens, improving internal and service delivery processes to gain operational efficiencies, and terminating low value activities and services
- The reduced the use of contractors
- Postponement of system maintenance activities
- Working closely with the Ministry to manage the remaining budget shortfall

For FY13/14, Service BC has requested a total of $2.684 million in support from the ministry to address shortfalls at BC Registry Services ($1.938 million), Regional Operations ($0.475 million) and BC Stats ($0.271 million). The request already takes into consideration $0.499 million in expected savings from continuation of the managed hiring directive into FY13/14.

Major Opportunities for 2013/14

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1. BC OnLine Service Model

The BC OnLine service was created in 1989 to provide an electronic service delivery channel on behalf of multiple Government programs; it was the first e-service delivery application developed and implemented by the BC Government. BC OnLine was operated within government until 1999 when it transitioned to a licensed service operator. The current operating agreement with Access Point Information Canada reaches end of term on April 30, 2014. Service BC has recommended that the BC OnLine service be repatriated to government at the end of term because:

- Two long-term BC OnLine data partners are developing their own proprietary online portals and will be leaving BC OnLine, resulting in an estimated 50 percent reduction in annual service transaction volume;
- Over the 13 plus years of outsourcing the government has lost all direct knowledge of the business processes and systems supporting the BC OnLine service; and
- Service BC is planning to transform several legacy revenue management systems, including the BC OnLine system, as part of the creation of a new IM/IT enabler called BC Easy Pay.

Repatriation of the BC OnLine service will allow government time to stabilize the business and build knowledge capacity, as well as seek operating efficiencies and synergies within the Service BC operating framework. This will better position Government to make long-term decisions regarding the BC OnLine service delivery model.

2. On-Line Payment/Revenue Management System – EasyPay Phase 2

In the fall of 2012 a Service BC concept paper was signed-off by the ministries of Citizens' Service and Open Government and several ministry stakeholders (Justice; Forests, Lands and Natural Resource Operations; and Finance). The concept paper described the challenges facing citizens, business and government due to the absence of a consistent, cross-ministry approach to online payment and revenue management. For the past twenty-five years, individual ministries have been responsible for developing and implementing stand-alone system solutions to support service delivery to citizens and businesses, including online payment revenue management systems. This siloed approach has resulted in at fragmented state with numerous separate systems responsible for payment, point of sale and a wide variety of revenue management functions across core government and the broader public sector. The key recommendation of the paper was that Government needs to explore how best to meet its service delivery goals by developing a consistent online payment experience for citizens and business.

The first phase of a planned two-phase project named EasyPay is intended to identify and document core BC Government business processes and functions associated with revenue management flow from citizens and business to government, including the complete payment lifecycle. The BC OnLine payment system and the Government Agents Revenue Management System (GARMS) are the starting point for this research, along with the functionality needs from project stakeholder ministries. The research will be summarized in business requirements as the foundation for a business case for a corporate payment system to support phase two of the project. Phase one of this project is scheduled for completion in the summer 2013.

Phase two of the project involves informing Government on what is required to move towards the goal of corporate support for online payment and revenue distribution and reporting functionality. Depending on the outcome of phase one, phase two could involve additional research or a procurement/on-boarding decision to develop a new corporate online and point of sale system for government.

3. Service BC Contact Centre Transition

The Service BC Contact Centre offers a corporate toll-free information and referral telephone and email service for the provincial government. Since its inception in 1991, the service has always been outsourced; the current service agreement with IBM expires in June 2014. The Focus on corporate service provision from a citizen-centric perspective, aims to enhance service quality and value for citizens, saving them time and money in their interactions with government.

Service BC has developed the Target Operating Model (TOM), a future-state service delivery model that streamlines and standardizes service delivery practices across channels with the goals of (i) improving service access to clients, (ii) maximizing resource productivity, and (iii) enabling partnership in cross-government services delivery.

In 2012/13 the formal TOM was validated through a LEAN initiative for specific application to telephone service delivery at Ministry of Social Development.

To better position the Service BC Contact Centre to accommodate future corporate telephone service delivery, the upcoming re-procurement effort will:

- align the service delivery contract with the life cycle of other strategic deals under the mandate of the Strategic Partnerships Office;
- add new functionality (e.g., web chat) to the current service;
- enhance flexibility in the Contact Centre financial model to better enable the cost effective on-boarding of new corporate clients; and
- enable the full implementation of the telephony TOM.

4. Service BC Channel Management Strategy

The goal of this opportunity is to develop a channel management strategy for Service BC that aligns with the principles of Citizens @the Centre: BC Gov 2.0, as well as the emerging Digital Self-Service Strategy.

Over the last several years, Service BC Regional Operations has been collaborating with ministries across government to co-located in-person service sites and integrate service delivery within those sites. This has improved the service experience for citizens and the achieved cost savings and organizational efficiencies for government.

The next step is a broader, more formal, implementation of the TOM framework across Service BC. This will involve pursuing greater integration and alignment within and across the in-person, telephone and online service delivery channels to gain improved service delivery efficiency and enhance accessibility for citizens.

As citizen self service is enabled and expanded across program areas the overall demand for assisted service delivery is expected to decline, creating an opportunity to further integrate in-person service offerings across government. At the same time, with the re-procurement of the SBC Contact Center and BC Online, there is a unique opportunity to leverage available technology and the knowledge and skills of Service BC's staff of service professionals to greatly enhance and improve the provision of both telephone and on-line services.
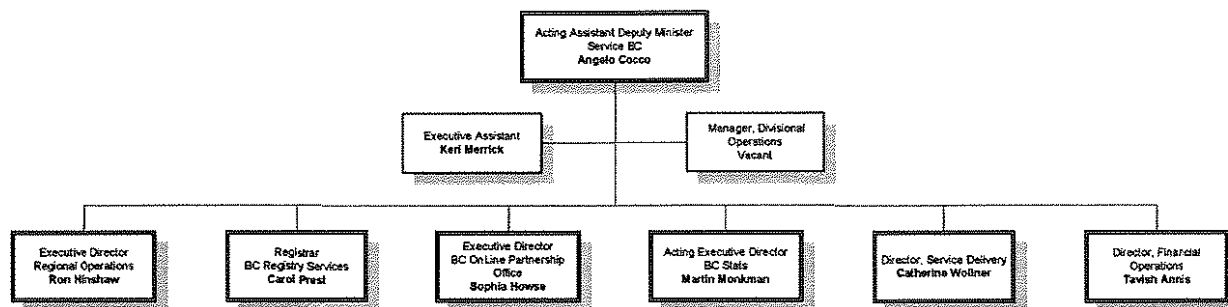
Issues and Challenges

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Organizational Chart

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                    ┌─────────────────────────┐
                    │ Acting Assistant Deputy  │
                    │ Minister                 │
                    │ Service BC               │
                    │ Angelo Cocco             │
                    └────────────┬────────────┘
                                 │
         ┌───────────────────────┼───────────────────────┐
  ┌──────┴──────────┐                          ┌──────────┴────────┐
  │ Executive       │                          │ Manager, Divisional│
  │ Assistant       │                          │ Operations        │
  │ Keri Merrick    │                          │ Vacant            │
  └─────────────────┘                          └───────────────────┘
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| Executive Director Regional Operations Ron Ninshaw | Registrar BC Registry Services Carol Prest | Executive Director BC OnLine Partnership Office Sophia Howse | Acting Executive Director BC Stats Martin Monkman | Director, Service Delivery Catherine Wollner | Director, Financial Operations Tavish Annis |

DIVISIONAL SUMMARY

Strategic Initiatives Division

Overview of Major Accountabilities

Strategic Initiatives Division – Jay Schlosar, Assistant Deputy Minister

The Strategic Initiatives Division provides corporate leadership and services in the areas of strategic policy development and cross-government innovation in the public service, and the direct development and facilitation of key information management/information technology services to assist government in meeting related strategic goals. The Division holds a unique interplay role with government in the evolving arenas of transformation and transparency, provision of quality online services and the release and promotion of data for enterprise and public use.

Specifically, this Division is responsible for providing cross-government support in the areas of: management of common web services for government; the integration, warehousing, and dissemination of provincial geographic information; cross-government planning; and key programs related to open government including open data, open information, and citizen engagement. In addition, this Division is responsible for overseeing Ministry human resource strategies, planning, and communications.

Overall, the strategic leadership, program oversight and stewardship, and direct services facilitated by this Division represent significant aspects of the Ministry's support for government's transformation and technology strategy, *Citizens @ the Centre: B.C. Government 2.0*, and associated integrated planning processes(see Key Roles and Responsibilities: Transformation and Technology Planning)

This Division also provides support for the provisioning of programming to all British Columbians through television, the web, and other emerging technologies through oversight of the *Knowledge Network Corporation*, a Provincial Crown Agency. This Division sets the annual Government Letter of Expectations for the Corporation, and also provides a direct annual grant to support operations.

The Division is comprised of four branches, as described below. In addition, the Assistant Deputy Ministers' Office oversees finance and divisional operations functions.

Corporate Online Services (COS) –Walter Moser, Executive Director

This branch has the mandate to provide strategic direction, governance, and direct support for government's overall online (web) presence.

Specifically, this branch is responsible for providing durable solutions for external and internal web management for government through the provision of web hosting and content management, web search (Google), web analytics and performance reporting, and provisioning of social media and citizen engagement technologies.

This branch is directly responsible for service design, maintenance and ongoing evolution of gov.bc.ca – the key "doorway" for core government online services -- and supports Ministries in ongoing web development activities through user experience and design research, application design and development, project and financial management, and tools and training for partners. As a primary enabler to advance and support government's overall Internet Strategy (which informs the Self-Service shift in Citizens @ the Centre) the branch combines the evolution of the strategy and the functional delivery of "citizen-centric services".

Data BC, Enterprise Data Services (EDS) – Elaine Dawson, Director

This branch provides strategic direction and support for government's data services architecture and governance framework ensuring data is managed as a strategic asset. The Branch is responsible for the Provincial Spatial and Open Data infrastructure. Specific accountabilities include:

- Enterprise provision of spatial and open data;
- Web mapping and location services;
- Data cataloguing and download services;
- Services for data suppliers and consumers;
- Data management governance support; and,
- An integrated repository of data (the BC Geographic Warehouse) supporting more than 150 legislated and mandated applications-- enabling service delivery, public safety, direct decision-making and economic development activities by government, industry and public.

These services collectively leverage the province's 10-year investment in a provincial Spatial Data Infrastructure (SDI), built upon a shared data store that is the foundation to discover, evaluate and use the Province's wealth of location data. This investment enables a wide-range of data to be produced and shared across government and with the broader public as "open data"– another key objective of Citizens @ the Centre (see below). The award-winning DataBC catalogue, operated by this branch, facilitates access to government's publicly available data, associated applications and web services.

Strategic Policy and Planning; Citizen Engagement (Open Government) – Shelagh Ryan-McNee and David Hume, Executive Directors

The Strategic Policy and Planning team oversee the development of key sub-strategies that more deeply inform the key elements of *Citizens @ the Centre*. To support the implementation of these sub-strategies, the planning team is also responsible for the design of the non-IM/IT components of the Transformation Planning process that is implemented annually across government to encourage business transformation for core government sectors. It also provides policy and business integration support to the OCIO and sectors in the IM/IT capital review process. These outcomes are reported to the Deputy Ministers' Committee on Transformation and Technology. This branch is also responsible for oversight and assessment of the Executive Holdbacks program (see Key Roles and Responsibilities: Executive Holdbacks).

The Citizen Engagement team has program responsibility (in partnership with other branches in the Division) for several significant initiatives directed through *Citizens @ the Centre* strategy that fall under the umbrella of the "Open Government Agenda" launched in July 2011. These programs are:

- **Open Data**, which supports citizens to create value from government data (with DataBC);
- **Open Information**, which enhances openness and transparency through the public release of information about government (with Information Access Operations); and
- **Citizen Engagement** - government engaging with citizens to develop solutions to today's complex public policy problems.[1]

Citizen Engagement and Open Data represent the most robust programming provided through the branch, and actively provides policy support and capacity-building across government, as well as direct engagement of communities both internal and external to government. It also oversees additional technical supports for these activities, including the GovtogetherBC website and the Clarabridge analytics tool to support social media analysis in public engagements. (see Key Roles and Responsibilities: Open Government)

Planning, Performance and Communications (PPC) – Deborah Ainsworth, Executive Director

This branch provides human resource strategies, planning support and internal communications functions in support of the activities of the Ministry.

Specifically, this branch oversees the key elements of the Ministry's workforce strategies, with an emphasis on providing support for employee professional development (through leadership support, learning opportunities, and performance management), employee engagement (through the implementation of LEAN, supervisory community of practice, and succession

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[1] "Citizen-centric web" was also identified as a program node of the Open Government agenda. This concept is represented by the Corporate Online Services branch under the Internet Strategy.

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planning) and employee health and safety (with an emphasis on supporting health work-life balance and shifts to new programs like Leading Workplace Strategies).

The branch also provides significant supports to cross-Ministry strategic planning and reporting, including core responsibility for the Ministry service plan, workforce plan, business plan, service sector transformation plan, and business continuity plan development. The internal communications capabilities ensure these objectives and processes are shared through the Ministry through tools like the Ministry intranet. This includes direct support to the Deputy Minister.

Budget and Staffing ($ in millions)

	2012/13 Budget (Restated)	2013/14 Budget
Estimates Budgets	$16.826	$16.676
FTEs	86	

Note: Budget and staffing numbers do **not** include the annual budget for the Planning, Performance and Communications (PPC) branch. The 2013/14 budget for the PPC branch is $2.075 million, and is reported as part of the budget for the Corporate Services Division. However, accountability for PPC program deliverables rests with the ADM for Strategic Initiatives Division.

- The 2013/14 budget is $150,000 lower than in 2012/13. This is due to a reduction in the direct annual grant contribution to the Knowledge Network Corporation from the previous year (from $6.41 million to $6.26 million). In all other respects, the budget for the Division remains unchanged between these two fiscal years.
- While the Division budget has remained relatively stable for the last three years, annual forecasts for all operations are between $2 and $3 million higher than the voted appropriation, depending upon the year. The expectation is that this revenue gap be made up over the year through "recoveries" from other ministries through service agreements and unique projects.
- Currently, despite aggressive efforts to increase recoveries and reduce expenses and investment costs, the Division only makes up approximately half of this pressure during the year. For example, it is anticipated that this gap will be approximately $1.5 million for the 13/14 fiscal year, even though $1.4 million in recoveries from other agencies is forecast. The remaining recovery gap is traditionally made up through year-end transfers from other areas within Citizens' Services.
- Due to growing program pressures, needs for further infrastructure investments, and additional amortization costs, this pressure is expected to grow in future years. While the Division has made significant efforts to reduce costs -- including renegotiation of an

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Alternate Service Delivery agreement with IBM for web content management in 2011 that generated approximately $900,000 a year in net savings -- most savings have gone towards supporting new program costs (such as DataBC and Open Government) as opposed to reducing structural pressures.

- In addition, the Division continues to have annualized needs for capital investment to maintain new and core technologies, such as open data and enterprise spatial services. The current Ministry capital plan includes 12/13 capital funds to support these activities. Requests are currently under consideration for the IM/IT Transformation Fund to support funding for 13/14 onwards.
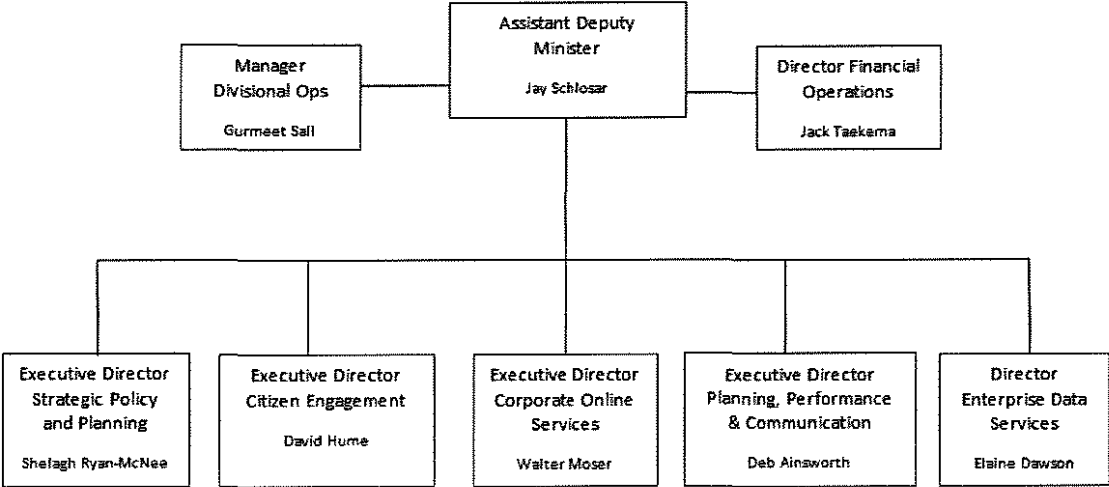
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Organization Chart

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                          ┌──────────────────┐
                          │ Assistant Deputy │
                          │     Minister     │
┌──────────────┐          │                  │          ┌──────────────────┐
│   Manager    │          │   Jay Schlosar   │          │ Director Financial│
│ Divisional Ops├─────────┤                  ├──────────┤    Operations    │
│              │          └────────┬─────────┘          │                  │
│ Gurmeet Sall │                   │                    │  Jack Taekema    │
└──────────────┘                   │                    └──────────────────┘
                                   │
        ┌──────────────┬──────────┼──────────┬──────────────┐
┌───────┴──────┐┌──────┴───────┐┌──┴────────┐┌─┴────────────┐┌─┴─────────┐
│  Executive   ││  Executive   ││ Executive ││  Executive   ││ Director  │
│  Director    ││  Director    ││ Director  ││  Director     ││ Enterprise│
│  Strategic   ││  Citizen     ││ Corporate ││  Planning,    ││   Data    │
│  Policy      ││  Engagement  ││ Online    ││  Performance  ││ Services  │
│  and Planning││              ││ Services  ││  & Communica- ││           │
│              ││ David Hume   ││           ││  tion         ││ Elaine    │
│ Shelagh      ││              ││ Walter    ││               ││ Dawson    │
│ Ryan-McNee   ││              ││ Moser     ││ Deb Ainsworth ││           │
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DIVISIONAL SUMMARY

Strategic Partnerships Office

Overview of Major Accountabilities

The Strategic Partnerships Office (SPO), contains two distinct lines of business: the core-SPO business area and the Administrator's Office (AO) for the Strategic Telecommunications Services deal.

The core-SPO business area was established in May 2012 by Treasury Board ands holds the overall responsibility for policy and governance over strategic high-value IM/IT contracts across all of the BC Government. Its portfolio of contracts exceeds $5.2 billion in value and includes multiple relationships with large global companies. The scope of these contracts extends beyond any individual ministry and beyond core government and includes a number of deals being accessed by broader public sector organizations across the Province.

The AO for the strategic telecomunications services deal oversees the management of the strategic, $1billion 10-year deal signed with TELUS on July 29, 2011. This deal addresses a diverse range of stakeholder, strategic business and public policy goals, including: supporting government's business transformation agenda; achieving price controls and cost reductions; improving rural connectivity in support of economic development, health and education; and increasing access to cellular services along segments of provincial highways for public safety.

The role of core-SPO business area includes:

* Oversight of strategic alternate service delivery (ASD) and other high-value deals through the deal lifecycle to ensure the Province's strategic interests are met, including approval and sign-off of following key documents prior to Treasury Board (TB): business case, negotiating mandate, contract transition strategy and end-of-term value analysis;
* Establish and oversee policy and governance framework, which includes setting long-term strategic objectives, goals and desired outcomes at a provincial level, that are approved by Treasury Board, and evaluating proposed contracts against them;
* Develop knowledge and data management practices, including the directing, capturing, storing, managing and dissemination and sharing of contract knowledge and historical data;
* Define a performance management system, measures and targets used to evaluate deal results;
* Build and maintain strategic contract knowledge and capacity that is not current in the system including the ongoing provision of re-usable tools and approaches, training and development on procurement negotiation and contract management from SPO staff, legal

services, risk management, other areas with expertise within government and industry experts;

- Ensure negotiated contracts meet provincial objectives of value for money and TB, Cabinet and Office of the Comptroller General (OCG) objectives and requirements;
- Gathering information and using its structures and governance committees and expertise to ensure the Province's key objectives are met across all strategic deals.

The role of the AO for the strategic telecommunications services deal includes:

- The overall management of the deal on behalf of the 11 participating entities (Core government, six regional health authorities, the Insurance Corporation of B.C., WorkSafe B.C., B.C. Lotteries and B.C. Hydro);
- Management of the relationship between TELUS and the 11 participating entities;
- Governance support;

Delivering on the Province's commitment to Bridge the Digital Divide for citizens in rural and remote areas through Network BC, which includes initiatives that fall outside the scope of the deal.

Budget and Staffing

Core-SPO
The core-SPO base budget of $500,000 is included as part of the OCIO's base budget. Expenditures of $5 million are offset by recoveries of $4.5 million. The SPO funding model is premised on funding received from deal savings, generated through the negotiation of more effective and efficient deals. Over time, it is anticipated that the entirety of SPO's budget will be funded from these deal savings. Until that time, SPO base funding will be supplemented through recoveries charged to Ministries for services provided by SPO.

SPO's staffing model is premised on a base of 10 permanent FTEs, with the remainder of SPO staffed through a combination of contractors and seconded temporary staff. This model enables SPO to be flexible in the number of staff it has in place at any one time, reflecting the resourcing demands associated with the deals as they move through their deal lifecycle.

Administrators Office

In 2012/13 the AO is projected to spend $4.2 million. Approximately $1.6 million is included in the OCIO's base budget and $2.6 million will be recovered from the 11 participating entities. The AO funding model is premised on recoveries charged to participating entities for administering the deal on their behalf, plus base budget from the OCIO to deliver on

connectivity initiatives that fall outside the scope of the agreements signed with TELUS (i.e. the BC broadband satellite program and First Nations connectivity and capacity building initiatives)

The AO's staffing model is premised on a base of 21 permanent FTEs, supplemented through a combination of contractors and seconded temporary staff. This model enables the AO to be flexible in the number of staff it has in place at any one time, reflecting the resourcing demands associated with the deal as it moves through its 10-year lifecycle.

Major Opportunites for 2013/14

Strategic Partnerships Office:

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Administrators Office:

Accelerate the Province's Business Transformation and Technology Agenda   S17, S13

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Organization Chart

Core-SPO

CJ Ritchie
Assistant Deputy Minister

Angelina Furtado
Executive Assistant

Kerri Sterling
Finance and Admin Officer

Richard Poutney
Executive Lead

Denise Walker
Executive Director

Susan Stanford
Executive Director

Philip Twyford
Executive Director

Laurie Barker
Executive Lead

Wilf Bangert
A/Executive Lead

Administrators
Office

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                              Wilf Bangert
                              A/Executive Lead

                 Jason Bell
                 Project
                 Administrator

Howard Randell   Vitali Kozubenko   Chris Hauff   Jerri Wilkins   Roman Mateyko      Scarlette Verjinski
Executive Director  Executive Director  A/Director    Director      Executive Director  Director
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DIVISIONAL SUMMARY

Technology Solutions Division, Shared Services BC

Overview of Major Accountabilities

Technology Solutions Division is the Information Technology (IT) division of Shared Services BC. The division provides the cost-effective management and supply of reliable IT services, such as, network, workstations, hosting, data storage and corporate software applications. Our clients include both core government and the broader public sector (BPS). These infrastructure services are essential for providing mission-critical support to clients as they deliver business solutions to ministries and citizens.

Technology Solutions works with vendor partners to provide the province's IT infrastructure, which is used internally by ministries to perform the day-to-day business of keeping government up and running, and colleagues connected. Externally, the infrastructure provides mission-critical and often revenue-generating business functions to the provincial government, broader public sector, municipal, provincial and federal partners, citizens and business of BC.

Through the Strategic Transformation and Mainframe Services (STMS) outsourced agreement with HP Advanced Solutions Inc., we provide managed hosting, data centre services and multifunction device services to all government and BPS clients. Data Centre Services are now delivered from two new, highly-reliable and physically-secure data centres located in Kamloops, BC and Calgary, AB. These centres enable the province to continue to deliver data processing and storage services in the event of a catastrophic incident as they are located outside of the province's earthquake and flood zones. TSD is responsible for working with the STMS agreement Buyers' Club to set direction for changes to this deal. The role will expand as the province continues to add new services to this deal and refines governance and on-boarding models across the participating entities. The STMS deal is a multi-year deal (14 years at signing in 2009); valued at $1 billion dollars over the initial term of the deal.

In December 2004, the Province entered into a 10-year Master Services Agreement with IBM for Workplace Support Services. Through IBM Canada Limited, we offer workstations and workstation support services which provide public servants access to workstations, mobile devices, software applications, and helpdesk functions to deal with service issues. On December 31, 2010, the Province and Health Shared Services BC, on behalf of British Columbia's six health authorities, signed an agreement with IBM to provide desktop management services that includes workstation support and a 24/7 service desk to all health authorities. The contract results in significant savings for the Province. By extending the initial 10-year $300M agreement with IBM, the Province is now on track to deliver savings in the range of $100M over the life of the contract, extended to March 31, 2017. We are currently working closely with IBM on a Workstation Refresh project scheduled to begin roll-out in September 2013. This project will improve our service offering by increasing the choices of workstations and providing greater flexibility in the functionality of the workstations.

We provide three major networks: SPANBC, which is the provinces data network connection for applications and devices and links computer users to their files, printers, stored data and the Internet, serving provincial government ministries and agencies, crown corporations, hospitals. This equates to approximately 700 government offices, 800 pharmacies, 190 liquor distribution stores, and 90 BC Ambulance sites; PROVnet, which is the provinces voice network which connects all government offices across the province and provides telephone services to SSBC clients, including base voice services, voicemail and long distance to 35,000 phones. Enhanced voice services such as call and contact center services, interactive voice response systems and emergency voice services, e.g. services to Forest Protection, are also available; and PLNet which is a data network connecting more than 2,000 schools, colleges and universities to the Internet and each other.

TSD also provides a range of conferencing services including videoconferencing (Telepresence), web conferencing (Live Meeting), audio conferencing and remote access. TSD has recently implemented five Telepresence rooms with a sixth room coming on stream in late March 2013. These rooms are located in Victoria, Vancouver, Prince George, Kamloops and Kelowna and allow government staff to collaborate more effectively with colleagues or clients in other regions of the country. Use of telepresence reduces the needs for travel expenditure and is an environmentally friendly way to collaborate

Email services for all core government staff are provided through TSD, as well as some broader public sector clients, this service includes email firewalls to protect against viruses and spam, mobile services including support for BlackBerry's, iPhones, iPad's and other mobile devices, electronic faxing service to mailboxes, SharePoint services, Office Communicator (instant messaging) and Presence (ability to see if someone is available to communicate with). As appoint of interest, tens of millions of SPAM messages are blocked every month by our data security services; over 150 million web page requests are analyzed per day to protect ministry staff and public school children.

TSD is also the home to Corporate Accounting Services, who manages government's financial system and makes payments for the province, and the Carbon Measurement and Reporting group who provide SMARTTool and SMARTTEC. SMARTTool and SMARTTEC are the online tools that enable provincial and local government organizations to meet the greenhouse gas measurement and reporting requirements established by the *Carbon Neutral Government Regulation and the Climate Action Charter*, respectively. These tools enable the annual measurement and reporting of 8 to 9 hundred thousand tonnes of greenhouse gas emissions from the provincial public sector.

Budget and Staffing ($ in millions)

	2012/13 Budget (Restated)	2013/14 Budget
Voted Appropriation	$161.302	$160.859
FTEs	370	

TSD's gross expenditures are approximately $255.7M, and we recover approximately $94.8M from internal and external customers, resulting in a net expenditure voted appropriation of $160.9M. In fiscal 12/13 we met our budget target through reducing amortization expenses, the reprioritization of projects and realizing savings through the renegotiation of contract rates for services provided via ASD contracts

Major Opportunities for 2013/14

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Issues and Challenges

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Organization Chart

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                          │  ADM, Technology Solutions │
                          │      Valerie St. John      │
                          │         Victoria           │
                          └─────────────────────────┘
          ┌───────────────┬───────────────┼───────────────┬───────────────┐
┌──────────────────────┐┌──────────────────────┐┌──────────────────────┐┌──────────────────────┐┌──────────────────────┐
│A Exec Dir, STMS Admin ││Exec-Dir.Netw.Comm&Collab││Exec.Dir., Serv Integr ││Executive Director IT ││Executive Director, DSS│
│        Office        ││                      ││       &Oper          ││      Alliance        ││                      │
│    Nicola Sedmak     ││     Daniel Ehle      ││    Stuart Hackett    ││  Susanna Goldsmith   ││      Wency Lum       │
│       Victoria       ││      Victoria        ││      Victoria        ││      Victoria        ││      Victoria        │
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Ministry of Citizens' Services and Open Government

Detailed Org. chart on Page 2

Minister of Citizens' Services and Open Government
Honourable Ben Stewart

Citizens' Services and Open Government
Kim Henderson
Deputy Minister

Communications (PAB)
Jason MacNaughton
Communications Director

Executive Operations
Diane Taylor
Assistant to the Deputy Minister

Office of the Chief Information Officer
Bette-Jo Hughes
A/Chief Information Officer

Strategic Initiatives	Integrated Workplace Solutions	Service BC	Logistics and Business Services	Executive Financial Officer	Technology Solutions	Strategic Partnership
Jay Schlosar, Assistant Deputy Minister	Sarf Ahmed, Assistant Deputy Minister	Angelo Cocco, A/Assistant Deputy Minister	Bobbi Plecas, Assistant Deputy Minister	Sarf Ahmed	Valerie St. John, Assistant Deputy Minister	CJ Ritchie, Assistant Deputy Minister

Strategic Initiatives

Exec. Administrative Assistant	Operations
Maryanne Stoughton	Gurmeet Sall, Manager
Corporate Online Services Walter Moser, Exec. Dir	**Strategic Policy & Planning** Shelagh Ryan-McNee, Exec. Dir
Corporate Online Services Web-Design Dominique Bohn, Dir	**Strategic Policy & Planning, Strategic Business Transformation** Alex MacLennan, Dir
Online Technical Services vacant, Dir	**Corporate Online Services Information Architecture** Blair Neufeld, Dir
Citizen Engagement David Hume, Exec. Dir	
Financial Operations Jack Tjekema, Dir	**Enterprise Data Services** Elaine Dawson, Dir
Internet Strategy & Open Information vacant, Director	**Corporate Online Services** Fran Morrison Project Director
Planning, Performance & Communications Deborah Ainsworth Exec. Dir	
	Strategic Information Mgmt Vacant A/Exec. Dir

Integrated Workplace Solutions

A/Exec. Administrative Assistant	A/Divisional Operations
Renee Barnes	Leslie Williams, Manager
Workplace Development Services Jim Thompson, A/Exec. Dir	**Real Estate Policy & Performance Mgmt** Stephen Marguel Exec. Dir
Client Services Shirley Mitrou, Exec. Dir	**Real Estate Operations** Michael Blaschuk Exec. Dir
Financial Planning & Reporting May Yu, Dir	**Client Services** Lorne DeLargo Exec. Dir
Integrated Planning & Projects Office David Bellows, Dir	**Facilities Contract Mgmt** Pat Marsh, Exec. Dir
Release of Assets Dyno Torgeson Exec Lead	

Service BC

Exec. Administrative Assistant
Keri Morrick
Divisional Operations Vacant Manager
Regional Operations Ron Hinshaw, Exec. Dir
BC Registry Services Carol Prest Registrar
Service Delivery Catherine Wollner, Dir
BC OnLine Partnership Office Sophia Howse, Exec. Dir
BC Stats Martin Monkman, A/Exec. Dir
Financial Operations Tavish Annis, Dir

Logistics and Business Services

Exec. Administrative Assistant
Deborah Quinn
Divisional Operations Tara Cameron Manager
Procurement Services Duncan McLelland Exec. Dir
Financial Planning & Reporting Dave Boychuk, Dir
Business Development Brooke Hayes, Dir
Supply Services Dawson Brenner Exec. Dir
Information Access Operations Kathleen Ward Exec. Dir

Executive Financial Officer

Divisional Operations
Vacant, Manager
Financial and Administrative Services & CFO Tori Lavine, Exec. Dir

Ministry of Citizens' Services and Open Government

Citizens' Services and Open Government
Kim Henderson
Deputy Minister

Office of the Chief Information Officer
Bette-Jo Hughes
A/Chief Information Officer

Senior Exec. Administrative Assistant
Jennifer Molyneux

Technology Solutions
Valerie St. John
Assistant Deputy Minister

Strategic Partnership
CJ Ritchie
Assistant Deputy Minister

Exec. Administrative Assistant Diana Rai	Divisional Operations Heather Bath, Manager
IT Alliance Management Office Susanna Goldsmith Exec. Dir	Service Integration & Operations Stu Hackett, Exec. Dir
Divisional Support Services Wency Lum, Exec. Dir	Business Transformation Marguerite Vickery Exec. Project Dir.
Network, Communications & Collaboration Dan Ehle, A/Exec. Dir	STMS Administrator's Office Niki Sedmack, Lead

Divisional Operations Kelly MacKenzie, Manager	Architecture & Standards Ian Bailey, Exec. Dir
Finance Matt Mannix, Exec. Dir	Knowledge & Information Services Charmaine Lowe, Exec. Dir
Strategic Initiatives Gary Cooney, Exec. Dir	Cross Government IM/IT Initiatives Peter Watkins, Exec. Dir
Information Security Ian Bailey, A/Exec. Dir	Provincial IDIM Program Kevena Bamford, Exec. Dir
Information Management Corinne Timmermann Exec. Dir	

Exec. Administrative Assistant Angelina Furtado	Administrator's Office Wilf Bangert, Lead
Strategic Vendor Management Richard Pournoy, Lead	Contract & Portfolio Management, AO Howard Randall, Exec. Dir
Negotiations, SPO Laurie Barker, Exec Lead	Negotiations Finance, SPO Vitali Kozubenko
Negotiations Finance, SPO Philip Twyford, Exec. Dir	Portfolio Management, AO Scarlette Verjinschi,
Decision, Strategy & Support, SPO Denise Walker, Exec. Dir	Network BC, AO Chris Hauff, Dir
Relationship Management, SPO Susan Stanford, Exec. Dir	Negotiations, AO Vacant, Exec. Dir
Service Architecture & Planning/Regulatory Affairs Roman Mateyko, Exec. Dir	

RELEASE OF ASSETS FOR ECONOMIC GENERATION (RAEG)

Integrated Workplace Solutions

Lead Executive

Sarf Ahmed: Assistant Deputy Minister, Integrated Workplace Solutions (SSBC) & EFO
Dyne Torgeson: RAEG Executive Lead

Background

As a key component of its ongoing mandate to ensure government's resources are efficiently and appropriately allocated, and recognizing the need to explore opportunities in all sectors of government, the Province undertook a targeted review of its major asset base in fall 2011 to identify those that were surplus to its needs and no longer offered a financial or strategic ownership benefit.

The results of this initiative will see a number of surplus properties and assets released for sale over the next two fiscal years. The sale of these surplus properties and assets not only provide much needed revenue to the Province but will also generate economic activity such as development and new business opportunities in communities around British Columbia.

The Province has been selling surplus real estate for decades as a normal course of lifecycle real estate portfolio management. Organizations such as Crown Lands, BC Transportation Financing Authority and the SUCH sector have established programs that sell surplus properties on a regular basis, such as surplus land from highway and infrastructure construction, and schools as a result of demographics shift. A table showing historical sales is attached. The current program (RAEG) announced in the February 2012 budget is a consolidated and centralized approach to realize efficiencies and maximize gains from surplus real estate assets owned within the BC Public Sector and to realize these gains in particular fiscal years. The surplus inventory includes assets of ministries, school districts, Crown Corporations and agencies, including: the Provincial Capital Commission, BC Housing, Health Authorities, and provincially-owned college and university buildings.

The review ensured that all properties met the stringent conditions of surplus. This included reviewing marketing opportunities for the specific properties on the list, strengths of First Nations claims and time required to consult, environmental remediation costs, and zoning issues with municipalities in particular.

Real estate assets that are classified as a strategic priority, and not included in the surplus inventory are those properties whose ownership is essential to the delivery of a government funded service, for example: hospitals, jails, schools and other special purpose facilities currently used for delivery of services, and assets that are being held for an identified future need of the government.

The Treasury Board through the Minister of Finance has overall responsibility for the program. The Deputy Minister of Citizens' Services and Open Government is responsible for the delivery of the program. A project board has been established to provide overall guidance and direction to the RAEG Project Team. This project team is based out of the Ministry of Citizens' Services and Open Government (Shared Services) is comprised of professionals from a variety of backgrounds (sales,

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marketing, First Nations consultation, environmental management and communications). The team is tasked with coordinating the province-wide management of this initiative ensuring all issues are addressed appropriately and the return to government and taxpayer is maximized.

The project team reports regularly to the Project Board. The Deputy Minister of Citizens' Services seeks direction and reports progress quarterly to Treasury Board on: financials, marketing strategy, stakeholder relations and communications, First Nations consultation and accommodation, and methods of disposal.

Properties and assets will be marketed by the responsible agencies as part of their established business practices in FY 2013/14 and 2014/15. In some cases, the sale of an asset will make available the necessary capital for future development within a sector, as with school districts and health authorities.

First Nations

A consolidated First Nations consultation and accommodation approach has been implemented wherein; the RAEG project team coordinates with participating ministries to ensure consistent practices and advises on negotiations. Preliminary strength of claim assessments and risk recommendations for the majority of properties has been completed. A consultation and accommodation framework and mandate has been approved by Treasury Board. First Nations accommodation agreements are to be funded from government contingencies.

An Assistant Deputy Minister Advisory Committee has been established to consult on First Nations issues as needed with representation from the Ministry of Aboriginal Relations and Reconciliation, Ministry of Transportation and Infrastructure, and Ministry of Community, Sport and Cultural Development. The Aboriginal Law Group within Legal Services Branch is also regularly consulted and reviewed the initial list of properties prior to Treasury Board approval to ascertain duty to consult and identify properties within existing treaty negotiations.

Marketing

Over 70 properties are to be marketed in 2013/14 to meet the fiscal target of $350 million. The balance of the inventory will be marketed in 2014/15 to meet the fiscal target of $150 million. Through an RFP process Colliers was chosen to provide brokerage services.

At the time of writing six deals are in place representing $37 million with one sale having been closed resulting in a gain of $737K. In addition fourteen properties are on the market with an estimated gain of $151 million.

Environmental Investigation

The RAEG team has been performing environmental investigation to receive certification as due diligence in preparation for marketing. Several priority properties have been tested mostly with good results.

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Stakeholder and Community Relations

Stakeholder and community relations develops and executes strategic communication plans, and performs issues management by providing direction in responding to issues raised by stakeholders (Ministers, MLAs, Mayors, Council, City staff, etc) impacting RAEG's objective of asset disposal. Communications may also involve presenting to the public directly through communication product, the media, or community workshops. To date, Burnaby, Surrey, Vancouver, Victoria and Kamloops have been engaged concerning surplus properties in their jurisdictions.

Current Context

The RAEG Project Team coordinates resources for surplus property sales with the sectors and provides support for Ministries and Crowns disposing of surplus properties. The majority of surplus properties come from three sectors, education, healthcare and transportation. In the case of the SUCH sectors, proceeds for the sales of surplus properties go back to the entities. For example, School Districts may keep the proceeds and reinvest. Often, by selling properties in areas that don't need them, it frees up capital for construction of new schools within the district. School Districts have not been able to sell their surplus properties in recent years, so there is a built up need to dispose of school properties. This is also an important initiative for the health services sector. Many surplus Health Authority properties are old healthcare facilities past their economic life that have been replaced, or are in the process. Some surplus health properties are quite valuable, and like the Pearson-Dogwood redevelopment provide an opportunity for renewal of health care facilities. The proceeds from the sale of a portion of the site will go towards the development of new health care facilities.

Number of properties included in this initiative as of March 31, 2013 are:

Min. of Transprotation and Infrastructure – BC Transportation Finance Authority	42
Min. of Health – Health Authorities	11
Min. of Forests, Lands and Natural Resource Operations – FLNRO (Crown Lands)	15
Min.. of Energy and Mines – BC Housing	3
Min. of Jobs, Tourism and Skills Training – PavCo.	1
Min. of Community, Sport and Cultural Development – Provincial Capital Commission	4
Min. Advanced Education – Universities and Colleges	5
Min. of Citizens' Services and Open Government – Shared Services BC	12
Ministry of Education	22
Total	**115**

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Surplus Property Policy

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Inventory Additions and Deletions

Through the process of due diligence and shifting circumstances, some ministries have requested deletions of some properties from the approved RAEG inventory. Any deletions to the approved inventory place pressure on the project and its financial targets. In order to formalize any requests for deletions to the inventory, a process has been approved and implemented which requires a mitigation strategy to offset the impact of the lost proceeds of the deletion (i.e.: inventory addition).

First Nation Accommodation

Accommodation agreements have been reached with the Musqueam Indian Band for the Pearson-Dogwood redevelopment project, and with the Okanagan Indian band for a property on Potterton Road in Kelowna.

Major Activities in 2013/14

Seventy properties to be marketed in 2013/2014

- Continuing consultations with First Nations
- Ongoing inventory management
- Environmental investigation will continue on properties as required in order to prepare for market
- Further consultation with municipalities and communities

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Role of SSBC in sale of Liquor Distribution Branch (LDB) Vancouver Warehouse

The sale of the Vancouver LDB Warehouse and its $34 million target is not part of the RAEG initiative, although CITZ Deputy Minister has been made accountable for its sale. Subsequently, the RAEG Project Team has been tasked with its disposition only, and all due diligence required, including First Nations consultation. The LDB is responsible for the acquisition of new facilities and all required planning and logistics.

BC ONLINE REPATRIATION

Service BC DIVISION

Lead Executive

Angelo Cocco: Acting Assistant Deputy Minister, Service BC
Sophia Howse: Executive Director, BC OnLine Partnership Office

Background

The BC OnLine service, supported by a mainframe application, was launched in the summer of 1989. It was created to provide an electronic service delivery channel on behalf of multiple Government programs. It was the first electronic service delivery application developed and implemented by the B.C. Government. The business operated successfully within government for its' first ten years.

In May of 1999, the BC OnLine service and its supporting system were transitioned to a licensed operation under a ten-year Operating Agreement. In November of 2008 Treasury Board approved the renewal of the Operating Agreement for an additional five year term, from 2009 to 2014. Throughout its licensed operation, the BC OnLine service has remained a government asset. The Renewal Operating Agreement with the BC OnLine service provider, Access Point Information Canada Ltd. ("Access Point"), reaches end of term on April 30, 2014.

By the end of the 15 year term of licensed operation, the Province will have little knowledge of the business processes and no direct knowledge of the systems supporting the BC OnLine service.

Over its life, the BC OnLine service has grown and added new partners, associates, and resellers. In fiscal year 2011/12 the service delivered over eight million transactions and collected and distributed $128 million in associated revenue to multiple parties from online sales.

Government programs using the BC OnLine service are bound to the terms of the BC OnLine Operating Agreement (and subsequent renewal) based on the fact that all provincial government programs are part of a single legal entity. The creation of two independent authorities – the BC Safety Authority in 2004, and the Land Title and Survey Authority in 2005 – during the original term of the Operating Agreement required specific accommodation because, as independent authorities, they were no longer bound to the BC OnLine Operating Agreement. In order to complete the renewal negotiations in 2009, the two independent

authorities signed separate Service Delivery Agreements committing them to use the BC OnLine service throughout the five year renewal term.

The BC Safety Authority and the Land Title and Survey Authority, both being BC OnLine data partners, have developed their own proprietary online portals and are leaving BC OnLine by the end of the contract term. As self-governing authorities they have the right to act independent of government to seek alternative service delivery arrangements to establish a direct relationship with their customers.

BC Safety Authority

The BC Safety Authority (BCSA) is an independent, not-for-profit organization created on April 1, 2004, under the *Safety Authority Act* (SBC 2003).

In February 2012, the BCSA informed the BC OnLine Partnership Office that it had already completed Phase 1 of a 3-part systems redevelopment project and would be launching Phase 2, a BCSA specific on-line portal, in the spring of 2013. There was no prior consultation or discussion with Service BC regarding the BCSA's systems project. The BC OnLine Partnership Office and BCSA negotiated a migration agreement that would see the BCSA leave BC OnLine effective April 15, 2013, and continue to pay all fees owing to the Province until April 30, 2014.

The BCSA represents approximately 0.8 percent of the overall BC OnLine transaction volume.

Land Title and Survey Authority

The Land Title and Survey Authority (LTSA), created on January 20, 2005, under the *Land Title and Survey Authority Act* (SBC 2004), was formerly part of the Provincial Government as the Land Title Branch and the Surveyor General Branch.

In the fall of 2011 the LTSA engaged in consultations with the Province regarding two business cases it was preparing for presentation to its board. The Province reviewed and provided input to the business cases, which eventually went to the LTSA's board with the Province's support. In the business case for the development of an Integrated Customer Portal, LTSA indicated that it currently supported multiple points of electronic access to B.C.'s land title and survey information and that developing a single electronic point of access for delivery of LTSA's electronic services would modernize and consolidate the various access points and shift operating responsibility from third party vendors.

The BC OnLine Partnership Office and LTSA started transition discussions in April, 2013. The LTSA has indicated that it will discontinue use of BC OnLine service on or before April 30, 2014.

The LTSA represents approximately 50.4 percent of the overall BC OnLine transaction volume.

Current Context

The Renewal Operating Agreement does not include an option for extension for the intent of continuing the operating life of the contract. The Province faced two options regarding the contract end of term for the BC OnLine service: (i) Repatriation; or (ii) Re-procurement.

Several factors supported the decision to repatriate the BC OnLine service to a government operation. In particular, by repatriating the service, government will have the opportunity to:

- As the owner of the service and system, re-stabilize the business following the departure of the two independent authorities;
- Regain direct knowledge of the business processes and systems supporting the service;
- Have greater flexibility in aggregating business requirements across multiple program areas in support of the development of a corporate payment system; and
- Rebuild the value of the service to, in future, repackage it for outsourcing.

The Renewal Operating Agreement requires that, on or before April 30, 2013, the Province provide written notice to the service provider regarding its plan for the BC OnLine service delivery model; this is necessary in order to trigger the preparation of a Transition Plan by the service provider.

Major Activities in 2013/14

The following is a preliminary catalog of the anticipated key elements (along with estimated timing) associated with the BC OnLine repatriation process.

April 2013

- The Province notifies the service provider, Access Point, of its decision to repatriate the BC OnLine service. At the same time, Data Partners, Data Associates and Resellers will also be notified of the decision
- Access Point has 90 days (from April 11) to prepare and deliver a Transition Plan to the Province
- The BC Safety Authority transitions off the BC OnLine system
- BC OnLine Partnership Office (BCOPO) begins transition discussions with the Land Title and Survey Authority

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May-June 2013

• BCOPO involved in discussions with Access Point to support development of the Transition Plan

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July-September 2013

• Access Point delivers the Transition Plan

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October-November 2013

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• Based on the progress of transition activities, a decision may be required regarding the activation of the six-month extension period (for transition) clause in the Renewal Operating Agreement

December 2013

• Earliest possible departure of Land Title and Survey Authority from the BC OnLine system

January-April 2014

• New agreements with Data Partners and Data Associates (and potentially Resellers) completed
• BC OnLine service repatriated to government

CITIZEN CENTRED SERVICE DELIVERY

Service BC/Strategic Initiatives Division

Lead Executive

Angelo Cocco, Acting Assistant Deputy Minister, Service BC
Jay Schlosar, Assistant Deputy Minister, Strategic Initiatives Division

Background

A core component of the Ministry's mandate is the commitment to citizen-centred service provision through the development of plans that enable the BC Public Service to deliver and promote services that are cost-effective, accessible and responsive to the needs of citizens. The Ministry also delivers products and services to government, with the aim of ensuring that economies of scale are realized, and required service standards are achieved. The *Citizens @ the Centre: BC Government 2.0* strategy for government is a guiding framework for the ministry in its commitment.

Two divisions in the Ministry are primarily responsible for citizen centred service delivery:

Strategic Initiatives Division (SID)

SID provides corporate policy and technology leadership related to citizen engagement activities and advancing government's approach to citizen centric web, including accountability for government's web presence, corporate web standards supporting enterprise technology, and responsibility for the Province's overall online and digital service delivery approaches.

Service BC (SBC)

SBC provides corporate tiers of service leadership in the delivery of services to citizens through multiple channels including in-person, telephone and on-line services. In partnership with other ministries, Service BC offers expertise in the design and co-ordination of service delivery to citizens with the aims of improving service delivery quality and availability, while maximizing the efficient use of skilled human resources.

Current Context

The Ministry has a leadership role in providing citizens (i) better access to services they need, (ii) more choice in how they get those services, (iii) the highest quality service experience possible, and (iv) the ability to participate in and have an impact on the design and/or delivery of those services. Two aspects of the ministry's leadership role involve:

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- Establishing a framework to maximize the accessibility and availability of services that are delivered on-line; and
- Improving cross-government integration and alignment across service delivery channels.

On-Line Service Delivery

Strategic Initiatives Division is the lead in developing and implementing the Internet Strategy to improve citizen access to online information and services (see Key Roles and Responsibilities: Open Government). The next evolution of this work is the Digital Services Strategy, which focuses on how to optimize online service experiences that respond to the needs of citizens, integrate with other channels, and create efficiency in government delivery.

Results from citizen research and consultation show that citizen demand for provision of online and self-service options for accessing government services and information[1] continues to rise. According to Citizens First 6 (CF6)[2], BC residents report the highest level of internet usage in Canada (89 percent). 79 percent of BC residents report having used the internet to access government services, and more than half of those who haven't expect to do so in the future. We see from jurisdictions worldwide, and from research sourced domestically and abroad, that there is a range of benefits to both citizens and government associated with providing services online so that citizens can self-serve, including increased access and availability of service, lower transaction costs, and ability to reduce avoidable contact through other channels.

This Digital Services work builds on the foundations that were established with Internet Strategy and citizen-centric web -- including improving mobile access and experience -- and continues to identify how a deep understanding of citizen needs will allow us to create Optimal Service Experiences. Optimal Service Experiences will address citizens' desires for improved and enhanced service accessibility, and allow government to leverage the relatively lower cost online channel to reduce citizen's reliance on high value government personnel for simple service interactions. (for more information, see Key Roles and Responsibilities: Digital Services Strategy)

Service Channel Leadership

Service BC is the expert and lead in tiered service delivery to citizens. Service BC partners with subject matter ministries to deliver general information and path-finding services (Tier 1: low touch) and services encompassing client referrals, assisted transactions and person-to-person points of service (Tier 2: medium touch) across in-person, telephone and on-line channels.

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[1]BC Stats. (2011). *Citizen Consultation on Service Delivery: B.C. Citizens' Voice Survey & Blog Report.* [Victoria, B.C.]: Ministry of Labour, Citizens' Services and Open Government.
[2] The Strategic Counsel. (2012). *Citizens First 6.* [Ottawa]: Institute for Citizen-Centred Service.

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Service BC's corporate provision of tiers 1 and 2 client service allows partner ministries to devote their human resources to clients requiring specialized and complex services requiring sector and program specific points of service, including case management and adjudication (Tier 3: high touch). This tiered service delivery model enhances service availability, quality and ease for citizens, while making the most efficient and effective use of limited skilled human resources in the delivery of these services.

Service BC has enhanced its tiered service delivery leadership with the development of the Target Operating Model, a future-state service delivery model that streamlines and standardizes service delivery practices across channels with the goals of (i) improving service access to citizens, (ii) maximizing resource productivity, and (iii) further enabling partnership in cross-government services delivery.

Telephone Service Delivery

The Service BC Contact Centre offers a corporate toll-free information and referral telephone and email service for the provincial government. Since its inception in 1991, the service has always been outsourced. With the current service agreement with IBM expires in June 2014, a re-procurement effort will be underway in 2013/14.

In 2012/13 the Target Operating Model (TOM) was formally validated through a Lean initiative for specific application to telephone service delivery at Ministry of Social Development (MSD). In 2013/14 MSD is undertaking a pilot implementation of the TOM, which will inform the process for broader rollout of the model across government for telephone contact centre service provision.

To better position the Service BC Contact Centre to accommodate future corporate telephone service delivery, in particular to enable the full implementation of the telephony TOM, the upcoming re-procurement for the service will (i) enhance flexibility in the Contact Centre financial model to better enable the cost effective on-boarding of new corporate clients, and (ii) add new digital functionality (e.g., web chat) to the service.

In-Person Service Delivery

Service BC Regional Operations offers in-person service delivery, on behalf of partner ministries, across the province through its 61 service centre locations. As the government's in-person service delivery leader, Regional Operations has pursued a cross-government service counter amalgamation strategy to expand its corporate presence with the aims of (i) an improved service experience for citizens, and (ii) cost savings and organizational efficiencies for government.

The service counter amalgamation strategy, while pre-dating development of the Target Operating Model (TOM), has mirrored many of the practices and goals associated with TOM and can be considered an informal validation of the model for in-person service delivery.

Service BC Channel Management Strategy

As the digital service strategy is enabled and expanded across program areas the overall demand for assisted service delivery is expected to decline, creating an opportunity to further integrate in-person service offerings across government. At the same time, with the re-procurement of the Contact Center and the repatriation of the BC Online service, there is a unique opportunity for Service BC, as the corporate tiers of service leader, to leverage available technology and the knowledge and skills of Service BC's staff of service professionals to greatly enhance and align the provision of services across channels.

Major Activities in 2013/14

1. Develop a Digital Self-Service Strategy for core government as a progress component of the *Citizens @ the Centre: BC Government 2.0* strategy for government.

2. Support, and learn from, the pilot implementation of the Target Operating Model at Ministry of Social Development.

3. Undertake strategic re-procurement for Service BC Contact Centre service delivery.

4. Pursue a Service BC channel management strategy that creates greater alignment of Service BC operations under the Target Operating Model framework.

DEVICE STRATEGY

OCIO Division

Lead Executive

Bette-Jo Hughes

Background

The increased availability and affordability of personal computer devices has had a dramatic impact on the workplace, blurring the line between personal and business devices. Referred to as the 'consumerization of IT', many employees now own and use devices such as smartphones, tablets, and laptops that are more sophisticated than the devices they're supplied with at work. Not surprisingly, many are considering using their own devices in the workplace, and question why their employer is not providing comparable equipment.

Government strategies such as *Citizens @ the Centre, Being the Best*, and the *IM/IT Enablers* have provided a foundation for government's use of technology. Additionally, the Council of Chief Information Officers (CCIO) recently published the *B.C. Government and Broader Public Sector Strategy on Advanced Devices*. Building on these documents is the *Core Government Device Strategy*, which supports workers' expectations to have the right tools to do their jobs. This means removing barriers to enabling a wider range of devices, and allowing employees greater say in choosing the most appropriate devices for their job.

The five key objectives of the *Core Government Device Strategy* are:

1. Device Choice – employees using the appropriate device(s) for their job
2. Device Inclusion – including all devices, both government purchased and employee purchased
3. Managing Costs – holding device spending to current funding levels
4. Cultural Change - empowering employees, reinforcing responsibilities, and supporting innovation
5. IT Alignment – recognizing that devices must fit within the complex government IT ecosystem

These objectives are embodied in a framework that will enable many devices (whether government-owned or employee-owned) to share the same service and support models, simplifying and streamlining IT's traditional role. For the near future, many devices will remain corporately managed, but self-service will be the preferred direction. Implementing the

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strategy will have a significant cultural impact, both for employees and the IT support organizations that assist them.

Changes in the device marketplace have altered how and where people work. To leverage this fact and empower its workforce to do the best job possible, government is providing greater device choice and timelier device availability. The synergy created by aggregating all devices used in government and their related services provides a unique opportunity for innovation, and will ultimately provide greater value to both employees and government.

Current Context

Organizations have always found it difficult to keep pace with the IT industry. From the impact of the first personal computers, to the arrival of the Internet and mobile devices, to the introduction of social media and cloud computing, organizations have been forced to constantly redefine how they use technology to conduct business.

Until very recently, that technology has been exclusively and firmly managed by the IT department, with enterprise standardization and control the key objectives. In government, a tightly controlled device environment has been maintained to manage costs, security, and supportability – factors that resulted in a standardize workstation configuration for the majority of 32,000 workers. While successful, and reflecting the best practices of the time, these device management and deployment methods have also created a rigid and inflexible service environment that does not easily accommodate change.

Major Activities in 2013/14

The *Core Government Device Strategy* was endorsed by the Deputy Ministers' Committee on Transformation and Technology in April, 2013. Following this, the next step will be to develop a new Device Service based on the *Strategy*. This service will include support for workstations (desktops and laptops), non-workstation devices (e.g., smartphones, iPads, etc.), and BYOD devices. This work will begin in fiscal 2013/14:

- The Workstation Refresh 2013 project will replace computers acquired 4-5 years ago during the Upgrade 2.0 project. Three classes of government-provided workstations (desktops and laptops) have been proposed:

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- Locked – These workstations will be for those employees whose jobs demand a very high level of security. The ability to change the configuration of these workstations will be very limited.
- Standard – This will be the default configuration that most employees will receive. These workstations will come preloaded with a base configuration, but employees using these workstations will be able to add software and change the configuration, as necessary.
- Flexible – Employees who require something other than the standard configuration will be able to select a 'Flexible' workstation.

- The Bring Your Own Device project will consider allowing employees to use their own tablets, laptops, and other devices for work.
- Non-workstation devices will begin to be supported, based on the concepts outlined in the Device Strategy.

BC will be the first public service jurisdiction in Canada with such a broad device service.

DIGITAL SERVICES AND INTERNET STRATEGY

Strategic Initiatives Division

Lead Executive

Jay Schlosar, Assistant Deputy Minister, Strategic Initiatives Division

Background

The Province's Gov 2.0 strategy, *Citizens at the Centre* (C@C), was released in the Fall of 2010 and provided government's strategic response to key demographic challenges confronting the sustainability of government services and the changing needs and expectations of citizens (see Key Roles and Responsibilities: Transformation and Technology Planning). Results from citizen research and consultation show that citizen demand for provision of online and self-service options for accessing government services and information[1] continues to rise, and B.C. residents report the highest level of internet usage in Canada

In particular, the Service Innovation shift, proposed addressing this pressure through a a focus on "expanding opportunities for citizen self-service by improving and modernizing the government's online service offerings so they are shaped less by the structure of government and more by citizen needs."

The first phase of effort towards this shift by the Deputy Ministers' Committee on Transformation and Technology (DMCTT) was an intensive focus on the Province's overall approach to websites. This effort included evaluating practices followed in leading jurisdictions and, for the first time, direct research with citizens on the effectiveness of government's main web presence (gov.bc.ca). Research clearly indicated that citizens could frequently not find, let alone access, many key government services online because of usability issues.

Our 520 websites and 300,000 web pages created a confusing ecosystem that required extensive knowledge of government brands and organizational logic to navigate. The disconnected approach, which under the leadership of Government Communications, put the focus on messaging and branding, was failing to met government's objectives and was not providing an effective channel for service delivery to citizens.

In contrast, leading jurisdictions such as Utah, California and the United Kingdom were showing a growing capacity to develop web responsive to the needs go their citizens, while leveraging

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[1]BC Stats. (2011). *Citizen Consultation on Service Delivery: B.C. Citizens' Voice Survey & Blog Report.* [Victoria, B.C.]: Ministry of Labour, Citizens' Services and Open Government.

emerging technology and practices through a unified, corporate approach. It was clear that B.C. needed to completely revisit to how decisions around web were being made – from design decisions all the way down to technology decisions.

Consequently, DMCTT endorsed the development and implementation of the **Internet Strategy** to enable government as an enterprise to address critical improvement in the near term, while at the same time laying the necessary foundations for cross government transformation over the longer term. This Strategy would fundamentally change the way web properties were designed, developed and governed through a unified, strategic direction. As a starting point the following critical shifts were endorsed:

- *Gov.bc.ca* was to be re-established as the doorway to government services and information, and launched with a new evidence-based, citizen-centric and service-focused design
- CITZ would take responsibility for the strategic direction of government's web presence in place of GCPE, with GCPE oversight limited to corporate communications needs;
- CITZ would provide ministries guidance and best practice in effective online service delivery and web management, and would provide direct support to build capacity;
- CITZ would establish a Centre of User Design Leadership (now called UXBC) to design the user experience for government, and to perform research to guide service design.
- CITZ would create a series of toolkits to guide and standardize ministry web development.

Through the 2012/13 Transformation Planning process, all ministries were asked to provide baseline data on their web holdings and management, and to establish a ministry strategy that would lay out their plans for rationalizing their web presence and aligning with the corporate strategy (gov.bc.ca).

Current Context

On July 19, 2011, as part of the Premier's Open Government Agenda, the Province went "live" with the Internet Strategy in launching the **Citizen-Centric Web** program, with a refreshed "front door" for government's web presence (www.gov.bc.ca) (for more information, see Key Roles and Responsibilities: Open Government).

Since the launch of Citizen-Centric Web program was created in July 2011, it has:
- Launched the new gov.bc.ca with a specific focus on user centric content and navigation as the new web standard for government, resulting in a measurable 34% increase in usability in accessing key services, and significant improvements to user response and feedback.
- Begun to align web development across government and convert existing core ministry websites to the gov.bc.ca model. Three-quarters of ministries have completed (or started)

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at least one user experience research project towards web improvements, including Education, Finance, the Public Service Agency, the BC Jobs Plan and BC Services Card.

- Developed new design principles, design, standards, toolkits, training and technology, to support ministries in ensuring all web development is consistent with gov.bc.ca.
- Invested in modernized technologies in areas of content management, search (Google), web analytics and mobile enablement to meet citizen needs regardless of the device used.

The launch of this program -- supported through the Corporate Online Services branch of the Strategic Initiatives division -- is now seen alongside other aspects of the Open Government program to be leading Canada and keeping pace with leading jurisdictions worldwide.

However, the question of enhancing citizen access to services, while critical, addresses only one element of the digital service experience. The cost of service delivery continues to rise, and citizen satisfaction is lagging. For this reason, DMCTT directed Citizens' Services in early 2013 to develop a corporate **Digital Services Strategy** to plot the next steps beyond citizen-centric web to focus on how to advance and enhance the quality and quantity of government services available online.

Advancements in the private sector and some public sector jurisdictions have shown that the key to finding value from digital services is to create exceptional service experiences that provide more value to the citizen than the traditional service.

When digital service options are not used, or fail to deliver expected outcomes, the result in increased volumes in traditional channels and increased cost to government overall. The path to matching outcomes for government and citizens is <u>a consistent, repeatable approach to designing service experiences based on a deep understanding of the citizen and their needs; and then adapting technologies and capabilities to facilitate those experiences</u>. By optimizing the quality of the service experience, government can realize true cost efficiencies and other benefits of digital; digital services that citizens will not only use, but will prefer to use.

This initial vision for this Strategy of digital "self-services" was presented to and endorsed by DMCTT in April 2013. That discussion established that in order to enable this shift for the public service as a whole, the model to advance the Digital Service Strategy must be built on a series of leading capabilities. The Province is fortunate to have a number of these capabilities as starting points:

- We have learned, and showed success, in an approach to government web development that strategically advanced the service-access needs of the citizen through a corporate approach based on direct research and evidence;

- Our tools and programs around citizen participation and user experience (UX) design give us clear capabilities to not just design better websites, but to use research to establish a deep understanding of citizen needs and values across a comprehensive service experience;
- Application of LEAN methodology and tools provides one way to uncover practices that are not bringing value to citizens or government -- especially as it relates to legislation, policy and process on the user service experience;
- Transformation Planning and Corporate IM/IT governance allows the Province to invest in cost-effective and efficient digital service capabilities that also support the consistent, integrated experience that citizens demand.

Yet despite those strong foundations, important gaps remain. This Province lacks a holistic approach to aligning those capabilities to the digital service question; moreover, it does not have an established service model in place to offer those capabilities to Ministries seeking to pursue these innovations.

Major Activities in 2013/14

The first phase of this Strategy was completed in April 2013. This work was done in partnership with Deloitte Canada, and in addition to extensive jurisdictional and best practices analysis it included interviews with over 40 stakeholders across government through multiple workshops. This first phase delivered the vision for change (as previously described) and early roadmap for a potential operational model for these activities within government. DMCTT endorsed this phase of the Strategy in April 2013, and approved the following next steps over the following year to begin to address the identified gaps:

1. Inclusion of the preliminary vision for Digital Services in the 2014/15 Transformation Planning instructions (released early May 2013), with specific direction for sectors to asses priority digital service opportunities for action;
2. Leverage the proposed BC Services Card consultation to expand learning on citizen needs/priorities for digital services;
3. Continue to build and document the Digital Services vision for BC and prepare to publish that vision the fall; and
4. Develop the business model that identifies the practices, tools, technologies and resources to support the implementation of the digital services strategy at an enterprise level, and identify the human and fiscal resources required to deliver this model.
5. Focus on advancement of foundational self-service technologies, including:
   - Authentication (BC Services Card) goes "live" Q4 2013/14
   - Payment business requirements in development
   - Web and data/spatial services capital enhancements

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Acting upon this direction requires strong alignment with other activities within CITZ and in other Ministries. The strategy will require strong alignment in CITZ resources and planning, including: the Open Government programs; Service BC's channel management strategies, pilot implementation of the Target Operating Model and the strategic re-procurement of the Service BC Contact Centre for corporate telephone service delivery; the BC Service Card and associated citizen consultation. OCIO and SSBC are key partners in their oversight and execution upon strategic IM/IT investments through the IM/IT capital management governance process.[2] Programs such as Lean (through the Public Service Agency) and Red Tape Reduction/Regulatory Reform (through the Ministry of Jobs, Tourism, Skills Training) could provide additional capabilities to potentially apply to a future holistic model.

Moving forward is additionally contingent on the following issues being acknowledged:
- Much like the previous programs established under Open Government, and the new corporate technologies supported by CITZ, ensuring a stable funding source to support these activities on behalf of government is essential to program success. Even in the near-term, moving on the DMCTT-endorsed actions will require CITZ to focus additional resources to see these tasks to completion.
- The strong advances made on the Internet/Citizen-Centric Web Strategy were largely due to important corporate decisions related to the oversight and governance of corporate web services (being moved away from GCPE to CITZ) and the ongoing support of Transformation Planning by DMCTT as a key method to advance Ministries on the strategies. These key decisions must be maintained and advanced to realize the ultimate benefits of decisions made to date.

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[2] See Key Roles and Responsibilities: Open Government; Citizen-Centred Services and Transformation; and Technology Planning for details on all described alignments.

5

INFORMATION ACCESS OPERATIONS

Logistics and Business Services Division

Lead Executive

Bobbi Plecas, ADM Logistics and Business Services

Background

Information Access Operations (IAO) provides FOI and records management services to government. This includes helping citizens through the access request process, working with ministries to ensure consistency and compliance with FOI requirements and providing a broad array of centralized records management services to ministries, Crown corporations and agencies.

In 2012/13, IAO received over 10,000 requests from citizens on behalf of ministry clients. IAO is also responsible for posting responses to general FOI requests on government's Open Information website – about half of all general requests are published.

IAO's Government Records Service has governance and operational responsibilities for records management (RM). Governance activities include provision of government-wide RM operational policies, procedures and strategies, in conjunction with Office of the Chief Information Officer IM/IT policies and plans. Operational services for all ministries and many broader public sector bodies include: records classification, retention and destruction/archiving processes under the *Document Disposal Act*; RM system implementation and administration; offsite records storage, retrieval and destruction (via contracted facilities); and RM advisory and training services.

Government Records Service supports the management of both electronic and physical records. There are currently 5,800 records management system users (TRIM/CRMS) and digital document guidance and support is provided to all employees. There are now over 960,000 boxes of hardcopy records in offsite storage and about 40 to 50,000 boxes received and destroyed each year.

Current Context

The Records Management Challenge

The BC Government, like most large organizations, is significantly challenged in the management of the vast stores of information that it creates and uses, particularly respecting electronic records. The existing records management legislation dates from 1936 and policies, systems and processes frequently reflect the paper-based era when they were developed. The transition to electronic government brought a massive increase in the amount of information produced, communicated and stored, and a proliferation of information systems and repositories. Employees face ever increasing volumes of messages and documents, a multitude of choices as to where to store and find information, and increasing demands to provide responsive and timely access to information for FOI, litigation and Open Government. They often have inadequate tools, understanding, and time to organize and control their records properly. Recent media attention has focused on the creation, management and destruction of government documents, especially email. Other jurisdictions are addressing similar problems in their own way, such as President Obama's recent Directives on Records Management in support of Open Government.

The Division undertook a cross-government consultation and analysis of records management needs and opportunities in 2012 and found widespread consensus on the need to modernize our records management legislation, policy, governance and tools. The outcome has been the development of an "e-Records Road Map" of projects needed to transform and modernize the management of records across Government. The centralization of government records services within the Ministry, compounded by recent events in the media and a growing awareness of the need to modernize this aspect of our work, have created an unprecedented opportunity to facilitate this transformation.

Freedom of Information

The volume of FOI requests received and processed by government has increased considerably over the past five years. In 2007/08, government received approximately 5,400 requests, and in 2012/13 government received over 10,000 requests – an 85 per cent increase.

In addition, the type of requests is changing. In past years, government received almost twice as many personal requests as general requests. In 2012/13, the number of general requests was almost equal to the number of personal requests, up by over 150 per cent since 2007/08. General access requests are often more complex and time-consuming to process, and can be directed to multiple ministries, which requires greater coordination. The types of applicants

most likely to request general government records are media and political parties, and together these two applicant types account for 63 per cent of all general access requests.

Not only are there more requests, but there has also been a proliferation of electronic government records. This has resulted in some files reaching up to 30,000 pages. IAO and government ministries are spending more time than ever responding to FOI requests. As well, programs such as Open Government have expanded the type of work required by FOI analysts and the IAO Branch. To date, government has posted over 2,000 responses to FOI requests and over 800 travel expense summaries to the Open Information website. Citizens now have more options to access government records, and as more information is made available, the number of requests and range of information citizens are requesting has also increased.

Despite the growing volume of FOI requests and proliferation of records, staffing levels at IAO have remained constant since centralization in 2009. And in 2012/13, government's hiring freeze resulted in IAO operating with 10 per cent fewer staff. IAO has taken multiple steps to increase productivity and efficiency, including over 100 staff-led business process improvement projects, a major LEAN initiative and substantial IT realignment. BC is well-known as a leader in FOI services and IAO analysts have generally higher productivity rates as compared to other jurisdictions in Canada.

With a focus on business process improvement, IAO has been able to reasonably maintain performance levels. In 2012/13, the on-time completion rate for requests fell from 90 per cent to 88 per cent. However, there is a growing backlog of overdue requests, high levels of employee leave, and a major IT transition planned for 2013/14. It is unlikely that IAO and government will be able to meet performance targets or deal with further volume increases without a full complement of staff.

Government still receives a high volume of personal access requests, the vast majority (94 per cent) of which are received by three ministries: Justice, Social Development, and Children and Family Development. Due to the introduction of new case management software at Children and Family Development, there were some difficulties extracting records to respond to FOI requests in 2012/13. As a result, there are now more than 300 overdue requests sitting in backlog at IAO. This backlog presents operational challenges for FOI analysts who are still attempting to complete current requests on-time.

Major Activities in 2013/14

The Government Records Service will be focussed in 2013/14 on establishing the e-Records Road Map as a managed portfolio of projects, socializing the Road Map across the Public Service and making significant advances on its initial projects. The first year projects will largely

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focus on foundational aspects, such as revisions to government's information architecture, strategic policy decisions, establishing legislative scope and goals, and articulating the Road Map's business case. Planned activities also address some immediate needs, such as more widely available training, with instruction focussed on key issues, and improved communication with public servants across government on how to manage their information better now.

In the meantime, the branch will continue to provide ongoing services, advice and direction to Core Government and the Broader Public Sector to assist them in saving costs, achieving efficiencies, and supporting accessibility, through Records Management Systems implementation and support, document classification, off-site storage, records retention and destruction, and advice and training services.

On the FOI side, IAO has experienced major staffing challenges since centralization in 2009, with a turnover rate in the range of 15-20 per cent. To address turnover, recruitment and retention challenges, IAO has been working closely with the Public Service Agency (PSA) to improve HR practices. IAO plans to review existing classification levels for FOI analysts as many FOI analysts have left IAO for equal or higher-paying positions in the public service.

The work of a FOI analyst is complex and demanding and IAO wants to ensure that classification levels are commensurate with the work. The demands on FOI analysts are only increasing with the introduction of the Open Information program. Requests that were previously released to one applicant are now published on the Open Information website, and often by the media through social networking sites and blogs. As a result, the need to coordinate cross-ministry and historical requests to avoid inappropriate releases has been amplified.

IAO completed a corporate LEAN project in 2012/13, but there is still room for more business process efficiencies. A key component of the LEAN methodology is to build a culture of continuous improvement. Over the past three years, IAO has worked to create this type of culture – the FOI process is administratively complex. Focusing on business process improvements helps provide great service to citizens as well as increasing employee engagement. IAO will continue to leverage the LEAN toolset to reduce obstacles to efficiency.

Another major initiative in 2013/14 that should further optimize the FOI process and improve engagement is the implementation of new FOI technology. In 2012/13, IAO procured an end-to-end IT solution that reduces reliance on seven disjointed IT products to one software solution and is expected to improve productivity by 10 per cent. There is likely to be some reduction in productivity for a short time while analysts transition to a new system and complete training on new features.

4

GOVERNMENT REORGANIZATION PROGRAM

Integrated Workplace Solutions Division

Lead Executive

Sarf Ahmed, Assistant Deputy Minister, Integrated Workplace Solutions, and Executive Finanacial Officer

Background

On average, government goes through one to two official reorganizations each year. As the organization that provides support services to core government, including technology, real estate, records management, and supply and business services, Shared Services BC (SSBC) manages the reorganization process on behalf of the Province.

There are several types of reorganizations that can occur in government that are in-scope for SSBC to manage, such as: merging or splitting ministries; eliminating a ministry; moving programs from one ministry to another; transferring programs in or out of core government; and changing a ministry name.

Re-structuring or initiation of a new program or termination of a program within a single ministry are out of scope and therefore not part of SSBC's responsibility for reorganization.

There are up to 110 activities associated with even the smallest reorganization, such as payroll, technology, records and financial activities. In response to the complexity of the reorganization process, SSBC created the Government Reorganization Program (the Program) in 2008. The Program's goal is to provide efficient cross-government coordination and cooperation in managing changes, as well as to improve communications and completion times, ensure adherences to security policies and lessen asset misplacement and loss of staff productivity.

The Program has two levels of governance: the SSBC Steering Committee, led by the SSBC Program Director, and the Cross-Government Working Group, led by the SSBC Program Lead. The Working Group is comprised of representaitives from SSBC's three lines of businesses (Technology Solutions, Logistics and Business Services and Integrated Workplace Solutions), as well as representatives from Government Communications and Public Engagement (GCPE), the Office of the Comptroller General, the BC Public Service Agency (BCPSA) and Treasury Board staff.

Current Context

As a result of the current fiscal environment, ministries have received direction that government organizational changes should be completed with minimal office moves and service changes, and remain within their financial budgets. There is no additional funding in place for reorganizations for the impacted ministries or for the SSBC led Program.

In response, SSBC has taken additional steps to support reorganizations and the containment of associated costs. For example, SSBC's implementation of Leading Workplace Strategies (LWS), allows flexible and mobile office spaces to respond to reorganizations and internal staffing changes. Current LWS spaces can accommodate, on average, a staff increase of 12% without incurring any additional tenant improvements or furniture costs required by traditional office moves, adds, or changes. Other examples of process improvements and fiscally responsible initiatives include: the elimination of printed materials, such as letterhead and business cards; and, the management of surplus government furniture, by maintaining an inventory of assets and redeploying pieces to areas of government, as required, as the result of a move or change in staffing, reducing the need to purchase of new furniture.

When a reorganization occurs, no matter the scale, the following SSBC services need to respond:

Technology Solutions (TSD):

- Workstation Services (i.e. computer hardware etc.)
- Government Authentication (i.e. employee access to files and software etc.)
- Office Productivity Services (i.e. e-mail accounts, mobile devices, SharePoint services, collaboration services, etc.)
- Network Services (Voice and Data) (i.e. phones, voicemail, Client Accesses, etc.)
- Corporate Software Asset Management (i.e. transfer of software licensing etc.)
- Corporate Accounting System operations. Office of the Comptroller General is responsible for governance.

Integrated Workplace Solutions (IWS):

- Real Estate Services (i.e. furniture, office space, warehouse space, storage, office moves etc.)

Logistics and Business Services (LBS):

- Records Management (i.e. request for records, transfer of records, Freedom of Information (FOI) services etc.)
- Supply Services (i.e. mail address updates, asset disposal, printed materials, etc.)
- Procurement Services (i.e. purchasing cards, fleet acquisition, buy-out or reassignment, etc.)

Ministries, SSBC and central government agencies share responsibility for working through reorganization processes smoothly and efficiently. The table below outlines the high level responsibilities of each of the organizations involved in reorganization:

Organization	Reorganization Responsibility
Central Government	The Office of the Premier determines what changes will be made to government. The changes are made official through the published Orders in Council (OIC) and communicated to the public and public service through GCPE.
	Cabinet Operations works with GCPE and the OIC Office to implement high level changes, such as creating and distributing a new list of ministry acronyms etc.
	Treasury Board staff engage ministry budget officers and deputy ministers to plan for and implement the transfer of financial assets, capital dollars, full time employees (FTE) transferred etc.
BCPSA	BCPSA works closely with the ministries to update the Corporate Human Resources Information and Payroll System (CHIPS).
	BCPSA works closely with ministries to implement changes affecting human resource (HR), payroll, Time On Line, HR records, as well as their associated security levels.
SSBC	Assesses the impact of the reorganization to SSBC's service delivery to clients and communicates impacts.
	Works with the client to ensure as little disruption to their business as possible. Whether it is setting up new account coding, leasing office space or ensuring workstations and phones are moved. SSBC works with clients to determine their requirements and ensures the transition goes as smoothly as possible.
	Responsible for leading an integrated project team to ensure the effective provision and coordination of service for ministries.
	CAS works with ministries and central agencies to implement the diverse range of changes required to update the Province's accounting systems.
	TSD works with ministry technology managers to implement needed changes to information technology systems and supports.
	IWS works with ministries if there are major changes required to their physical accommodation.
	Information Access Operations provides advice and services related to the management of record information and FOI requests.
Ministry	Ministries appoint a ministry coordinator to work with SSBC to manage their government reorganization changes. The coordinator provides communication updates to their ministry contacts and ensures projects are completed.
	Ministries are responsible for the administration, control, proper accounting

	and safeguarding of government assets coming under their custody or control. They must ensure that core government policies are addressed, asset purchases and disposals are properly authorized, accurate asset information is maintained and efficient and economic use of government assets is encouraged.
Cabinet Operations and Ministry of Finance Information Management Branch (IMB)	Responsible for all changes at the legislature, including changes to ministers, deputy ministers, the deputy premier and their support staff. The Cross-Government Working Group will provide assistance as required and communicate the status of these changes to the appropriate contacts and SSBC.
	Works with ministers, deputy ministers and their support staff immediately following a reorganization to provide them with the services they require (e.g. office space, furniture, workstations, phones, BlackBerrys, iPads, etc.). SSBC supports them in these activities.
Cross-Government Working Group	Provides assistance, as required, and communicates the status of reorganizational changes to the appropriate contacts. SSBC leads this group.
SSBC Steering Committee	Provides guidance and support to the program. The Program will provide progress updates and present any escalations. This is the direction/decision body for the Program.

The processes above are interconnected in various ways. Any delay or error that may occur in one of the processes can have significant implications in other areas.

Major Activities in 2013/14

The Program team is currently reviewing and updating all documentation (i.e. service checklists, contact lists and processes) for accuracy and are implementing any necessary process changes in preparation of post-Election 2013 changes.

Meetings are being scheduled with the Steering Committee and Cross-Government Working Group to ensure each respective area is ready to respond to announcements and impacted service changes.

LEAN initiatives in TSD and IWS, currently underway, focus on streamlining technology and real estate processes, which may aide in future reorganizations. TSD already has two planned projects underway which would help streamline processes frequently used in reorganizations.

PROVINCIAL IDENTITY INFORMATION MANAGEMENT PROGRAM

Office of the Chief Information Officer

Lead Executive

Bette-Jo Hughes

Background

The BC Services Card (BCSC), which was launched February 15, 2013, is an integrated program delivered collaboratively by the Ministry of Citizens' Services and Open Government (CITZ), the Ministry of Health (MOH) and the Insurance Corporation of British Columbia (ICBC). The BC Services Card is being issued under the *Freedom of Information and Protection of Privacy Act* (FOIPP Act).

Current Context

Initially, the focus of the BCSC Program is to replace B.C.'s CareCard, which has not kept pace with the latest technology and card security. By leveraging ICBC's existing in-person identity-proofing practices and infrastructure, the BCSC has the same level of identity assurance as a BC Driver's Licence (BCDL) as well as a more secure design, an expiry date and a photograph of the card owner, all of which improve the security of citizens' personal information.

A key aspect of the Program is to support government's digital services strategy to provide secure and convenient access to a wide range of government services online. Each BCSC includes a security chip; similar to those found in bank and credit cards, and adheres to the same strict technology and security standards followed by the payment card industry. This security chip is the key to transforming delivery of government services online.

As part of the CareCard replacement, a new requirement to renew enrolment in the Medical Services Plan (MSP) every five years will be brought into force in February 2018. Prior to 2018, the majority of existing MSP beneficiaries will be required to renew enrolment which is conveniently linked to the expiry of a person's BCDL or BC Identification Card (BCID). Through this approach, the BC Services Card will be gradually phased in over the next five years. This will ensure that MSP beneficiaries, which includes the majority of B.C. residents (i.e., adults aged 19-74), obtain an updated BCSC every five years in conjunction with their BCDL.

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CITZ and MOH have engaged with the Office of the Information and Privacy Commissioner (OIPC) on the BCSC Program for more than two years prior to February 2013 launch. The OIPC provided a public report prior to the launch of the card, indicating that the integrated program has appropriately designed privacy and security considerations.

Role of Citz

In July 2012, CITZ was designated as the Provincial Identity Services Provider (PIISP) under section 69.2 of the FOIPP Act. As the PIISP, the Provincial IDIM Program is the owner of the BCSC and is responsible to receive, store, protect and share identity information collected during the registration process. The IDIM Program is accountable for the build and management of the corporate identity and authentication services, issuing card management policies, the relationship with the chip and authentication service provider, and for on-boarding clients to use the BCSC.

Service BC is accountable for providing in-person registration and identity proofing services for the issuance, replacement and renewal of the Combination and Photo BCSC[1] on behalf of ICBC and for providing path-finding information services and accepting applications for the BCSC on behalf of MOH. The Service BC Contact Centre provides primary telephone and email support for the BCSC integrated program.

Budget

S12

Goverance

The initial governance for the six year BCSC Program was established by Treasury Board direction on April 27, 2011 which delegated MOH with the authority and responsibility for the

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[1]   There are three different types of BCSC: A combination BCDL and BCSC, a standalone photo BCSC, and a standalone non photo BCSC.

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entire Program on behalf of the partners (including the Provincial IDIM Program) with respect to scope, timeline and budget.

In April 2012 it was agreed that the governance would be split between the MOH and CITZ whereby MOH retained responsibility for the issuance of the BCSC and CITZ would assume responsibility for the technology decisions associated with the card's chip, the project to deliver the corporate authentication service to enable the chip's use, and for the onboarding of programs to this service. Two Deputy Project Boards were established at this time.

The Ministry of Health chairs the Project Board responsible for the issuance of the BCSC. CITZ chairs the Provincial Identity Information Management Steering Committee, which sets the strategic direction for the Provincial IDIM program. There have been discussions that governance should shift from MOH to CITZ, which may include a transfer of responsibility for card issuance operations to CITZ, thus collapsing the Deputy Project board and associated responsibilities and governance held by MOH.

An Integrated Program Agreement between MOH, CITZ and ICBC that came into effect on February 10, 2103 further itemizes the current roles, services, costs and governance associated with the delivery and issuance of the BCSC Program.

Major Activies in 2013/14

The issuance of the BCSC on February 15, 2013 represents a fundamental step toward a digital services strategy and is a key enabler of citizen centred service delivery. The BCSC Program is breaking new ground in B.C. and the work being undertaken to ensure ongoing privacy and security as government enters into the next phase of planning is expected to enable the use of the BCSC for online authentication services.

The OIPC made five key recommendations regarding the potential future use of the BC Services Card:

- Quarterly audits over the next year to ensure the card issuance systems are working as designed,
- Establishment of a retention and distribution policy for audit logs for personal information,
- Higher encryption between ICBC, MOH and CITZ systems to further protect personal information,
- Establishment of a privacy management framework to ensure clients of the BCSC service demonstrate privacy controls prior to their services leveraging the card; and
- A fulsome public consultation process before implementing Phase 2 of the card which includes activation of the embedded security chip.

In response to the OIPC's recommendations, CITZ will take the lead to conduct a fulsome public engagement and consultation process in fall 2013 to discuss the program and its potential uses to enable online access to government services. The consultative process will inform both the systems design and ongoing public communications related to the role that identity management and BCSC play in providing the citizens of B.C. with secure, privacy respectful access to government services and information. New online services that will utilize the BCSC will be phased in over the next 2 - 3 years.

LEADING WORKPLACE STRATEGIES

Lead Executive

Led by ADM Steering Committee comprising of:

- Sarf Ahmed, Assistant Deputy Minister, Integrated Workplace Solutions (Chair)
- Valerie St. John, Assistant Deputy Minister, Technology Solutions and
- Assistant Deputy Minister, BC Public Service Agency

Background

In 2010, at the initiative of Integrated Workplace Solutions, the Deputy Ministers' Committee on Transformation and Technology (DMCTT) initiated a working group to provide guidance on a real estate strategy for government office space. The strategy, Leading Workplace Strategies (LWS), is a corporate approach to managing real estate and aligning real estate decisions with human resource and technology decisions to more effectively achieve the Province's future workplace vision outlined in Being the Best and Citizens @ the Centre: BC Government 2.0. In July 2011 DMCTT endorsed LWS. In February 2012, WorkPoint was posted on @Work, the intranet for the public service, explaining LWS and the case for change to 30,000 public servants.

The ADM steering committee is providing leadership to this initiative with ADM of Integrated Workplace Solutions as the Lead. The steering committee reports to the Deputy Minister of Citizens' Services and Open Government.

LWS refers to new and innovative ways of accommodating office work and office workers. By leveraging mobility technologies and shifting traditional thinking about how and where work is done, government can reduce and modernize its office real-estate portfolio, reduce real-estate operating costs and give staff more choice and control in work arrangements – which can contribute to the ability of the BC Public Service to attract and retain talent.

Corporate office space needs to provide a variety of settings to support various work needs, with staff moving to the 'best place' to accomplish their work over the course of the day. LWS shifts real-estate solutions away from the static and traditional "one person, one workspace" towards a dynamic workspace where staff have choice in where to best accomplish their work. This includes greater focus on providing spaces that promote collaboration - from large formal meetings to informal interactions between two or more people. It also includes much greater access to "quiet rooms" for solo "heads down" work. LWS also includes the option, where appropriate, for employees to work from home for at least part of the week. This can further reduce the pressure on corporate office space while giving staff more ability to manage increasingly complex work-life balance decisions.

LWS work arrangements in the BC Public Service fall into three profiles:

- **Resident:** an employee who needs a designated space with specialized IT infrastructure or access to physical shared resources to achieve work objectives, this is often in a cubicle or enclosed office space.
- **Internally Mobile:** an employee who has the choice of a variety of work spaces to support collaborative or quiet work depending on their needs. This employee would not have a dedicated work space, such as an office or cubicle.
- **Externally Mobile:** an employee whose work does not require a dedicated workspace, spends short amounts of time in the office in favour of working from home or other external locations, and uses mobile tools (laptops, smart phones) as their main point of contact.

Global best practices were researched when the initiative began in 2011, considering experiences of Fortune 500 companies such as AMEX, IBM, CISCO and empirical research on new ways of working sourced through a number of international research groups. In addition, colleagues implementing LWS ideas for public sector real estate organizations in the UK, USA, Holland and Canada (Public Works and Government Services Canada) were also consulted. The experience from many of these sources confirmed that LWS may offer a solution to anticipated recruitment and retention challenges facing employers by providing staff choice in work arrangements, work tools and workspaces.

Shared Services BC (SSBC), working in collaboration with the BC Public Service Agency (BCPSA), has led the enterprise wide launch of LWS, including updating and aligning real-estate, technology and human resource practices and policies necessary to enable more mobile and distributed work styles.

Over the last 18 months, SSBC has worked with seven 'early adopter' ministries including Social Development in collaboration with Energy Mines and Natural Resources; Citizen Services and Open Government (CITZ); Transportation and Infrastructure; Forest, Land and Natural Resource Operations; BCPSA; and Education to implement LWS in Victoria. These early projects are realizing an ongoing financial benefit but also showcase LWS to ministries considering LWS, while providing SSBC and the BCPSA valuable feedback to improve their approach to LWS.

Current Context

Planning and implementing LWS is complex, involving many stakeholders and, often transforming the work culture and work practiced for many ministries. To manage this change SSBC engages with candidate ministries to identify possible implementation sites far in advance of the lease drops that often trigger LWS projects. Assessing a LWS opportunity also requires awareness of the business drivers, needs and cultural readiness of many ministries, links to government priorities and an intimate knowledge of the real estate portfolio.

Successful LWS requires collaboration. Once a potential site is identified, SSBC works with ministries to assess LWS feasibility considering space, finances, ministry business and technology needs and work culture. This background work ensures any decision to implement LWS is supported by a strong business case – both in terms of client business requirements and overall financial benefit.

When SSBC and the ministry agree to proceed, real estate, technology and human resource experts, corporately and within the ministry, work together on an integrated project team to plan and implement the project.

While the long term vision is to implement LWS in offices across the province, the immediate goal is to implement LWS in Greater Victoria. Of 11,000 staff working in Victoria, approximately 7,600 office-based workers are potentially suited to LWS. With ongoing collaboration and support from all levels of leadership in ministries, up to 50 percent of the 7,600 could benefit from a mobile work style by the end of 2018.

A summary of achievements over the past 18 months includes:

- Over 1,200 staff are working in LWS workspace and work arrangements.
- LWS solutions have been implemented in over 150,000 rentable square feet of the Province's real estate space in Victoria.
- LWS office space designs, supported by a flexible work arrangements, are better able to respond to re-organizations and internal staffing changes than traditional office solutions. Current LWS spaces are expected to accommodate an increase of as much as 12% in staffing levels without incurring any additional tenant improvements, furniture costs or business disruptions typically triggered by traditional office moves or changes.
- Over 40,000 rentable square feet of office space was dropped/avoided from inventory in 2011/12.
- Estimated cumulative savings of $5.4 million by 2018 as a result of LWS projects completed in the first year, net of all costs. These savings will continue beyond 2018.
- 12.3 percent averaged reduction in workspace footprint per occupant in completed projects.
- 16 percent increase in the BC Public Services' employee Work Environment Survey (2010/ 2011) in the "Physical Work Environment" category for CITZ Client Services staff who had moved to LWS.

Major Activities in 2013/14

Additional LWS projects are anticipated in Victoria through 2013/14. Six projects are expected to complete, with seven now in planning and eleven being reviewed. If all these projects are successfully completed, it is anticipated that the government office footprint will be reduced by an additional 86,000 rentable square feet, representing a current annual gross cost to the taxpayer of $3.2 million per year.

A post project survey was developed to better inform staff impacts and outcomes of LWS. The 'beta' version of the survey, recently completed by two of the early adopter ministries (Education and the BCPSA) indicated that if people were to choose their workstyle again, more would choose mobile workstyles. Further analysis of survey results through 2013/14 are expected to offer insights on the impact of LWS on staff engagement, retention and work effectiveness.

LWS continues to gain momentum. The BC LWS experience, presented at a Federal Provincial Territorial symposium in Whitehorse (Fall 2012) attracted the interest of other jurisdictions considering similar strategies, including the federal government and the provinces of Alberta and Ontario.

Interest is also growing in BC with provincial ministry offices in the Lower Mainland and the Interior. The Broader Public Sector in BC, including Northern Health Authority and the Insurance Corporation of BC, have also expressed interest in implementing LWS in their office space

NETWORK BC

Lead Executive

CJ Ritchie, ADM Strategic Partnerships Office

Background

Network BC provides leadership and support for the strategic use of telecommunications in British Columbia. Its mandate is to promote the expansion of high-speed Internet and cellular services connectivity throughout the province. Telecommunications services in BC are provided by the private sector and regulated by the federal government. Therefore, Network BC plays a coordination and facilitation role with local, provincial and federal government organizations, First Nations organizations, non-government organizations, communities, and the telecommunications industry to identify opportunities and foster multi-party initiatives that result in better access for citizens.

Broadband has transformed the way people live and do business in the Province. But it doesn't always make economic sense for private sector companies to invest in the infrastructure (fiber builds) in rural areas or those that are harder to reach. Network BC is able to overcome some of these barriers by leveraging its telecommuncation agreements and relationship with local Internet Service Providers to stimulate private sector investment in broadband services to ensure that the benefits of improved broadband infrastructure reach beyond the limits of where it may not be commercially viable to build.

Network BC's strategy of facilitating relationships between large and small service providers (to gain affordable pricing for smaller vendors) coupled with strategic use of provincial infrastructure grants has proven to be prudent public policy that has increased Internet access for citizens in areas where market forces are not serving public need. Ongoing infrastructure investment at the provincial level, in concert with calls for federal funding, will continue to be a requirement for the province to reach its goal of providing access to high-speed broadband services by 2021.

Current Context

Currently there are approximately 93 per cent of citizens who live in communities with access to high-speed Internet services. The remaining seven per cent of citizens often live on the outskirts of connected communities and in rural and remote areas of the Province with limited connectivity. Other communities already with connectivity are experiencing continued demands for more bandwidth and capacity.

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These demands are the result of increased reliance on the Internet (e.g., children doing homework, the public needing access to health care information and services, accessing other government services such as permiting and banking services). The demand for more bandwidth has also been recognized by the Union of British Columbia Municipalities (UBCM). Its Community and Economic Development Committee has expressed concerns that communities are still struggling to get adequate Internet connectivity. The Committee has advised Network BC that it will be bringing this issue to the forefront of 2013 UBCM. Without reliable Internet and cellular services smaller communities are unable to access specific health services, emergency preparedness/response notifications and remote education learning opportunities.

Network BC's strategy to expand connectivity involves a number of mechanisms including: leveraging the government's purchasing power in the telecommunications market to expand connectivity; providing infrastructure grants for last-mile connectivity; and forming strategic partnerships with federal and local governments and First Nations leadership to expand connectivity.

For example, in July 2011 the Province signed a high value, strategic telecommunications services agreement with TELUS valued at $1 billion over 10 years. Aggregating purchasing power among public sector partners enabled the Province to leverage a non-monetary agreement, the Connecting British Columbia Agreement, whereby TELUS will increase Internet access from 93 to 97 per cent of the population by 2021 and expand cellular coverage by over 1700kms along primary and secondary highways, all at no cost to taxpayers.

As of March 2013, TELUS had expanded cellular coverage along more than 580 kilometres of previously unconnected highway segments, upgraded services to 188 schools and provided Internet access to 65 new communities.

As well, the provincial and federal governments have jointly funded the $40.8M Pathways to Technology project with the goal of connecting or enhancing connectivity to all 203 First Nations. This initiative is led by First Nations organizations, who annually provide progress updates for inclusion in the Ministry Service Plan. It is anticipated that 180 of 203 First Nations will have broadband infrastructure in place by end of fiscal year 12/13 that will allow Internet service providers to offer services to citizens.

Major Activities in 2013/14

There are several broadband projects and initiatives underway in Network BC to address the connectivity demands in an effort to bridge the digital divide in the Province of British Columbia. These include the following:

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Goal to Connect 97 % of Citizens to Broadband Internet through the TELUS Agreement

Network BC will continue to monitor TELUS' implementation of the social benefits achieved under the Connecting British Columbia Agreement and reporting progress to various stakeholders. The social benefits include: maintaining 119 Internet gateways; increasing Internet speeds in previously connected communities; upgrading approximately 450 schools to high-speed fibre services; and connecting 98 more communities to the Internet as the result of a federal regulatory ruling.

Expanding Cellular Service Along Highways through TELUS Agreement

Network BC is engaging a wide variety of stakeholders with the Greater Public Sector (core government and the broader public service) to identify their need for cellular services along provincial highways. The results of these consultations are presented to TELUS annually in May of each year. Network BC will also be actively involved in monitoring TELUS' implementation of cellular services along segments of highways and reporting progress quarterly.

Connecting the Remaining 3% of Citizens in Remote Areas through a new Satellite Initiative

Broadband Internet by satellite will be the only service option available in many areas of rural B.C. for the foreseeable future. The high cost of its installation is a recognized barrier, preventing many citizens and small businesses from acquiring the Internet access they need. The Province has comitted $2 million in funding available through 2016/17 to help reduce the installation costs to a more affordable level for residents of areas where there are no other Internet service options available. This initiative will be launched in the summer of 2013.

Shared Cost Arrangements

This project is an example of a strategic solution to bring additional bandwidth capacity to a remote area of British Columbia. Through funding from the provincial and federal governments, the GwaiiTel Society is building a new radio transmission link from Haida Gwaii to Prince Rupert. The challenging 125 km ocean-crossing path will connect the seven communities of Haida Gwaii to a much needed increase in capacity of reliable high-speed broadband Internet service. It is anticipated this project will be completed in the Fall of 2013.

Union of British Columbia Municipalities

Network BC has been called upon to represent the Province on connectivity related matters at UBCM 2013. This venue provides the opportunity to address connectivity needs expressed by regional districts and municipalities throughout the province.

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Pathways to Technology Project

First Nations comprise many of B.C.'s rural and remote communities. Network BC is committed to working with First Nations organizations to achieve their goal of connecting all 203 First Nations in B.C. Network BC plans to continue to support First Nations organizations in their efforts to connect all 203 nations. The target is to increase connectivity to 185 First Nations communities by end of fiscal 13/14.

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OPEN GOVERNMENT

Lead Executive

Jay Schlosar, Assistant Deputy Minister, Strategic Initiatives Division

Background

On July 19, 2011, the Province launched the Open Government agenda as a means to demonstrate greater government transparency, encourage engagement in public decisions, and drive innovation in public services. The Open Government agenda encompasses four distinct but related initiatives:

- **Open Data**, which supports citizens to create value from government data;
- **Open Information**, which enhances openness and transparency through the public release of information about government;
- **Citizen-Centric Web**, which is transforming government's web presence to respond to citizens' expectations; and
- **Citizen Engagement**, which promotes government engaging with citizens to develop solutions to today's complex public policy problems. [1]

While these initiatives are primarily understood under the brand of "Open Government," they also represent a number of the core programs behind the strategic shifts outlined in *Citizens @ the Centre* – in particular, Citizen Participation and Self-Service (see Key Roles and Responsibilities: Transformation and Technology Planning for more information).

British Columbia has been acknowledged through multiple awards for its open government efforts, including: the Institute of Public Administration in Canada's (IPAC) 2011 Public Sector Leadership Award, the 2012 ESRI Special Achievement award in geographic information systems (GIS), and a 2012 GTEC Distinction Award. In April 2012, the independent Stratford institute announced that British Columbia was ranked first in Canada for e-government as a result its efforts on open government.

Current Context

Open Data

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[1] All programs are overseen by the Strategic Initiative Division, with the exception of the Open Information program, which is overseen at a policy-level by the Strategic Initiatives Division but is operated through the Information Access Operations branch under the Logistics and Business Services Division due to the alignment with existing FOIPPA processes.

The Province's Open Data program, known as DataBC (www.data.gov.bc.ca), was created to make government data available to citizens in open formats, licensed so citizens can use it to create value. The goal of the program is to support government in seeing public data as a significant strategic asset that can power more informed policy decisions by government and citizens, enable citizens to more effectively participate government policy decisions or service delivery, and drive new kinds of value creation in the private and public sectors by providing new "raw material" to support business decisions or even create new business opportunities.

By supporting this concept with new approaches to the licensing and sharing of data with internal and outside users, and an aggressive focus on building the community of data users, we are looking to realize data as emerging high-value asset to government and to citizens.

Since the DataBC program was created in July 2011, it has:

- Launched the DataBC web catalogue, a place for citizens and businesses to access government open data, use data exploration tools and engage on data-related topics. This catalogue was updated in February 2013 with improved design, search capabilities, and better tools.
- Created of the first BC Open Government License, to ensure that data can be freely reused without copyright or intellectual property implications (based on the UK open license).
- Published an average of one new dataset every day. Today, the catalogue hosts over 3,000 datasets from across government that are free, searchable and available for anyone to use and repurpose. Available data ranges from detailed geospatial data to public health to financial data – including being the first province to release the provincial budget as open data.
- Developed a large and growing community to support open data and its users across the province and Canada, generating over 160,000 catalogue visits and over 120,000 data downloads (as of March 31, 2013). This community support includes extensive social media outreach and community-building efforts through tools like blogs and Twitter, as well as support of "hackathons", curriculum development and public events to spur the use of data.
- Utilized new governance structures like the DataBC Council (a cross-ministry group representing data suppliers and users) to support the use of data within government in the development of new public services for citizens. This has resulted in the creation of a mobile app to access local health services and a web app charting justice system performance.

Open Information

The Open Information program (www.openinfo.gov.bc.ca) provides citizens with access to information about government. In particular, this program encourages ministries to routinely

release information about decisions and operations, and to encourage the greater sharing of information that is currently only available through the Freedom of Information (FOIPPA) process. Alongside supporting a corporate culture shift, the program specifically delivers new types of information to the public that were previously not made widely available, in two ways:

1. Routinely releasing monthly reports on travel expense accrued by Ministers and Deputy Ministers in the course of their duties.
2. Supporting the proactive disclosure of complete general information requests requested by applicants through the Freedom of Information office, and provides them to the public 72 hours after they are released to applicants (subject to policy).

Since the Open Information Program was created in July 2011, it has:

- Launched the Open Information site, which allows citizens to access both routinely released cross-government information (Ministers and Deputy Ministers' travel expenses) and responses to general Freedom of Information requests
- Developed policy that establishes a corporate governance framework for the proactive and routine release of information, and made amendments to the *Freedom of Information and Protection of Privacy Act* to support those activities.
- Released over 3,000 items (approximately 2,000 FOI response packages and 1000 expense summaries), resulting in over 55,000 site visits and 51,000 downloads (as of March 31/13)

Note: Both Open Data and Open Information are required under policy to report quarterly to Cabinet on progress, through the Cabinet Committee on Open Government and Citizen Engagement. Reporting has been filed up to the quarter ending December 31, 2012. The report for the next quarter (ending March 31, 2013) has been prepared but not yet been submitted for approval.

Citizen-Centric Web

On July 19, 2011, the Ministry launched a refreshed "front door" for government's web presence (www.gov.bc.ca) based on a new approach to user experience research, a review of leading jurisdictions and best practices in web design. By employing these new evidence-based approached to web development, government is seeking to recreate the digital services environment for citizens in a way that is oriented to their specific service needs and ways of solving problems, not simply based on the organizational structure of government. This new approach represented the first step towards a broader Internet Strategy to rationalize government's 600 web properties into a single online services brand.

Since the Citizen-centric web Program was created in July 2011, it has:

- Launched the new gov.bc.ca web standard, resulting in a measurable 34% increase in usability in accessing key services, and significant improvements to user response and feedback.
- Begun to align web development across government and convert existing core government websites to the gov.bc.ca model and approach on a ministry-by-ministry basis. Three-quarters of ministries have completed (or started) at least one user experience research project towards web improvements, including the Ministry of Education, the Ministry of Finance, the Public Service Agency, and the BC Jobs Plan and BC Services Card.
- Developed new design, standards, toolkits, training and technology, to support ministries in ensuring all web development is consistent with gov.bc.ca, as well as important design principles such as increased accessibility and content development.
- Invested in new technologies in areas of search (Google), web analytics and mobile enablement to meet citizen needs regardless of the devices or the approaches used to access services.

Citizen Engagement

The Province recognizes that engagement with citizens is essential in the creation of sound public policy and responses to shared challenges. This goes beyond gathering input; this also means listening to input, and then responding in ways that meet needs and expectations. Citizens now have significant access to personal digital tools as a means to engage with government, facilitated by new platforms like social media. The Province is taking advantage of those new opportunities by building capacity and establishing the core technology foundations to enable meaningful engagement with citizens.

Since July 2011 we have:

- Launched GovTogetherBC (www.gov.bc.ca/govtogetherbc), an online resource that brings all provincial public engagement opportunities together in a single online location, providing engaged citizens with opportunities to engage in initiatives spanning all of government.
- Utilized public engagement tools and approaches to support over 70 consultations government-wide including multiple large-scale digital citizen dialogue initiatives such as the BC Education Plan, the Justice Reform project, the BC Budget consultation, ThinkHealth, and the BC Jobs Plan and Skills and Training Plan.
- Developed a Social Media Policy for the Public Service (the first in Canada), allowing the BC Public Service to utilize public social media tools to connect and engage with citizens. This has resulted in the launch of over 90 social media channels across government.

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- Established and evolved corporate best practices creating capacity to engage effectively across policy areas, including training workshops, engagement toolkits, and "Dragon's Den" development workshops to discover, incubate, evaluate and execute upon new initiatives.
- Supported new investments such as analytics tools that allow for simple tracking, consolidation and understanding of large volumes of citizen input from emails, digital dialogues, meeting notes and other key sources.

Major Activities in 2013/14

While focus on Open Government largely emphasizes the advantages of government transparency in decisions and services, it is fundamental to note that the ongoing intention of these programs has been to provide a core toolset for government to drive innovation and transformation in government. The central set of capabilities provided through the programs listed above can provide trusted and versatile tools, practices and technologies to drive momentum on new, emerging priorities.

For example, these toolsets are all expected to figure prominently in the advancement of the Digital Services Strategy as government looks to establish corporate, repeatable approaches to the digital delivery of "self-service" to citizens – including the use of citizen engagement to support the implementation of the BC Services Card and its relationship to digital service delivery. (see Key Roles and Responsibilities, Digital Service Strategy)

The strategic approach over 2013/14 for all the programs described is to continue to build out the numerous capabilities within each to enhance their value to the innovation agenda. For citizen engagement, that means supporting consistent, repeatable approaches to engagement based on learnings from the last year. For open data, that means supporting growth of data use and literacy. For open information, that means new investments to improve efficiency and quality of information delivery. For citizen-centric web, that means bridging from a focus on one service access (through websites) to online service quality through applied user experience and service design methodologies.

There are numerous tactics to employ across each program to achieve these goals, including:
- **Expanding the portfolio of program content**: Each program must focus on growing the "critical mass" of content and involvement by ministries to enhance the value of the programs. This includes ongoing support for expansion within core government, as well as reaching out to other agencies like other jurisdictions and the broader public sector to align their practices.
- **Growing communities and awareness:** Targeted efforts through the use of digital outreach, stakeholder relationships, institutional relationships and marketing opportunities across all

programs will grow the user base, and increase the likelihood of seeing innovation take place across the larger community.

- **Supporting corporate capacity-building**: Supporting Ministries in building their own skills and approaches by providing toolsets, policy, training and ongoing engagement can help Ministries build capacity "on the ground" and maximize the use of central resources.
- **Evolving technology services and investments**: Providing a core set of technologies and services to support innovation activities is essential. Targeted, ongoing corporate technology investments to support open data, social media, web development or analytical tools will reduce barriers to Ministry participation and provide a more holistic service for citizens.
- **Supporting priority projects:** While providing a leadership role and building corporate capabilities is the primary role of these programs, there will continue to be priority projects identified by government that require support. By supporting these projects centrally, we can evolve our own approaches and demonstrate tangible outcomes for the organization.

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SECURITY AND PRIVACY

Office of the Chief Information Officer

Lead Executive

Bette-Jo Hughes

Background

The *Freedom of Information and Protection of Privacy Act* (FOIPPA) establishes the legislative privacy framework for government. It formalizes a set of rules for collecting, using and disclosing personal information. It also establishes an independent Information and Privacy Commissioner (Commissioner) with the power to investigate privacy complaints made against government, to initiate reviews or audits and make public comment respecting the privacy implications of any proposed initiative, program or activity of government.

FOIPPA also establishes security obligations for government by requiring that reasonable security arrangements be in place to protect personal information in its custody or under its control. Reasonableness is a sliding scale, assessed relative to the sensitivity of the personal information in question and other factors. Government Information Security Policy, which is based on the international standard ISO27002-2005, specifies what "reasonable" security means for both personal and other confidential information and sets policies respecting the appropriate tools, systems and controls for managing and transmitting this sensitive information.

Key Responsibilities

The Office of the Chief Information Officer (OCIO), represented by the Legislation, Privacy and Policy Branch (LPP) and the Information Security Branch (ISB), is responsible for developing legislative and regulatory changes to FOIPPA; establishing government's privacy and security policies and standards; monitoring compliance with those policies and standards; managing government's privacy training program; and investigating privacy and security breaches. Ministries are responsible for protecting the personal and other confidential information they hold or are responsible for (including information held by service providers) in accordance with FOIPPA and government policies and standards. Ministries are also accountable for any breach or failure to comply with legislation, policy or standards.

To assist ministries in meeting their privacy and security obligations, LPP and ISB conduct outreach activities and provide training, resources, guidance and support to ministry programs and projects. For example, when ministries are developing new legislation, programs, projects or systems, they are legislatively required to complete a Privacy Impact Assessment and submit

it to LPP for review. They must also conduct a Security Threat and Risk Assessment on projects, programs and systems in consultation with ISB. LPP also assists ministries with Information Sharing Agreements, Research Agreements and contract-based Privacy Protection Schedules.

Current Context

While LPP and ISB are distinct branches with distinct mandates, they collaborate in a number of areas and provide coordinated advice and support to corporate programs and ministries to assist them in meeting their privacy and security obligations.

Joint Activities

LPP and ISB are currently providing ongoing support and guidance to corporate initiatives such as identity information management projects, the BC Services Card Program, the Device (and BYOD) Strategy and Integrated Case Management. In recent consultations with the Office of the Information and Privacy Commissioner (OIPC) on the privacy framework for the BC Services Card, the Commissioner requested comprehensive documentation of the project's security features for review by a security expert. It is anticipated that this will be the standard expected for future projects and will require more extensive collaboration between LPP and ISB to provide the Commissioner with the information she deems necessary to determine whether a project is compliant with FOIPPA.

LPP and ISB also work together to conduct investigations into reported information incidents, which include actual or suspected privacy and security breaches. ISB also investigates cyber-attacks against government information technology infrastructure and supports the BC Public Service Agency in conducting investigations into actual or suspected instances of misconduct by public service employees. During 2012, ISB conducted more than 500 information security investigations and LPP conducted 777 investigations of confirmed privacy incidents.

LPP and ISB co-host an annual Privacy and Security Conference, which this year attracted over 850 delegates from across North America and featured over 60 presentations by national and international experts. This internationally recognized conference positions British Columbia as a leader in privacy and security matters of global importance.

Ministry Contacts

One area of difference between the privacy and security areas is the level of organizational maturity. For instance, at present each ministry has a dedicated Ministry Information Security Officer which is a point of contact and has responsibility for ensuring and supporting security compliance within the ministry. Until several years ago, each ministry also had a dedicated privacy officer. However, this responsibility was centralized to LPP, with the result that there is no longer a dedicated resource within each ministry to support and ensure privacy compliance. Currently, LPP liaises with the Ministry Chief Information Officers and is in the process of

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developing a Privacy Community of Practice which would include representatives from each ministry and would provide a forum for addressing emerging privacy trends and issues, disseminating information on new policies, problem solving specific ministry issues and sharing successful approaches and solutions.

Compliance and Monitoring

Security has a more mature compliance and monitoring program relative to privacy. ISB operates a Corporate Information Risk Reporting Program, which captures information about corporate information security risks, and also has the ability to conduct proactive security audits of ministries or specific program areas. In comparison, LPP is in the early stages of formalizing a comprehensive privacy management program that would incorporate compliance and monitoring components.

Major Activities in 2013/14

Over the coming year, LPP and ISB will continue to expand their outreach activities and enhance their operational tools, guidelines and training to better empower ministries to protect privacy and security. Both branches will also continue to provide advice and policy support to the Device (and BYOD) Strategy and Phase 2 of the BC Services Card Project. In addition, the following major activities will be a priority for 2013/14:

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2. **Responding to the Auditor General's Reports on Security**: ISB is working with the Ministry of Justice to address security issues identified during an audit of the JUSTIN (Justice Information System) application conducted by the Office of the Auditor General in 2012. In addition, ISB will assist all government ministries in responding to any issues identified in the Office of the Aiditor General's audit of publicly accessible web applications that is currently underway.

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3. **New Privacy Impact Assessment directions, guidelines and templates:** LPP is currently developing new Privacy Impact Assessment directions, guidelines and templates in consultation with the Commissioner's office. The new directions, templates and guidelines will streamline the privacy assessment process for ministries, while at the same time providing for a more comprehensive assessment that will enhance government's compliance with FOIPPA and facilitate public bodies' consultations with the Commissioner. These new templates and processes will be completed and implemented by Fall 2013.

4. **Privacy and Security Conference and other events:** LPP and ISB will host the 15th Annual Privacy and Security Conference in February 2014. ISB will also host the National Chief Information Officers' Committee on Information Protection in May 2013.

4

SHARED SERVICES BC

SSBC Executive Team

- Sarf Ahmed, Assistant Deputy Minister, Integrated Workplace Solutions, and Executive Finanacial Officer
- Bobbi Plecas, Assistant Deputy Minister, Logistics and Business Services
- Valerie St. John, Assistant Deputy Minister, Technology Solutions

Background

In 2003, the B.C. Government undertook efforts to streamline administrative functions and information technology (IT) under a single entity, Solutions BC. In 2006, the organization's mandate was expanded to include common business services, services to citizens and, in 2007, real estate management services. At this time, the organization was renamed Shared Services BC (SSBC).

SSBC enables the public service to provide effective and accessible services to citizens. To successfully fulfill this mission, SSBC focuses on delivering quality services to clients and providing value for money.

SSBC is the Province's organization for procuring and supplying real estate, technology and other products and services required by clients. These services are provided by three divisions: Integrated Workplace Solutions (IWS); Technology Solutions (TSD); and Logistics and Business Services (LBS).

SSBC clients are all ministries and central agencies within the Province who are mandated to use SSBC services. Broader Public Sector clients (BPS) use SSBC services on a voluntary basis, with the exception of some services, which they are mandated to use. SSBC also provides access to information services to citizens.

Originally, a Shared Services Board of Directors (SSBoD), made up of deputy ministers, provided governance to SSBC. However, since December 2009, direction has been provided by the Deputy Ministers' Committee on Transformation and Technology (DMCTT) and the Corporate Infrastructure Advisory Council (CIAC), a group of ADMs delegated responsibility by DMCTT. These bodies ensure that SSBC activities are aligned with the government's strategic direction and the needs of clients.

SSBC's reporting structure has changed throughout the years. Initially it was headed a Chief Executive Officer, and, more recently, a Chief Operating Officer (COO). Since the departure of the COO in November 2011, the Assistant Deputy Ministers (ADMs) of IWS and LBS report directly to the Deputy Minister, while the ADM of TSD reports to the Government's Chief

Information Officer. These three ADMs comprise the current SSBC Executive. The Deputy Minister is overall responsible for all of SSBC.

Current Context

In alignment with the strategic direction set by DMCTT and CIAC, SSBC has developed key planning documents that currently guide and prioritize organizational direction and activities: SSBC's report on the Plan for Shared Services Excellence; and, the <u>SSBC Service Level Agreement</u>, among others.

The Plan for Shared Services Excellence, developed for Secretary, Treasury Board, outlines four key goals for the organization, and how these goals will be attained. The goals are: Trusted; Optimized and Valued; Innovative; and Engaged.

The SSBC Service Level Agreement (SLA) outlines a series of guiding principles, developed in consultation with clients, focusing on strengthening client relationships and delivering services with efficiency, transparency, timeliness, predictability, and accountability in an innovative way. In addition, the SLA outlines several performance measures that represent all lines of businesses within SSBC, and are reported on annually at a corporate level.

The SSBC funding model has changed over time. Prior to 2010/11, SSBC operated within a charge-back funding model for services. However, in an effort to manage consumption, the SSBC funding model shifted to a mixed-funding model. The voted appropriation is used to cover the cost of mandatory services for clients, such as Freedom of Information (FOI), network services, information technology, real estate and property management. Services delivered on a cost recovery basis include BC Mail Plus, Queen's Printer, Procurement advice and most project based services for IT and Facilities.

Voluntary BPS clients are provided services on a cost recovery basis.

Under this model, the government has charged ministries with the responsibility of reducing voted consumption as a matter of fiscal responsibility. SSBC has been charged to provide services within its budget. The table below outlines the SSBC budget between 2010/11 and 2013/14. As evidenced, the SSBC budget has declined each year.

Shared Services BC Estimates Budget Fiscal 2010/11 - 2013/14
(in millions)

For budget 2010/11, the repatriation of budgets for shared services was approved and SSBC was provided with a total budget allocation as shown below. This budget was not an increase to government's overall fiscal plan, but rather it was transferred in from ministries who were previously paying for the services.

	Fiscal 2010/11	Fiscal 2011/12	Fiscal 2012/13	Fiscal 2013/14
Logistics and Business Services	18,551	17,723	12,182	12,182
Integrated Workplace Solutions	277,906	277,543	266,110	259,960
Technology Solutions	155,357	156,422	161,452	160,859
Vote Total	451,814	451,688	439,744	433,001

Notes:

*For presentation purposes, for FY 2010/11 and 2011/12, COO and Strategic Partnerships and Planning Office (SSPO) funding of $1.402M was shown in Executive and Support Services vote, rather than the SSBC vote. Both branches have since been eliminated.

*For presentation purposes, FY 2010/11 and 2011/12 financial services and communications staff, and related funding of $5.134M, were shown in Executive and Support Services vote. In subsequent years funding was moved back to SSBC programs.

Prior to the transfer of funds from ministries, a savings target was applied and those funds were used by the Ministry of Finance to assist in meeting government's fiscal targets. The savings targets were as follows: $22,500 million in fiscal 2010/11; $30,000 million in fiscal 2011/12 and $30,000 million in fiscal 2012/13.

Currently, SSBC has 1,855 active regular and auxiliary employees within its organization. In 2010, the Province underwent Workforce Adjustment across government. Of the 233 government employees impacted, 117 were SSBC employees.

There are several key opportunities for SSBC, including:

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Major Activities in 2013/14

The major initiatives below are divided between each division. Additional key initiatives, as well as details regarding the ones outlined below, are represented in each of the division's transition notes.

Integrated Workplace Solutions (IWS):

1. Release of Assets for Economic Generation: IWS is leading this Ministry of Finance initiative to dispose surplus assets for the Province. Net gain of $500 million in 2013/14 and 2014/15 is included in the fiscal plan to help balance the Province's budget. A separate detailed note on this topic has been prepared.

2. Leading Workplace Strategy (LWS) - Victoria 2018: The LWS "Victoria 2018" program has a vision of transitioning up to 50 per cent of Victoria based office workers from traditional resident office work styles to internally or externally mobile work styles. The benefits include: improved space utilization for retained office space in Victoria, net financial savings, and enhanced staff productivity, engagement and retention. A separate detailed note on this topic has been prepared.

3. Justice Capital Projects: IWS is working in partnership with Ministry of Justice and Partnerships BC on two major capital projects. The expansion of the Surrey Pretrial Services Centre is under construction for completion in November 2013. It is the first P3 project in the Corrections sector. In addition, IWS is partnering with Corrections Branch and Partnerships BC in the planning and development of the new Okanagan Correctional Centre. A detailed business case has been approved and RFP under a Design Bid Build Maintain P3 is being prepared for release in the summer of 2013.

4. Facility Condition Assessments: IWS has embarked on a three year plan to conduct facility condition assessments for its portfolio of owned properties. This will assist in funding decisions for Routine Capital envelope for facilities. Fiscal year 2012/13 is the first year of the assessments.

Technology Solutions (TSD):

1. Office of the Chief Information Officer (OCIO)/TSD Service Redesign: OCIO/TSD is moving to a business model that is less capital-intensive and more service-oriented in order to meet government's future technology needs. Several major work streams are now underway to help define future services, clarity of roles and responsibilities, improve business processes and adapt internally to change.

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2. Workstation Refresh: The Refresh is a cross-government computer refresh (30,700 computers) which takes place from September 2013 - March 2015. Unlike previous refreshes, this project will replace aging workstations with a service that offers clients ministries more choice and flexibility in the tools they choose for their employees.

3. Managed Print Service: Replacement of the existing fleet of multi-function devices across government with a new service that eliminates the need for capital investment and provides more modern technology under a user pay scenario and increased control of ministry clients regarding their consumption.

4. Corporate Accounting Services (CAS) System Upgrade: Upgrading to the current release of the Oracle E-Business Suite will provide the foundation to address functionality concerns in the ministries and has other future potential business benefits.

Logistics and Business Services (LBS):

1. Records Management: Consultations regarding records management have occurred with almost 300 staff from across government, governed by a steering committee from ministries and chaired by Information Access Office. A "road map" with a list of priority next steps will be completed in spring 2013.

2. Procurement: There are opportunities to modernize the practice of procurement and improve the value achieved by government through better planning, negotiation and evaluation. A three year procurement plan will outline options for government.

3. BC Bid 2.0: Approximately $1.5 billion in competitive procurement opportunities are posted annually to BC Bid by over 600 agencies. The current technology is approaching its end of life, which creates an opportunity to re-think the way procurement is managed across government.

4. Supply Services: In order to move away from an environment characterized by highly independent business lines, Supply Services is building a business plan to focus efforts on common objectives. The plan includes a current state assessment, and a redefinition of the overall suite of goods and services offered to customers. Part of the business plan will address how Supply Services can reach out to customers and dispel the practice of being perceived as "just another choice," but rather best value in procurement of goods and services.

STRATEGIC PARTNERSHIPS OFFICE

Lead Executive

CJ Ritchie, Assistant Deputy Minister

Background

STRATEGIC PARTNERSHIPS OFFICE

Government has signed a number of strategic high-value IM/IT contracts that have individual contract commitments ranging from the tens of millions to over $1 billion. The portfolio of contracts that fall within this category exceeds $5.2 billion in value and includes multiple relationships with large global companies. The scope of these contracts extends beyond any individual ministry and beyond core government and includes a number of deals being accessed by broader public sector organizations across the Province. Therefore, Treasury Board established the Strategic Partnerships Office (SPO) in May 2012, granting it the overall responsibility for policy and governance over these strategic high-value IM/IT contracts across all of the BC Government. SPO oversees strategic alternate service delivery (ASD) and other high-value deals through the deal lifecycle to ensure the Province's strategic interests are met, including approval and sign-off of key documents prior to Treasury Board (TB). SPO's budget allocation consists of a core budget of $2M, S12

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SPO has developed a methodology that includes a 25% recovery by SPO of savings achieved on a contract-by-contract basis. This percentage represents the mid-point of recovery practice in industries providing benefits-share regimes. SPO has defined deal savings as an actual reduction of expenditures below the current budgeted expenditure due to a reduction in contracted unit price or unit volume.

Deal savings sufficient to fully fund SPO to its maximum allocated budget ($6.5M) for 2013/14 and 2014/15 are not anticipated to be realized in the near term, as savings realization is tied to either the point in time when contracts are renewed or when a deal realignment is implemented. Until such time as SPO is fully funded from contract savings, budget pressures will create challenges for SPO achieving its mandate.

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In some cases, due to SPO's specialized skill set, SPO resources have been involved in deal negotiations or deal realignment at a level beyond what is considered core services. In these cases, the services provided by SPO are cost-recovered by the organization responsible for the deal (see Appendix A for service functions). It is expected that these services will continue to be in demand, which may put pressure on the current limited resource capacity of SPO.

ADMINISTRATORS OFFICE - STRATEGIC TELECOMMUNICATIONS SERVICES

The strategic telecommunications services deal signed with TELUS on July 29, 2011 is the largest of the strategic, high-value IM/IT deals governed by the Strategic Partnerships Office. It is valued at $1 billion over 10 years. The deal addresses a diverse range of stakeholder, strategic business and public policy goals, including: supporting government's business transformation agenda; achieving price controls and cost reductions; improving rural connectivity in support of economic development, health and education; and increasing access to cellular services along segments of provincial highways for public safety.

The Administrators Office (AO) is responsible for overall management of the deal on behalf of 11 participating entities. (Core government, six regional health authorities, the Insurance Corporation of B.C., WorkSafe B.C., B.C. Lotteries and B.C. Hydro). The strategic nature of the deal requires: a focused, structured approach to management of the relationship between TELUS and the participating entities; governance support; and management of the three agreements comprising the overall deal. The AO is also responsible, through Network BC, for delivering on the Province's commitment to Bridge the Digital Divide for citizens in rural and remote areas.

In 2012/13 the AO is projected to spend $4.2 million. $1.6 million is included in the OCIO's base budget and $2.6 million will be recovered from the 11 participating entities. The AO funding model is premised on recoveries charged to entities for administering the TELUS Agreements on their behalf, plus base budget from the OCIO to deliver on Digital Divide initiatives that fall outside the scope of the agreements with TELUS.

Recoveries pay for administration of two of three Agreements signed with TELUS (the Telecommunications Services Master Agreement and the Strategic Relationship Agreement). Base budget from the OCIO pays for administration of the third agreement (the Connecting British Columbia Agreement) and connectivity initiatives that fall outside the scope of the

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Agreements (i.e. the BC broadband satellite program and First Nations connectivity and capacity building initiatives).

Current Context

STRATEGIC PARTNERSHIPS OFFICE

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Capacity Building - SPO has initiated an aggressive training program for all deal owners, bringing specialists in from the Centre for Outsourcing Research (CORE) to provide education on managing strategic contracts. SPO has also provided deal owners with access to negotiation courses from Peter Johnston, a world-renowned negotiator. As well, the Strategic Partnerships Advisory (SPA) committee has been established to bring deal ADM's together on a regular basis to share information and best practices.

SPO Framework and Best Practices – SPO has been developing a strategic contract lifecycle based on best practices, to provide effective and consistent management of deals throughout their terms. This involves the development of templates and tools for stakeholder use. This framework is currently being finalized and a stakeholder engagement plan is being developed. SPO has been working closely with deal owners from ministries, BPS entities and internal stakeholder (e.g. TBS, OAG) to socialize its mandate and provide deal management guidance and oversight to achieve government objectives.

A major challenge with BPS engagement is the nominal insight into the BPS strategic planning process, which impacts SPO's ability to identify issues and opportunities for deal owners across the entire government deal portfolio. SPO is working with key BPS stakeholders to improve visibility into their strategic deal planning process.

Vendor Partnership – SPO is working with vendors to develop strategic partnerships and create value-added opportunities where possible.

Recruitment Challenges - Prior to the hiring freeze, a number of competitions have been held for key SPO positions with limited success. The field of work that SPO is overseeing is of a very specialized and strategic nature, and there is a lack of capacity across government in this skill

set. Hiring will likely continue to be a challenge into the future and impact SPO's ability to fill its vacancies.

Quality of Deal Information - There is a high degree of variability in quality, up-to-date information on the deals in SPO's portfolio. SPO recently completed a deal data collection process to develop a standard deal baseline of information across the portfolio and is in the process of developing a performance management framework to allow SPO report on deal and portfolio performance measures.

ADMINISTRATORS OFFICE - STRATEGIC TELECOMMUNICATIONS SERVICES

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Achieve Strategic Value - In year one of the deal, participating entities realized a cumulative cost reduction of $9.76 million. This was achieved mainly through negotiation of lower service rates. Additionally, school districts are leveraging the deal as part of their individual negotiations, to achieve savings though utilizing provisions that allow them to capitalize on terms and conditions negotiated under the deal.

Achieve Rural Benefits – To increase connectivity to the 7% of citizens living in rural and remote areas, NetworkBC is coordinating and facilitating connectivity initiatives between local, provincial and federal government organizations, First Nations, non-government organizations, communities and the private sector telecommunications sector. Additionally, Network BC is monitoring implementation of TELUS's commitments under the Connecting British Columbia Agreement (CBCA). To increase access to cellular services along provincial highway segments, Network BC continues to engage a wide variety of stakeholders to identify their need and represent their interests in discussions with TELUS. In addition, Network BC monitors TELUS' implementation of cellular services along segments of highways as per the Connecting British Columbia Agreement and reports progress quarterly.

High Cost of Infrastructure for Rural and Remote Citizens – The CBCA provides a framework for addressing how TELUS will work with the province, and other telecommunications providers, to increase access to connectivity in rural and remote areas over the next decade at minimal cost to taxpayers. However, it does not address the challenges of high infrastructure costs of

installing and operating telecommunications infrastructure in rural and remote areas. Additional funding will be required.

Major Activities in 2013/14

STRATEGIC PARTNERSHIPS OFFICE

New Strategic Deals - Engage ministry partners at the beginning of their strategic planning process to work with them to bring the development of their deal through the full framework lifecycle (e.g. Justice's Road Safety System).

Expansion of the Strategic Deal Portfolio - Improve the ability to leverage existing deal services/technologies, minimizing duplications and improving value to both Ministry and BPS entities. SPO will also improve leverage with vendors though an expanded view of deals across the portfolio. This provides for a more strategic coordination of deal services and opportunities, allowing for great achievement of value. As well, SPO is looking to increase the application of best practices in contract language, investment, pricing bands, vendor performance across a wider deal portfolio

Deal Management Framework and Tools – Complete development of industry leading standards for deal management along the entire life of contracts, including enhance risk mitigation and reporting transparency. SPO will also improve support through the delivery of templates and processes that emphasize best practices in developing deals that maximize value and successfully achieve outcomes.

Change Order Best Practice - Develop change order best practices to manage, measure and monitor change orders across the deal portfolio.

ADMINISTRATORS OFFICE - STRATEGIC TELECOMMUNICATIONS SERVICES

S17

Achieve Strategic Value - Continue to support School Districts in their negotiations with TELUS and look for strategic opportunities to engage more broader public sector organizations to participate in the deal.

Achieve Rural Benefits -Develop and implement a satellite program to address the needs of 3% of the population that live in remote areas of British Columbia where no other service options are available for broadband Internet services. Monitor TELUS' commitment for increased cellular coverage along Provincial highway segments. Engage a wide variety of stakeholders to

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identify their need for cellular services along Provincial highways and represent their interests in discussions with TELUS.

Core Functions		Incremental Support Functions
Performed by SPO Staff **Funded from base SPO budget**		**Performed by external resources or** **SPO staff (as available)** **Cost recovered**

• Templates and tools for entire lifecycle
• Portfolio wide capacity building
• Knowledge and data management
• JEC Participation
• Best practice research and analysis
• Reporting and performance management
• Community of Practice / SPAC
• Procurement advice
• Relationship management and engagement (core government and BPS)
• Portfolio deal management and health assessment
• Strategic vendor engagement and management
• T&T planning and coordination
• BPS On-boarding
• Transition / Change Management support
• Leading deal negotiations
• Deal architecture
• Legal review oversight
	Phase 1 deal support and review:
	  • Opportunity Assessment
	  • Value Assessment
	  • Business Case
	
	Phase 2 deal support and review:
	  • Accountability Matrix
	  • Stakeholder Plan
	  • Governance Plan
	  • Acquisition Strategy
	
	Phase 3 deal support and review:
	  • Transition Plan
	  • Negotiation Plan
	  • Acquisition
	  • Awarding of contract
	
	Phase 4 deal support and review:
	  • Deal changes over term (Change Orders)
	  • Risk Management Review oversight
	  • On-boarding integration and negotiation advice
	  • Deal monitoring
	  • End of Term Assessment review
		• Procurement support
		• Deal health check and value assessment
		• Financial modeling
		• Detailed governance assistance
		• Negotiating and implementing on-boarding integration and negotiation
		• Deal architecture support
		• Leading deal negotiations

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THE FREEDOM OF INFORMATION AND PROTECTION OF PRIVACY ACT

Legislative, Privacy and Policy, Office of the Chief Information Officer

Background

The *Freedom of Information and Protection of Privacy Act* (FOIPPA) came into force in May of 1992 and was proclaimed in stages from 1993 to 1994, extending the Act to an expanded set of public bodies with each stage. FOIPPA currently covers over 2,900 public bodies, which fall into four general categories: (1) ministries; (2) crown corporations, agencies, boards and commissions; (3) local public bodies (such as municipalities, health authorities, school boards and universities and colleges); and (4) governing bodies of professions or occupations (such as the College of Physicians and Surgeons).

The purpose of FOIPPA is two-fold: (1) to make public bodies more accountable to the public by providing the public with a right of access to information, subject to limited exceptions; and (2) to protect personal privacy by prohibiting the unauthorized collection, use or disclosure of personal information by public bodies.

The Information and Privacy Commissioner (Commissioner), an independent Officer of the Legislature, has responsibility for overseeing and monitoring how FOIPPA is administered and for ensuring that its purposes are achieved. In addition, a legislatively-mandated Special Committee to Review FOIPPA is struck every six years to review and make recommendations for changes to the Act.

FOIPPA has been the subject of review by three Special Committees of the Legislative Assembly. It has been amended a number of times since 1992, most recently in the fall of 2011.

The 2011 Amendments to FOIPPA

The November 2011 amendments were the most significant set of amendments made to FOIPPA since its introduction in 1992. These amendments modernized the Act by enabling the delivery of more integrated, online and citizen-centric services and by authorizing new ways of communicating with citizens though the use of emerging technology such as social media. They also established a legislative framework for government's open information and open data initiatives and its identity information management initiatives, and implemented a number of recommendations made by the Special Committees. Other amendments strengthened

requirements for Privacy Impact Assessments, introduced new requirement for data linking and increased the Commissioner's oversight powers.

Several amendments were dependent on the implementation of regulations, directions and other instruments for full effect. The amendments also required that many of these supporting instruments be developed in consultation with the Commissioner.   S12

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Amendments to the FOIPP Regulation

Amendments to the FOIPP Regulation were passed in June 2012 and included regulations that: (1) supported the 2011 amendments to FOIPPA (e.g., authority for collection of personal information with consent; documentation necessary to establish a common or integrated program) and (2) implemented the Special Committee recommendations on fees and who may act for others under FOIPPA. The Commissioner was consulted on all of these amendments.

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Open Information and Open Data

The 2011 amendments authorized the Minister responsible for the Act to establish categories of records that ministries must disclose without a request under FOIPPA and to issue directions to ministries regarding disclosure of these categories of records. To date, no directions have been issued, beyond the Premier's direction on Open Information and Open Data which was

issued in July 2011. The Ministry's Strategic Initiatives Division is leading the development of guidance for ministries on categories of records that should be disclosed on a routine basis and is consulting with the Commissioner on this initiative. At this point, no decision has been made on whether additional directions will be necessary to support government's Open Information and Open Data initiatives.

Information Sharing Code of Practice

The 2011 amendments introduced a new requirement for the Minister responsible for the Act to establish, in consultation with the Commissioner, an Information Sharing Code of Practice. The Code of Practice will make recommendations to public bodies on the appropriate exchange of personal information and will not require drafting by Legislative Counsel or approval by Cabinet. Development of the Code of Practice is underway, with a plan to complete it in late 2013 or early 2014.

Future Amendments

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THE NAMING PRIVILEGES POLICY

Office of the Chief Information Officer

Background

The Naming Privileges Policy governs the naming of physical assets in recognition of financial or in-kind contributions from individuals, businesses, organizations and others. The policy ensures a consistent framework across government so that naming privileges are granted to benefactors in a fair and equitable manner.

The policy was originally approved by Cabinet in June 2006, and rolled out in its current form in June 2007. It applies to all government ministries and government bodies as defined in the *Financial Administration Act*. Government bodies include hospitals and health authorities, Crown corporations, colleges and universities.

Roles and Responsibilities

The Naming Privileges Policy establishes a process for approving naming opportunities and sets out roles and responsibilities for the Intellectual Property Program, the Minister of Citizens' Services and Open Government and Cabinet. It also requires the appointment of a Naming Committee that has certain responsibilities under the policy. Those roles and responsibilities are set out below.

Intellectual Property Program (IPP)

The Intellectual Property Program (IPP), which is part of the Legislation, Privacy and Policy Branch within the Office of the Chief Information Officer, is the point of contact for all naming opportunities and is responsible for the administration of the policy generally. It is responsible for receiving requests for approval, working with the submitting public body to ensure all necessary information is provided and facilitating the review and approval of all requests by the Naming Committee and Cabinet. IPP is also responsible for communicating the final decision to the submitting public body once Cabinet has reviewed or approved the decision.

Naming Committee

The Naming Committee is comprised of senior civil servants from relevant ministries (e.g., Health and Advanced Education) and program areas (e.g., procurement). It is responsible for reviewing all naming opportunities submitted to government and has authority to approve the request, with notification to Cabinet, in accordance with the criteria and restrictions set out in the policy. Where one or more of the following criteria apply, the Naming Committee must refer the naming opportunity to Cabinet for decision:

(a) the size or visibility of the asset is of particular significance;
(b) the value of the contribution is greater than $5 million;

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(c) the asset is or will likely be the object of media attention, or is otherwise in the public eye;

(d) the proposed name is inconsistent with the government's values and objectives; or

(e) the proposed name is likely to harm the integrity and reputation of the government.

Minister of Citizens' Services and Open Government

The Minister of Citizens' Services and Open Government is responsible for "identifying" the Naming Committee. The Minister may also approve the appointment to the Committee of two ad hoc, non-voting members from a public body who has submitted a naming opportunity for the purpose of reviewing the particular opportunity with which they are involved. In practice, while the Minister appointed the original Naming Committee, changes to the membership have occurred without Ministerial approval. The Minister has also never appointed ad-hoc, non-voting members to the Committee.

The Minister is responsible for presenting the Naming Committee's regular report on naming opportunities to Cabinet, which includes naming opportunities that require Cabinet to make a decision. This report, and the accompanying speaking material, is prepared for the Minister by IPP.

Cabinet

Cabinet is responsible for reviewing all approvals made by the Naming Committee and making decisions on naming opportunities that have been referred to it by the Committee because the contribution is greater than $5 million or other specified criteria apply.

Statistics

IPP has received 358 naming opportunities for government approval since the policy was implemented in 2006. Of these requests, 346 have been presented to Cabinet; S12

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S12   The approved naming opportunities represent
$402,280,077 in financial contributions since the policy's introduction in 2006.

Status

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Current Activities

The following activities are underway regarding the Naming Privileges Policy:

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IPP is planning to consult with policy stakeholders on these recommendations in the Fall of 2013.

2. **Naming Committee Membership:** Two positions on the Naming Committee are currently vacant. Past and current Naming Committee members have had expertise in areas relevant to naming decisions including procurement, issues management, crown agencies, health and advanced education. New members with this expertise are currently being sought. IPP is also considering whether a more formal process should be implemented for appointing members to the Committee which may include approval by the Minister or authorized delegate.

A. Enactments for which CITZ has legislative responsibility and is the Program Owner

Act Name	Description	Owner
BC Online Act	Provides powers to the operator of BC Online respecting retention and remittance of monies to the government.	BC Online Partnership Office, Service BC
Business Number Act	Allows British Columbia to enter into a Memorandum of Understanding with the Canada Revenue Agency for the purpose of integrated and joint Business Number Registration purposes. The Business Number is used as a common identifier of businesses across multiple program areas within the public sector.	BC Registry Services, Service BC
Document Disposal Act	Specifies the approvals required before government records may be disposed of (e.g., either destroyed, transferred to the government archives).	Legislation, Privacy and Policy, OCIO
Electronic Transactions Act	Describes how electronic documents can satisfy legal requirements that were traditionally met through use of paper documents.	Legislation, Privacy and Policy, OCIO
Freedom of Information and Protection of Privacy Act	Sets out the public's right of access to information from public bodies, subject to limited exceptions, and protects personal privacy by prohibiting the unauthorized collection, use or disclosure of personal information by public bodies.	Legislation, Privacy and Policy, OCIO
Government Buildings Act	Permits regulations to be made permitting, regulating or prohibiting public use of the grounds surrounding a government building, highway or public work belonging to the government.	Integrated Workplace Solutions, Shared Services BC
Knowledge Network Corporation Act	Establishes the Knowledge Network as a corporation and sets out the duties and powers and functions of the corporation and its board.	Strategic Initiatives Division
Personal Information Protection Act	Sets out individuals' right of access to their personal information held by BC businesses and not-for-profit organizations; sets out the rules for how such organizations may collect, use or disclose personal information.	Legislation, Privacy and Policy, OCIO
Procurement Services Act	Enables and assists in the disposal of personal property and the procurement of personal and intangible property for the government, government organizations, local public bodies and participating jurisdictions. Also enables government contracts	Procurement and Supply Services, Shared Services BC

	respecting the construction of buildings and other works and assists government organizations, local public bodies and participating jurisdictions in contracting for services as well as directs the establishment, maintenance and operation of depots and warehouses.	
Public Agency Accommodation Act	Sets out requirements for the acquisition, disposal and transfer of land administered by a public agency in the province. Public agencies include the government of B.C., government of Canada, a local government, the Legislative Assembly, a government body within the meaning of the Financial Administration Act, or any other entity designated as a public agency for the purposes of this Act by a directive of Treasury Board.	Integrated Workplace Solutions, Shared Services BC
Queen's Printer Act	Sets out the powers and duties assigned to the Queens Printer respecting the printing, binding and stationary offices of the ministry.	Procurement and Supply Services, Shared Services BC
Statistics Act	Establishes the mandate and responsibilities for the provincial statistics bureau.	BC Statistics, Service BC

B. Enactments for which CITZ has legislative responsibility but for which there is no CITZ Program Owner

Act Name	Description	Responsible Entity
Family Day Act	Establishes the second Monday of February as a statutory holiday in B.C.	Ministry of Jobs, Tourism and Skills Training and Ministry responsible for Labour (JTST). Responsibility for this Act was incorrectly assigned to CITZ and should have been assigned to JTST. The legislative office serving JTST has been apprised and is looking into correcting this oversight.
Legislative Assembly Management Committee Act	Permits the continuance of the Legislative Assembly Management Committee and sets out the duties and powers of the committee and the Speaker.	Legislative Assembly
Legislative Assembly Privilege Act	Provides the Legislative Assembly and its committees and members privileges, immunities and powers, e.g., the right to issue a warrant or subpoena requiring a person to attend before the Assembly or committee.	Legislative Assembly
Legislative Library Act	Permits the establishment of a legislative library and sets out requirements on the library and duties of the librarian.	Legislative Assembly
Legislative Procedure Review Act	Appoints the Speaker of the Legislative Assembly as special commissioner to investigate, inquire into and make recommendations to the Legislative Assembly respecting parliamentary procedure.	Legislative Assembly
Members' Remuneration and Pensions Act	Sets out rules for compensating members of the Legislative Assembly.	Legislative Assembly

C. Enactments for which another Ministry has partial/primary legislative responsibility

Act Name	Description	Ministry with which responsibility is shared	CITZ Responsibilities	Responsible Program Area Within CITZ
Business Corporations Act	Sets out requirements for businesses to incorporate and do business in the province.	Finance	The Act as it relates to the establishment and operation of the Corporate Registry.	BC Registry Services, Service BC
Cooperative Association Act	Sets out requirements for co-operative associations to incorporate and do business in the province.	Finance	The Act as it relates to the establishment and operation of the Corporate Registry.	BC Registry Services, Service BC
Credit Union Incorporation Act	Sets out requirements for credit unions to incorporate and do business in the province.	Finance	The Act as it relates to the establishment and operation of the Corporate Registry.	BC Registry Services, Service BC
Financial Institutions Act	Sets out requirements on trust, deposit and insurance businesses carrying out business in the province.	Finance	The Act as it relates to the establishment and operation of the Corporate Registry.	BC Registry Services, Service BC
Insurance (Captive Company) Act	Sets out requirements on registering captive insurance companies carrying out business in the province. A captive insurance company is a wholly-owned subsidiary that insures the operations of its parent company.	Finance	The Act as it relates to the establishment and operation of the Corporate Registry.	BC Registry Services, Service BC

Act Name	Description	Ministry with which responsibility is shared	CITZ Responsibilities	Responsible Program Area Within CITZ
Mutual Fire Insurance Companies Act	Permits the establishment and incorporation of the mutual fire insurance companies and sets out powers and functions of the company and its director. Mutual fire insurance companies are composed of 30 or more persons who have insurable interest in rural property exposed to damage by fire.	Finance	The Act as it relates to the establishment and operation of the Corporate Registry.	BC Registry Services, Service BC
Partnership Act	Sets out requirements on for-profit partnerships established in the province.	Finance	The Act as it relates to the establishment and operation of the Corporate Registry.	BC Registry Services, Service BC
Pension Fund Societies Act	Permits the establishment of a pension fund society by a corporation created in British Columbia; sets requirements on and sets out powers and functions of the society. A pension fund society administers a pension fund.	Finance	The Act as it relates to the establishment and operation of the Corporate Registry.	BC Registry Services, Service BC
Society Act	Permits the incorporation of a society for any lawful purpose or other purposes such as national, patriotic, religious, philanthropic, or other purposes; sets requirements on and sets out powers and functions of the society.	Finance	The Act as it relates to the establishment and operation of the Corporate Registry.	BC Registry Services, Service BC
Manufactured Home Act	Sets requirements for registering and transferring ownership of a manufactured home.	Finance	The Act as it relates to the establishment and operation of the Manufactured Home Registry.	BC Registry Services, Service BC

Act Name	Description	Ministry with which responsibility is shared	CITZ Responsibilities	Responsible Program Area Within CITZ
Personal Property Security Act	Sets requirements for the creation and registration of security interests in personal property in the province. A security interest is a legal claim on collateral.	Finance	The Act as it relates to the establishment and operation of the Personal Property Registry.	BC Registry Services, Service BC
Repairers Lien Act	Sets requirements for obtaining, renewing, and discharging liens on a motor vehicle, aircraft, boat or outboard motor by a garage keeper.	Finance	The Act as it relates to the establishment and operation of the Personal Property Registry.	BC Registry Services, Service BC
Miscellaneous Registrations Act	Sets requirements for registering a claim respecting personal property in the personal property registry established under the Personal Property Security Act.	Finance	The Act as it relates to the establishment or operation of the Personal Property Registry.	BC Registry Services, Service BC
Ministry of Provincial Secretary and Government Services Act	Establishes the Ministry of Provincial Secretary and Government Services and sets out powers, duties, and functions of the Provincial Secretary.	Justice	Sections respecting the establishment of the ministry and the minister's authority to preside over it; the responsibility of the minister to keep registers of the province and its government; and the appointment of staff.	No responsible program area

LEGISLATION

Background

The Ministry of Citizens' Services and Open Government (CITZ) is responsible for 32 pieces of legislation, which can be categorized as follows:

A. Acts related to Information Management/Information Technology (IM/IT) including the *Freedom of Information and Protection of Privacy Act (FOIPPA)*, the *Personal Information Protection Act (PIPA)*, the *Document Disposal Act (DDA)*, and the *Electronic Transactions Act (ETA)*;
B. Acts for which CITZ has legislative responsibility and is the program owner (e.g., the *Business Number Act, Statistics Act*);
C. Acts for which CITZ has legislative responsibility but for which there is no CITZ program owner (e.g., the *Legislative Library Act, Legislative Assembly Management Committee Act*); and
D. Acts for which CITZ has some responsibility but where another Ministry (e.g., Finance) has primary legislative responsibility (e.g., the *Business Corporation Act, Financial Institutions Act, Manufactured Home Act*).

A summary of these Acts is attached.

Status

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Attachment

Table of Ministry Legislation

OPERATING BUDGET OVERVIEW – FISCAL 2013/14

Ministry of Citizens' Services and Open Government
($000)

Vote	Estimates 2012/13	Estimates 2012/13 (Restated)	Estimates 2013/14
Ministry Operations	66.974	66.974	66.724
Shared Services BC	439.744	438.044	433.001
Government Communications and Public Engagement	26.155	26.155	26.155
Labour Programs	15.713	0.000	0.000
Total	**$548.586**	**$531.173**	**$525.880**

The Ministry of Citizens' Services and Open Government has three defined areas of responsibility, identified as:

1. Citizens' Services (ministry operations) – working across government to enable the delivery of citizen-centred services to meet the needs of citizens, businesses and the public sector.

2. Shared Services BC (SSBC) - provides a wide range of cost effective infrastructure and services to ministry and government organizations that support the achievement of their mandates. SSBC is accountable for government's facilities, technology, procurement and supply.

3. Government Communications and Public Engagement – leading and coordinating communications with internal and external stakeholders, ensuring citizens are informed about government policies, programs and services, and that information is communicated in an open and transparent manner.

The 2013/14 *Estimates* for the Ministry of Citizens' Services and Open Government (CITZ) has been tabled at $525.880 million. This represents a reduction of $5.293 million or 0.997% from the restated 2012/13 budget of $531.173 million.

Operating Budget Year Over Year Changes

From Estimates 2012/13 to Restated Estimates 2012/13

- Labour Programs funding of $15.713 million was transferred to the Ministry of Jobs, Tourism & Skills Training as part of the September 2012 government reorganization.

1

- The Ministry transferred out $1.700 million operating funds from Integrated Workplace Solutions to the Ministry of Justice to support amortization costs associated with capital projects funded under the Accelerated Infrastructure Program.

From Restated Estimates 2012/13 to Estimates 2013/14

- As directed by the Minister of Finance, a savings target was applied to Crown Agency's resulting in a $0.150 million budget reduction to the grant provided by the Ministry to Knowledge Network.
- In order to assist with managing fiscal targets, Integrated Workplace Solutions advanced spending on major facility maintenance projects in fiscal 2012/13 by $5.0 million. These funds were advanced from fiscal 2013/14; thereby reflecting a total year-over-year reduction of $10.0 million.
- The ministry received a budget lift of $5.400 million in Integrated Workplace Solutions for operating costs associated with the development of the Surrey Pretrial Centre.
- The ministry was issued a target budget reduction of $0.543M to support cross-government expenditure management guidelines.

Loans, Investments and Other Requirements

As part of governments plan for the sale of assets, the Integrated Workplace Solutions Division has approval to recover the costs associated with the various sales over the 3 years of the project.

For Fiscal 2012/13 through 2014/15 the total costs are estimated to be $13.000 million which will be offset by proceeds of sales. Proceeds from sales are not expected to begin until fiscal 2013/14.

The budget has been approved as follows:

	Fiscal 2012/13	Fiscal 2013/14	Fiscal 2014/15	Total
Expenditures	$3.0	$5.0	$5.0	$13.0
Recoveries	(0.0)	(8.0)	(5.0)	($13.0)

Operating Budget Composition

The 2013/14 *Estimates* for the Ministry of Citizens' Services and Open Government (CITZ) has been tabled at $525.880 million. Excluding Government Communications and Public Engagement the operating budget, which forms the basis for the following analysis, is $499.725 million.

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In order to fully appreciate the scope of work that the ministry delivers on, it's important to look at the net budget, before recoveries.

Vote	Net Budget	Recoveries	Gross Budget
Ministry Operations	$89.595	($22.871)	$66.724
SSBC	771.584	(338.583)	433.001
Total	$861.179	($361.454)	$499.725

The net budget is then broken into various cost categories as follows:

Cost Category	Net Budget	% of net budget
Salaries and Benefits	$144.764	17%
Building Occupancy (including leases, taxes and utilities)	333.571	39%
Information Technology	188.980	22%
Amortization	92.438	11%
Cost of Goods Sold (inventory within LBS)	69.508	8%
Professional Services	11.215	1%
Knowledge Network Grant	6.260	1%
Legal Services (chargeback from Ministry of Justice)	3.355	0%
Vehicles (fleet vehicles within LBS)	2.027	0%
Operational budget (travel, office and business)	9.061	1%

Given the composition of the ministry's budget, it often takes significant lead times to create savings opportunities. For example a significant portion of the the budget is committed to long term obligations, such as contracts and agreements, leases, and salary and benefits.

Despite the limited flexibility in the budget, CITZ has been asked to absorb costs on a number of new initiatives, such as:

- Identity Management – an estimated cost of $11.1 million over 3 years starting in 2011/12
- Open Government – an estimated cost of $19.0 million over 3 years starting in 2011/12
- New West Partnerships – an estimated cost of $0.9 million over 3 years starting in 2011/12
- Strategic Partnership Office – an estimated cost of $18.6 million over 3 years starting in 2012/13

CITZ has also been assigned responsibility for delivering new roles and responsibilities that required that the reallocation of resources to adequately support the function. Those new roles and responsibilities include management of the IM/IT capital portfolio on behalf of the Deputy Minister's Committee on Transformation and Technology; Transformation Planning; and the Release of Assets for Economic Generation project.

BUDGET MANAGEMENT PLAN – FISCAL 2013/14

Budget Summary

The Ministry of Citizens' Services and Open Government's budget consists of three votes as outlined below:

Vote	Estimates 2010/11	Estimates 2011/12	Estimates 2012/13	Estimates 2012/13 (Restated)	Estimates 2013/14
Ministry Operations	96.687	$72.166	$66.974	$66.974	$66.724
Shared Services BC	451.814	451.688	439.744	438.044	433.001
Sub-Total	**$548.501**	**$523.854**	**$506.718**	**$505.018**	**$499.725**
Government Communications and Public Engagement	26.429	26.155	26.155	26.155	26.155
Total	**$574.930**	**$550.009**	**$532.873**	**$531.173**	**$525.880**

For purposes of this plan we will focus on the Ministry Operations and Shared Services BC votes which total $499.725 million in 2013/14. Government Communications and Public Engagement report to another Deputy Minister and financial reporting to the Minister is kept separate in most cases.

Details on the year-over-year budget change of $6.993 million can be found in the note titled *Operating Budget Overview*.

Historical Budget Management

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As a new fiscal year commences, the consideration of all of these cost influences typically results in a projected year end net cost pressure. This has been the case over the past two fiscal years; however, through the implementation of cost control measures, reducing consumption of services to ministries and one time savings, the ministry has managed to remain within budget.

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Fiscal 2013/14 Preliminary Forecast

Preliminary work on the 2013/14 budget indicates that CITZ has a projected year end net cost pressure of $10.0 million.

Vote	Budget	Forecast	Surplus / (Deficit)
Ministry Operations	$66.724	$68.970	($2.246)
Shared Services BC	433.001	440.763	(7.762)
Sub-Total	**$499.725**	**$509.733**	**($10.008)**

Ministry Operations

The ministry operations budget includes four core business areas – Services to Citizens and Businesses, Strategic Initiatives, Office of the Chief Information Officer, and Corporate Services.

For fiscal 2013/14 these business areas have projected a net year end deficit of $2.2 million after accounting for $11.5 million of cost pressures, offset by $9.3. million of mitigation strategies.

Key pressures and mitigation strategies to be monitored through out the fiscal year include:

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Shared Services BC

The Shared Services BC budget includes three core business areas – Logistics and Business Services, Integrated Workplace Solutions and Technology Solutions.

For fiscal 2013/14 these business areas have projected a year end deficit of $7.8 million after accounting for $35.1 million of cost pressures, offset by $27.3 million of mitigation strategies.

Key pressures and mitigation strategies to be monitored through out the fiscal year include:

Integrated Workplace Solutions Division

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Technology Solutions Division

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Logistics and Business Services

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Summary

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Fiscal 2013/14 Budget Management

While the preliminary figures indicate an unmitigated pressure of $10.0 million, historical trends show that there is conservatism built into the forecast this early in the fiscal year. A 3% shift in the forecast, as experienced in fiscal 2012/13, could result in up to a $15.3 million reduction to the current forecast.

Monthly forecast monitoring will continue, including an assessment and adjustment of any conservatism that is built into the forecast; however, based on past experience indications are that the unmitigated pressure is within an acceptable range.

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The above analysis does not include any cost pressures arising out of government re-organization, estimated at an overhead cost of $18,441per net new FTE. SSBC has a major role in implementing re-organization with respect to office space and IT infrastructure. These are not funded and the expectation is that these costs will be kept to a minimum. Any significant requirements arising out of re-organization will add to the pressures.

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CAPITAL OVERVIEW

3 YEAR CAPITAL PLAN
($000)

	2012/13 Budget	2013/14 Budget	2014/15 Plan	2015/16 Plan
Ministry Operations	2.576	0.574	0.304	0.304
Shared Services BC	166.114	128.793	175.858	187.319
Gov't Communications	0.915	0.000	0.000	0.000
TOTAL	**$169.605**	**$129.367**	**$176.162**	**$187.623**

As presented in the Estimates and the Ministry's Service Plan, capital has been allocated at the vote level, not the sub-vote level.

Within CITZ there are four distinct capital allocations. Ministry operations includes the operational allocation, with the remainder included in Shared Services BC.

- Operational –capital funding for the ministry proper and does not include IM/IT or Facilities funding to support SSBC's service delivery.
- Information Management and Technology – funding to support alternative service delivery solutions for the provision of managed hosting and data centre services.
- Facilities – corporate provision for routine capital (maintenance and rehabilitation and upgrades and renovations), in addition to funding for projects such as new facility development or major refurbishment.
- Transformation Fund – managed by the Office of the Chief Information Officer on behalf of DMCTT.

The capital portfolio for CITZ is governed by a Capital Investment Board (CIB) that was established to guide the implementation of Citizens' Services and Open Government's short and long term capital plans and to advise the Deputy Minister on related matters.

The membership of the CIB includes the Deputy Minister, Associate Deputy Minister and Government Chief Information Officer, Assistant Deputy Minister of Integrated Workplace Solutions; and Assistant Deputy Minister of Corporate Services.

The CIB does not govern the Transformation Fund in its entirety, rather it advises on CITZ specific projects that have been allocated funding by DMCTT (*see note titled IM/IT Capital, Office of the Chief Information Officer for further information*).

Ministry Operations

	13/14 Budget	14/15 Plan	15/16 Plan
Data BC Enterprise Spatial Services	0.574	0.000	0.000
Vehicles	0.000	0.304	0.304
TOTAL MINISTRY OPERATIONS	**$0.574**	**$0.304**	**$0.304**

For Fiscal 2013/14 the capital allocation of $0.574 million is provided to support ongoing development work for Data BC Geographic Information Data Warehouse and Spatial Services. This work will allow for

- Improved services to citizens, government and business;
- Spatial Enablement of the BC Public Service and its clients;
- Single Window to BC's Geographic data and services - GeoBC Gateway with specialized service to First Nations;
- Geographic Foundation - Base mapping system modernization; and
- Expanded data architecture to support raster decision support, geographic web services and demographic analysis.

Shared Services BC

Shared Services BC contains a number of capital portfolios including:

	13/14 Budget	14/15 Plan	15/16 Plan
Operations	3.163	3.263	9.295
Infrastructure	42.438	86.328	120.282
Corporate Provision – IM/IT	18.350	23.350	0.00
Corporate Provision - Facilities	31.542	33.542	48.042
SSBC Transformation Funded Projects	5.330	3.020	0.000
	$100.823	**$149.503**	**$177.619**
Transformation Fund (DMCTT)	27.970	26.355	9.700
TOTAL SHARED SERVICES BC	**$128.793**	**$175.858**	**$187.319**

Operations

	13/14 Budget	14/15 Plan	15/16 Plan
Strategic Transformation & Mainframe Services	3.152	2.903	8.935
Vehicles	0.000	0.350	0.350
Office Equipment	0.011	0.010	0.010
	$3.163	**$3.263**	**$9.295**

Allocated to Technology Solutions Division, the strategic transformation and mainframe services allocation is used to support alternative service delivery solutions for the provision of managed hosting and data centre services.

A nominal amount of capital has been provided to support ministry specific requirements for office equipment. While there has not been a great demand on this allocation in the past, we are seeing an increasing need to replace office equipment that is used in the delivery of our services to clients, both internal and external.

Infrastructure – Integrated Workplace Solutions

	13/14 Budget	14/15 Plan	15/16 Plan
Alouette	0.065	0.000	0.000
Nanaimo Forest District Office upgrade	0.453	0.000	0.000
Public Safety Building expansion	0.000	0.000	0.000
Independent Investigative Office	0.050	0.110	0.000
Robson Square Remediation & Revitalization	0.000	0.000	0.000
Surrey Pre-trial Service Centre expansion	20.530	0.000	0.000
Surrey Courthouse expansion	0.000	3.798	15.102
Okanagan Correctional Centre	21.340	82.420	105.180
	$42.438	**$86.328**	**$120.282**

Integrated Workplace Solutions have been allocated $42.4 million in 2013/14 for major infrastructure projects such as new facility development or major refurbishment.

Projects of note include:

- Surrey Pretrial Expansion, which will complete in November 2013 at a total cost of $112.5 million
- Okanagan Correction Centre, which started in 2012/13 and is scheduled for completion in August 2016 at a cost of $232 million.

- Surrey Court Expansion, which is scheduled to start in 2014/15 for 3 years at a total cost of $33 million.

For further details on these projects, please refer to appendix A.

Corporate Provisions

	13/14 Budget	14/15 Plan	15/16 Plan
Technology Solutions			
Workstation Refresh	$18.350	$23.350	$0.000
Integrated Workplace Solutions			
Office Furniture	0.200	0.200	0.200
Routine Capital Envelope	31.342	33.342	47.842
	$31.542	$33.542	$48.042

Technology Solutions Division provides core infrastructure functions across government and manages the IM/IT capital provisions to support these functions:

1. **IT End-user services**, such as workstations, workstation support, communications and collaboration. Costs in this category are driven by aging devices and client demand.
2. **IT Infrastructure services**, such as application hosting, data storage, software and data network circuits. Costs in this category are driven by aging devices and the impact to the underlying infrastructure resulting from client demand and changing technologies.
3. **Corporate Application services**, such as Corporate Accounting, Carbon Measurement and Reporting, Corporate Request Tracking System and Corporate Signing Authority System. Costs are driven by the need to improve the infrastructure delivering the applications and to meet changing client needs.
4. **IM/IT Enablers** supporting government's strategic direction, such as BC Services Card, Integrated Corrections Operations Network Program (ICON II) and Address Change for Business and Citizens. Costs for IM/IT Enablers are driven by the cost to upgrade government owned infrastructure necessary to support corporate priorities. Some significant enablers, such as the Identity Information Management Program, and Telepresence are funded by Transformation capital.

TSD's IM/IT Capital is considered 'routine capital' and is managed within the CRF IM/IT Capital and Transformation and Technology Fund managed through the OCIO on behalf of DMCTT.

Integrated Workplace Solutions provides core infrastructure functions across government and manages the facilities capital provisions to support these functions.

4

IWS's capital is considered 'routine capital' and can be grouped into two main categories – maintenance and rehabilitation (M&R) and upgrades and renovations (U&R).

M&R is to support building envelope and building systems with betterments to help to extend the buildings useful life.

While U&R is for space improvement in leased or owned buildings, can be driven by client's program needs or from IWS and results in improved functionality or service capacity.

This funding is also used for changes in accommodation for tenants of which Leading Workplace Strategies is a major project. These projects optimize the real estate portfolio resulting in owned buildings that are secure and functional, reduce operational and maintenance costs and meets client program delivery needs.

Appendix A – Details on Infrastructure Projects

Surrey Pretrial Expansion: 2010/11 to 2013/14; Total Project: $112.5M; Completing Nov 2013

- The Surrey Pretrial Services Centre Expansion (SPSCE) project will deliver a state-of-the- art correctional facility that will connect with the existing Surrey Pretrial Services Centre.
- The Project involves the construction of 216 high-security inmate cells and renovation to the existing 149 cell pretrial services centre.
- Following a robust, open and transparent competitive selection process, the Province entered into a performance-based, fixed price Project Agreement in June 2011 with Brookfield Infrastructure Partner Surrey (BIPS).
- BIPS will design, build, partially finance and maintain the SPSCE project for a term of 30 years, after the 2.5 year construction period.
- BIPS is responsible for delivering the Project on time and on budget, and any cost overruns or schedule delays rest with the private partner, not the taxpayer. The Province retains ownership of the facilities and control over the programs and services delivered.
- All correctional services at the expanded centre, including front-line supervision of inmates, will continue to be funded by the Province and delivered by BC Corrections. Between 200 to 250 new correctional officers positions will be created.
- Construction and renovations began in the fall of 2011 and is proceeding on schedule and on budget.
- The project is designed to achieve Leadership in Energy and Environmental Design (LEED) Gold certification – the highest level of sustainability ever for a B.C. correctional facility.

Okanagan Correction Centre: 2012/13 to 2016/17;   S12   Completing Aug 2016

- Construction of a new stand-alone 378 cell (360 male and 18 female) high-security facility within the Sekulmen Business Park on Osoyoos Indian Band reserve land, seven kilometers north of Oliver BC.
- The new centre will help reduce crowding in existing correctional centres throughout the province, reduce the cost of transporting regional inmates to and from court, and keep inmates closer legal counsel. It will also assist inmates' re-entry to their community by keeping them closer to social services and family members.
- When completed, the new centre will more than double corrections capacity in B.C.'s Interior and will enhance public safety for communities, correctional staff and inmates throughout the province.
- A business case has been completed, and recommends that project be procured as a public-private partnership.

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- Construction will begin in early 2014, and be completed in mid 2016.

Surrey Court Expansion: 2014/15 to 2016/17;

- The Lower Mainland faces a shortfall of court related facilities which are viewed as both necessary and important to the delivery of Justice.
- Surrey Courthouse and the adjacent Surrey City Hall were identified by the Province as a means to mitigating this risk.

- The output of this regional plan will help shape the work needed in the Surrey Courthouse.

SHARED SERVICES FUNDING MODEL

Shared Services BC

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Previously, SSBC operated under a full cost recovery model; however, in the summer of 2009, Internal Audit and Advisory Services at the Ministry of Finance conducted a review of $1,000 votes and internal recoveries.   S12

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Implementation of the proposed business model took place on April 1, 2010 despite an extremely short timeframe to implement such a major business transformation at the same time as a significant workforce reduction.

A key process within this implementation was the establishment of the funding model for SSBC which went through an extensive review, including:

- SSBC Executive and senior staff reviewing all SSBC services and classifying them as either voted or recoverable and, in some cases, a mixture of both due to the nature of the service;

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- During the period of December 1 to 3, 2009, SSBC presented the funding model and the classification of services to a number of ministries as well as a sub-committee of DMC Transformation and Technology;

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- On December 9, 2009, SSBC provided an overview of the mixed model to ministry Executive and Chief Financial Officers (EFO/CFO).

As presented to the EFOs and CFOs, the services provided by SSBC were classified as voted or cost recovery using validation principles. Those principles are outlined below, with the classification of services provided in appendix A and the detailed services listed in appendix B.

Voted Appropriation	Cost Recovery
- Costs are fixed (i.e. not affected by volume) - Services are mandated - Services are corporate in nature (e.g. corporate applications and/or infrastructure)	- Costs are variable (i.e. can be linked to volume) - Consumption of services is discretionary and/or operational

Budget Repatriation

In addition to an aggressive implementation plan, the approval of the shared services funding model also provided for a significant budget reduction to government's fiscal plan.

For budget 2010/11, the centralization of budgets for shared services was approved and SSBC was provided with a total budget allocation as shown below. This budget was not an increase to government's overall fiscal plan, but rather it was transferred in from ministries who were previously paying for the services.

	Fiscal 2010/11	Fiscal 2011/12	Fiscal 2012/13	Fiscal 2013/14
Logistics and Business Services	18.551	17.723	12.182	12.182
Integrated Workplace Solutions	277.906	277.543	266.110	259.960
Technology Solutions	155.357	156.422	161.452	160.859
Vote Total	$451.814	$451.688	$439.744	$433.001

Notes:

*For presentation purposes, for FY 2010/11 and 2011/12, COO and Strategic Partnerships and Planning Office (SSPO) funding of $1.402M was shown in Executive and Support Services vote, rather than the SSBC vote. Both branches have since been eliminated.

*For presentation purposes, FY 2010/11 and 2011/12 financial services and communications staff, and related funding of $5.134M, were shown in Executive and Support Services vote. In subsequent years funding was moved back to SSBC programs.

* Increase in Technology Solutions funding is due to organizational shifts and introduction of new voted services (i.e.Telepresence).

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In order to meet budget targets, SSBC underwent significant business transformation to reduce ministry consumption, overhead costs and administrative costs, including a 15% or 220 position reduction to the workforce.

First Year of Implementation

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Current Environment

The implementation of the SSBC business model achieved the immediate results that were expected; however, the environment in which SSBC delivers its services continues to make significant changes. Government faces continuing reductions in workforce, an increasing reliance on technology for service delivery, reduced budgets and increasing demand for its services.

These ongoing changes requires SSBC to work collaboratively with partners, stakeholders and clients in order to ensure the most efficient, effective and creative management of government infrastructure.

Additionally, SSBC is continually evaluating the funding model to ensure that services and changes to services, which were not contemplated during the implementation, are classified according to the validation principles.

Given that any changes are in line with the validation principles, SSBC does not view these as changes to the chargeback classifications; therefore, approval of Treasury Board has not been sought to date.

Client Information Updates

In October 2011 a memorandum was sent to the ADM's of Corporate Services to provide an update on specific SSBC services and how they would be managed on a go forward basis.

In alignment with the funding model and validation principles, Integrated Workplace Solutions released its *"Decision Making Principles for Facility Services"* document (see appendix C).

This document specifically addressed the issue of incremental increases for program expansion, new programs, or service level changes in excess of $5,000 in a 12 month period. Applying the validation principles, specifically consumption of services is discretionary and/or operational; these items were classified as cost recovery.

The memorandum also identified two service areas within Technology Solution Division where SSBC was experiencing demand based increases. Applying the validation principles, new requests for hosting capacity and new requests for software were deemed recoverable as the costs are variable and can be linked to volume increases requested by ministries.

Fiscal 2012/13 Voted Versus Recovery

On an annual or more frequent basis, SSBC updates the detailed listing of services, which indicates placement of the service within the funding model. That list is available on our web site and a copy has been attached as appendix D for reference.

With the exceptions noted above the only adjustments that have been made since fiscal 2010/11 are:

- iPhone service – new recoverable service
- Integrated Voice Response – new recoverable service
- Miscellaneous adjustments - used for miscellaneous optional services or billing adjustments; therefore, moved from voted to recovery
- BC Emergency Health Services – moved from Ministry client to BPS client and now fully recoverable
- SSBC initiated leading workplace strategies work – new voted service
- Furniture – added as a recoverable service as it was not included on the original list
- Telepresence - new voted service

Future State

One of the key principles in the implementation of the mixed funding model was the theory that charging for discretionary shared services makes the users of those services accountable for their decisions – there is a direct consequence to their decision to consume those services. This is turn acts as a control on the demand for discretionary shared services.

Within the current fiscal framework and the rapidly changing environment in which we operate, this theory is starting to evolve and there is now an apparent shift towards SSBC managing down the cost of the full shared service portfolio, even those services which are deemed to be discretionary.

As we begin to address future service delivery models, we are also considering how to effectively and efficiently manage costs and volumes and what impact that will have on the funding model moving forward.

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Conclusion

As we complete the third fiscal year that SSBC has existed under the mixed funding model, we are confident that the key elements to the success of the business model have been achieved.

While improving accountability and control over ministry consumption of shared services has proven to be a challenging element, we continue to work collaboratively with our clients to corporately manage government's infrastructure.

In doing so, we acknowledge that we have made a few modifications on specific SSBC services; however, using the validation principles as our guide, we remain consistent with the funding model as originally approved.

Attachments

Appendix A – Classification of Services

Appendix B – Fiscal 2010/11 Voted vs. Recoverable services list

Appendix C – *Decision Making Principles for Facility Services*

Appendix D – Fiscal 2012/13 Voted vs. Recoverable services list

Appendix A

Funding Source	Validation Principles	Specific Services
Voted	Costs are fixed (i.e., not affected by volume) Services are mandated Services are corporate in nature (e.g. corporate applications and/or infrastructure)	• ASD/On-boarding mandated services • FOI and most Records Management services • Corporate Accounting System • Payroll System (HRMS) • Accommodation Services *(BOCs, O&M, taxes)* • IT Services *(existing workstations, servers, voice services)*
Cost Recovery	Costs are variable (i.e., can be linked to volume) Consumption of services is discretionary and/or optional	• Procurement and Supply Services*(office supplies, warehousing, mail services)* • Records Storage and related services • ASD consulting services • Accommodation Services *(discretionary TIs)* • IT Services *(incremental workstations, additional hardware, application storage, incremental storage, a la carte services)*

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SSBC Funding Model – Voted versus Cost-Recovered Services

Service	Funding Type		Voted		Cost-Recovery	
	Voted	Cost-Recovery	Services	Rationale for Funding Type	Services	Rationale for Funding Type
100% VOTED APPROPRIATION						
FOI & Records Services	X		Manages FOI processes and records across government	Legislated requirement of government	N/A	N/A
Greenhouse Gas Reduction Measurement & Reporting	X		Provides support, administration and ongoing development of SmartTool	Smart Tool is a mandated corporate application used by all ministries	N/A	N/A
Payroll Services and Accounting (HRMS)	X		Manages the payroll function across government	HRMS is a mandated corporate application used by all ministries	N/A	N/A
On-boarding services	X		Facilitates opportunities to onboard Greater Public Sector onto existing government ASD contracts	Mandated service	N/A	N/A
On-Line Legislation	X		Provides free on-line access to all statutes and regulations	Corporate service used by all ministries	N/A	N/A
Major Asset Maintenance (MAM) and Mandatory Operating Equipment (MOE)	X		Costs associated with the maintenance of government owned properties (e.g. roof replacements, HVACs, boilers) and operating equipment (e.g. commercial kitchens, laundries, freezers)	SSBC is responsible for the stewardship of all government owned buildings MAM is an asset driven requirement; MOE is facilities related	N/A	N/A

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SSBC Funding Model – Voted versus Cost-Recovered Services					
Service	Funding Type		Voted		Cost-Recovery	
	Voted	Cost-Recovery	Services	Rationale for Funding Type	Services	Rationale for Funding Type
100% COST RECOVERY						
Records Storage and Retrieval		X	N/A	N/A	Provides records storage and retrievals services across government	Costs can be linked to volume
Procurement and Supply Services		X	N/A	N/A	Provides supply solutions to government including the acquisition of goods and services; printing and publishing services; mail services; and the distribution of office and specialty products	Consumption of service is discretionary and costs can be linked to volume
MIXED MODEL *(Combination of Voted and Cost Recovery)*						
ASD Services	X	X	Provides ASD oversight role Conducts mandated review of all ministry IM/IT proposals >$20M for ASD eligibility	Mandated corporate service used by all ministries	Consulting services	Consumption of service is discretionary

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Shared Services BC - All Other Services (non IT) - Voted versus Recoverable 2010-11 Fiscal Year

Description	Classification	
	Voted	Recovery
Mixed (VOTED and RECOVERY)		
Alternate Services Delivery		
Consulting Services		X
ASD oversight role	X	
Mandated review of all IM/IT project proposals >$20M	X	
Corporate Accounting System (CAS)		
Project based recoveries		X
Specialized training		X
Production, maintenance and development of CAS applications	X	
Customer Service	X	
Contact centre and basic training	X	
Facilities		
Minor Client Requests		X
Projects		X
Move Costs		X
Labour recovery charges		X
Amortization of capital projects (1st year)		X
Parking (net new)		X
Building Occupancy Costs	X	
Operations and Maintenance	X	
Taxes/Grant-in-Lieu	X	
Parking	X	
Mandatory Operating Equipment (MOE) - operating	X	
Major Asset Maintenance (MAM) - operating	X	
CSPP approved project work	X	
CSPP approved move costs	X	
AIP project amortization	X	
100% VOTED		
BPS Onboarding Services		
Facilitation of onboarding opportunities (mandated service)	X	
FOI & Records Management Services		
FOI request administration, coordination and training	X	
Records management advice and program administration	X	
Operational policy, ORCS development support	X	
Records appraisal, electronic records management system administration & training	X	
GHG Reduction Measurement & Reporting		
Support and administration of SmartTool	X	
Ongoing development of SmartTool	X	
On-Line Legislation		
On-line access to statutes and regulations	X	
Payroll System (HRMS)		
Payroll Accounting	X	
Payroll Services	X	
100% RECOVERY		
Procurement and Supply Services		
Asset investment Recovery		X
BC Mail Plus		X
Crown Publications/Electronic Publishing		X
Distribution Centre Victoria		X
IT Procurement		X
Open School BC		X
Printing Services		X
Product Distribution Centre		X
Purchasing Services		X
Strategic Acquisitions & Technology		X
Procurement		X
Records Storage & Related Services		
Offsite records storage		X
Retrieval, destruction and related services and systems		X

GOVERNMENT WORKPLACE

Appendix C:
Decision Making Principles for Facility Services
Ministry Clients
Revision 1
Effective April 2, 2011

Background
The environment in which Shared Services BC (SSBC) delivers its services is changing significantly. Government faces continuing reductions in workforce, an increasing reliance on technology for service delivery, reduced budgets and increasing demand for its services. These changes require SSBC to work collaboratively with partners, stakeholders and clients in order to ensure the most efficient, effective and creative management of government infrastructure

Purpose
The purpose of this document is to provide information on how decisions will be made with respect to Facilities services provided by SSBC.

Overarching Guidelines:
a) Support for the following key government initiatives:
  * Corporate Human Resources Plan (Being the Best 5.0).
  * Citizens at the Centre: Gov 2.0 Strategy released in September 2010.
  * Real estate portfolio optimization plan in place since 09/10 to reduce vacant office space to reduce operating expenses.
b) Upgrades to facilities to meet staff and client critical health, safety and security needs.

Principles
The Province has mandated SSBC to manage government infrastructure in the most cost-effective and efficient manner within its voted appropriation. In response to this mandate, SSBC will adopt the following principles to manage government workplaces:

1. **Affordability will be considered when making decisions**: SSBC will make decisions for workplace requirements of mandated ministry clients based on available capital and operating budgets. The requested workspace change decision will be made based on the linkage to the overarching principles.
2. **Program needs will be considered**: Requirements related to a workplace requirement for ministry programs will be determined jointly by SSBC and line ministries.
3. **Program or service expansion will be the responsibility of the ministries**: All workplace related incremental costs (capital or operating) for any program and service expansions are the responsibility of the ministry undertaking the expansion.

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Expansion is defined as:

- Those significant changes in the service delivery model or addition of occupants or a service level that increase building occupancy costs for a ministry within the fiscal year.

4. **Leading Workplace Strategies (LWS):** LWS is encouraged in workspace design.
5. **SSBC is responsible for lease renewals:** SSBC is responsible for lease negotiations and any increase or decrease in leasing costs of existing space due to market conditions.
6. **SSBC and line ministries will be open, transparent and timely in sharing of information:** All available information related to space or real estate portfolio planning impacting a ministry customer will be shared between the ministry and SSBC at the earliest available opportunity. Confidentiality of certain information, such as lease information, will be respected.

Implementation

The following processes and criteria have been established to implement the above principles and will be applied to specific requests:

1. **Decision Making Process:** SSBC will work collaboratively with ministries to implement its mandate by gathering their requirements and by jointly developing proposed strategies. Final decisions regarding the allocation, divestment and acquisition of space will reside with SSBC and will be based on 'good for government' basis.

   Shared Services BC will use the following criteria to make decisions:

   - SSBC, as the custodian of the space, will make decisions regarding space based on a best-for-government standpoint and guided by the principles established in this document.
   - Ministry clients will be given first option to occupy vacated spaces.
   - Owned space will be used before leased space wherever possible.
   - Decisions affecting space will consider all financial impacts, including those resulting from programs, administration, human resources, technology, etc. Business cases will be required where needed.
   - All organizations, including ministries and SSBC, which have some responsibility for creating a cost or issue must share responsibility in the resolution of the cost or issue.
   - Opportunities to buy out remaining lease terms that create costs beyond the current fiscal year will require review and approval by SSBC Integrated Decision Committee (IDC).
   - Proven emergency or urgent issues related to health or safety of occupants or clients will be considered a priority and dealt with expeditiously.

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2. **Space Consumption Management:** SSBC will work with ministries to develop strategies that will help the ministries reduce their consumption of workspace consistent with workforce profile and the three strategic shifts identified in Citizens at the Centre: Gov 2.0 strategy. SSBC will apply the following criteria to manage work space:

- Net new space to a ministry taken on by a ministry for program/service expansion will be billed to the ministry at project completion.
- Ministries will not be directly credited with the savings as a result of vacated lease space.
- Mechanisms will be developed in partnership with ministries to incent behavior which promotes optimizing the use of the Province's real estate portfolio. Any resulting financial incentives will need to be approved by Treasury Board or designate.
- Tenant Improvement (TI under $50,000) and move costs that are offset by reduced lease costs in the same fiscal year will be approved and funded by SSBC. In SSBC initiated moves, TI costs (under $50,000) and move costs that are offset by reduced lease costs within 2 – 3 years will require review and approval of SSBC IDC.

For all client ministry initiated moves, the ministries will be responsible for all costs where space requirement for the ministry is increasing. Where overall space requirement is decreasing by at least 20%, SSBC will pay the move costs subject to available funds in its budget. The decision on whether SSBC will pay the costs will be made by SSBC IDC.

Other Occupancy Services: Ministries will work with SSBC on strategies to reduce consumption of other services where possible. Ministries can influence consumption in a number of areas such as energy and security.

3. **Capital Projects and Amortization:** Capital Tenant Improvement projects are funded through SSBC. Any proposed Capital Tenant Improvement project must be supported through established planning processes where possible, or through submission of a fully developed business case to SSBC IDC for approval and prioritization. Amortization will be funded by the ministry unless the project is initiated by SSBC. Examples of projects initiated by SSBC include community space planning projects which result in lease reductions. Projects that reduce overall investment in building occupancy charges will be endorsed. Projects requested by ministries due to program changes or expansions are considered projects that are not endorsed and will be funded by ministries.

4. **Amortization costs for Capital Tenant Improvement projects initiated by a ministry(s) will be paid by the initiating ministry(s):**
   - Any capital TIs (over $50,000) will require advance planning, a business case, review and approval by SSBC IDC and, if necessary, review and approval by Capital Planning Staff.
   - As directed by the Deputy Minister of Finance, requests to embed TIs in lease renewals will not be approved.
   - SSBC will pay amortization costs for non-portable Mandatory Operating Equipment (MOE) projects, capital Major Asset Maintenance (MAM) projects, Accelerated Infrastructure Projects and tenant improvements initiated by SSBC for 2010/11 and future fiscal years.
   - Ministries are responsible for portable MOE acquisition and amortization costs.
   - Ministries are responsible for furniture amortization.
   - Ministries are responsible for all onetime costs for ministry initiated projects. SSBC will work with ministries to determine these costs.

5. **Budget and Accounting Process:** The following process will be used:
   - Any costs that are the responsibility of SSBC, based on the above principles, will be a charge to SSBC's voted appropriation and managed out of SSBC's budget.
   - Any operating to be paid by a ministry, based on the above principles and criteria, will be subject to an inter-ministry journal voucher (JV) in the year the decision is made. Capital to be funded by ministries will be managed through Capital Planning Staff processes.
   - For any projects/space that will be recoverable from ministries using the above principles, SSBC will JV the ministry via a monthly inter-ministry journal voucher "billed" from the @Real space management system. These billings will be supported through the use of the accommodation proposal and space use agreements.
   - For out years, any transactions that can be attributed to the base rent of a building occupancy charge will be identified for budget transferred from the ministry responsible to SSBC during the annual budgeting cycle. Project recoveries will continue to be JV'd until the operating expense is recovered (for example, amortizations will be JV'd for the full amortization period).
   - For out years, an inter-ministry budget transfer to SSBC from the line ministry responsible for the costs will be required for ongoing operating and amortization costs related to the TI or new build. One-time costs will be addressed via inter-ministry journal voucher. Amortization for Tenant Improvements in special purpose properties will be incorporated into the base rent and the amortization for special purpose Tenant Improvements will be budget transferred to SSBC.

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Facilities Services Listing - Fiscal 2011/12

Facilities Services	Appropriation Ministry Customer		Ministry Recoverable Customer (Note 1 - See Below)	Broader Public Sector (BPS)
	In March 2011 Appropriation	Incremental Increases for program expansion/new programs/SLCs > $5000	(If the funding for a TI is appropriated then no charge)	
Owned Space including Parking				
Base Rent (including non-TI amortization)	No Charge	Journal Vouchered according to Facility Decision principles	Invoiced	Invoiced
TI Amortization (If the funding for a TI is appropriated than no charge)	No Charge	Journal Vouchered according to Facility Decision principles	Invoiced	Invoiced
Operations and Maintenance (O&M)	No Charge	Journal Vouchered according to Facility Decision principles	Invoiced	Invoiced
Taxes or Grants in Lieu	No Charge	Journal Vouchered according to Facility Decision principles	Invoiced	Invoiced
IAF or Admin	No Charge	N/A	Invoiced	Invoiced
Leased Space including Parking				
Base Rent (including non-TI amortization)	No Charge	Journal Vouchered according to Facility Decision principles	Invoiced	Invoiced
TI Amortization (Note 2 - See Below)	No Charge	Journal Vouchered according to Facility Decision principles	Invoiced	Invoiced
Operations and Maintenance (O&M) - Outsourced	No Charge	Journal Vouchered according to Facility Decision principles	Invoiced	Invoiced
Operations and Maintenance (O&M) - Landlord Provided	No Charge	Journal Vouchered according to Facility Decision principles	Invoiced	Invoiced
Taxes or Grants in Lieu	No Charge	Journal Vouchered according to Facility Decision principles	Invoiced	Invoiced
IAF or Admin	No Charge	N/A	Invoiced	Invoiced
Project Types				
Construction Projects/Tenant Improvements				
Capital Project (for Capital Projects, Travel charges under Expense Project criteria)	N/A	See Owned space above / Proj Labour Fees (Note 2 - See Below)	See Owned space above / Proj Labour Fees (Note 2 - See Below)	See Owned space above / Proj Labour Fees (Note 2 - See Below)
Expense Project (incl travel)	N/A	Flow Through Cost / Proj Labour Fees	Flow Through Cost / Proj Labour Fees	Flow Through Cost / Proj Labour Fees
Major Asset Maintenance (MAM) Special Purpose Facilities	Appropriated	N/A	Flow Through Cost / Proj Labour Fees	Flow Through Cost / Proj Labour Fees
Major Asset Maintenance (MAM) Market Facilities	N/A	N/A	N/A	N/A
Mandatory Operating Equipment (MOE)				
Capital Project (for Capital Projects, Travel charges under Expense Project criteria)	Appropriated	Amortizations within vote for 11/12	N/A	N/A
Expense Project	Appropriated	Recovered from client when appropriated budget exceeded	Flow Through Cost / Proj Labour Fees	Flow Through Cost / Proj Labour Fees
Advisory Services	N/A	Per Rates Quoted	Per Rates Quoted	Per Rates Quoted
Lease Acquisition Fee	N/A	Per Rate Schedule	Per Rate Schedule	Per Rate Schedule
Lease Acquisition - Direct Expenses				
Travel	No charge	Flow Through Cost / Proj Labour Fees	Flow Through Cost / Proj Labour Fees	Flow Through Cost / Proj Labour Fees
Lease Renewal Fee	No charge	Per Rate Schedule	Per Rate Schedule	Per Rate Schedule
Lease Renewal - Direct Expenses				
Travel	No charge	Flow Through Cost / Proj Labour Fees	Flow Through Cost / Proj Labour Fees	Flow Through Cost / Proj Labour Fees

Note 1: These are ministry clients whose funding has not been appropriated and we invoice all charges.

Royal Canadian Legion
Labour Market
Environmental Appeal Board
Health Professional Appeal Board
Forest Practices Board
Conflict of Interest Commissioner
Merit Commissioner
Police Complaint Commissioner
Employers Advisors Office
Workers Compensation Appeal Tribunal
Workers' Advisors Office
EHSC

Note 2: On large capital projects such as information technology ($5 million threshold), direct salary and interest during construction may be capitalized (thresholds of $250,000 respectively). These salary costs must be supported by an audit trail such as time sheets or a similar tracking method. Travel would be capitalized only where the related employee salaries are capitalized.

100% VOTED

Corporate Applications
Voted
    CORP Applications Projects
    CORP Applications Services
Security Services
Voted
    Change Security Services
Shared Corporate Functions
Voted
    Shared Corporate Functions (Blue)

MIXED (VOTED and RECOVERY)

Data Network Services
Recovery
    Data Network - Consulting
    Domain Name Registration
    Remote Access Services
    Wireless Service
Voted
    Change Data Network Services
    Client Access Service
    High Availability Option
    Large Office
    Large Office Plus
    Medium Office
    Pharmacy
    Small Office
Hosting Services
Recovery
    Application Storage Tier 1
    Application Storage Tier 2
    Application Storage Tier 3
    Application Storage Tier 4
    Data Backup Services
    Digital SSL Certificate
    Hosting - Additional Hardware
    Hosting Consulting Services
    Incremental Storage-Shared Web
    Incrmntl Mgd Storage-Shared DB
    Incrmntl Storage-SharePoint
    UNIX/Linux HW-SW-Add Agrmnts
    Windows Additional Agreements
    Windows Hardware
    Windows Software
    Windows Special Assembly
    New Orders for Servers and Server/Client SW & Support
Voted
    Appl Hosting Serv UNIX/Linux
    Appl Hosting Service Windows
    Data Backup Services - Extended Retention
    Mainframe Services (MVS)
    OpenVMS Service
    Server/Client SW & Support
    Shared Database Services
    Shared Web Hosting Service
Miscellaneous
Recovery
    Stranded Costs
    Miscellaneous Adjustments

Office Productivity
Recovery
    DTS-Contractor Rate
    File Restore (Messaging)
    Incremental Storage
    Office Productivity Consulting
    SSL Certificate
    iPhone Service
Voted
    Blackberry Enterprise
    IDIR Directory-Authentication
    Messaging Service
    Shared File and Print Service
    SharePoint Team Collaboration

Service Integration-Consulting
Recovery
    Professional Services
Voted
    Electronic Document-Rcrds Mgmt
Voice Network Services
Recovery
    Automatic Call Distribution
    Calling Cards
    Conferencing Services
    Information Trees
    Voice Installation Services
Voted
    Base Voice Service
    Custom Voice
    Directory Listings
    Enhanced Service
    Enhanced Station
    ISA Line
    ISDN Line
    Toll Free Services
    Voice Mail
Workstation Services
Recovery
    Additional Hardware
    Additional Service
    Additional Software
    Additional VIP Users
    Multi-Function Device *(consumption)*
    Project Services Monthly Rate
    Project Services One Time Cost
Voted
    Adv Desktop Vista Without Mon
    Advanced Desktop
    Advanced Desktop Vista
    Advanced Laptop-GIS
    Advanced Laptop-Rugged
    Advanced Laptop-Rugged Tablet
    Desktop Terminal Services
    Engineering Laptop
    Full Time DTS
    High Perf Desktop Vista no Mon
    Large Laptop Vista
    Legacy Workstation
    Multi-Function Device *(device-monthly)*
    Part-time/Evening DTS
    Roaming User Profiles
    Rugged Laptop Vista
    Rugged Tablet Vista
    Small Laptop Vista
    Standard Desktop
    Standard Desktop Vista
    Standard Laptop
    Standard Laptop Vista
    Std Desktop Vista Without Mon
    Ultralight Laptop
    Workstation Return Fee

100% RECOVERY

Explicit Agreements
Recovery
    Explicit Agreement Mnthly Rate
    Explicit Agrment One Time Cost
    Firewall Management
IT Solutions
Recovery
    IT Solutions - Consulting

Shared Services BC
All Other Services - Voted versus Recoverable
2012/13 Fiscal Year

100% VOTED	MIXED (VOTED and RECOVERY)	100% RECOVERY
BPS Onboarding Services	**Alternative Services Delivery**	**Procurement and Supply Services**
Voted	*Recovery*	*Recovery*
Facilitation of onboarding opportunities (mandated service)	Consulting Services	Asset Investment Recovery
FOI & Records Management Services	*Voted*	BC Mail Plus
Voted	ASD oversight role	Crown Publications/ Electronic Publishing
FOI request administration, coordination and training		Distribution Centre Victoria
Records management advice and program administration	Mandated review of all IM/IT project proposals >$20M	IT Procurement
Operational policy, ORCS development support	**Corporate Accounting System (CAS)**	Open School BC
Records appraisal, electronic records management system administration & training	*Recovery*	Printing Services
	Project based recoveries	
GHG Reduction Measurement & Reporting	Specialized training	Product Distribution Centre
Voted		Purchasing Services
Support and administration of SmartTool	*Voted*	Strategic Acquisitions & Technology Procurement
	Production, maintenance and development of CAS applications	
Ongoing development of SmartTool	Customer service	**Records Storage & Related Services**
On-Line Legislation	Contact centre and basic training	*Recovery*
Voted	**Facilities**	Offsite records storage
On-line access to statutes and regulations		Retrieval, destruction and related services and systems
	Recovery	
Payroll System (HRMS)	Minor Client Requests	
Voted	Projects	
Payroll Accounting	Move costs	
Payroll Services	Labour recovery charges	
	Negotiation Fees	
	Furniture	
	Amortization of capital projects	
	Service Level Changes >$5,000 (except O&M Savings Initiative)	
	Building Occupancy Costs including Parking for Program Expansion/New Programs	
	Voted	
	Building Occupancy Costs (baseline at March 31)	
	Parking	
	Lease Renewal Fees	
	Major Asset Maintenance (MAM)	
	SSBC Initiated LWS project work	
	SSBC Initiated LWS move costs	
	Treasury Board Funded Projects	
	*Note: Building Occupancy Charges include base rent, operations & maintenance and taxes.	

MAJOR CONTRACTS

Background

The Ministry of Citizens' Services and Open Government directly manages nine strategic contracts.

These contracts total an annual commitment of approximately $394M and make up roughly 58% of the CITZ 13/14 budget. Each deal is managed by its respective deal owner (division within CITZ), who works collaboratively with the Strategic Partnerships Office to maximize the value of their deal and track performance. Contract/deal owners work directly with their service provider/vendor within the scope of their specific contract. The Strategic Partnerships Office work with strategic vendors (TELUS, IBM, Microsoft and HP) at the portfolio level, across all strategic deals within CITZ and the BC Government, to maximize leverage with vendors that have multiple deals (e.g. IBM) and improve relationships with the Province's strategic vendors for the benefit of all deals

Governance of most CITZ deals involves a number of tiers, ranging from executive down to operations governance. The CITZ Deputy Minister (DM) is not involved in any of the CITZ contract governance bodies, except for the Telecommunications Master Agreement (TSMA), where the DM sites on two executive governance committee. SPO's involvement the major CITZ contracts vary. However, SPO is involved with every major contract throughout the strategic deal lifecycle and participates in specific governance bodies as needed (e.g. end of term steering committee).

Deal	Division Owner	Vendor	Expiry	Years	Overall Value
Telecom Services Deal	OCIO	TELUS	2021	10	$1B
WSI	IWS	BLJC-WSI	2014	12	$1.6B
Online Channel Office	Service BC	IBM	2014	10	$46.4M
WSS (Workstations)	TSD	IBM	2017	10	$500M
STMS (Hosting)	TSD	HPAS	2021/2024	10	$800M
Vehicle Leasing	LBS	PHH	2013	8	$36.4M
Microsoft Corporate Software	TSD	Microsoft	2014	2	$11.4M
BC Online	Service BC	TPG Cap	2014	10	$200M

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Status

Major Contract Status

Deal	Status
Telecom Services Deal	• Contract was signed July 29, 2011 and is in year two of a 10-year lifecycle.
WSI	• Recently signed a 5-year contract extension. • Province planning to prepare for re-procurement in 2019.
Online Channel Office	• Significant changes in the scope of the contract over the term of the deal have occurred. • Province looking to go to procurement for a new contract for contact centre services.
WSS (Workstations)	• Province negotiated a 5-year extension in 2012. • Province developing device strategy to assist in determining future workstation/device needs.
STMS (Hosting)	• Contract is currently being re-aligned to better meet the needs of the public service, take advantage of changes in technology and improve BPS on-boarding participation.
Vehicle Leasing	• Province is planning to re-procure at contract expiry. • Decision has been made to exclude this contract from the portfolio of deals SPO manages.
Microsoft Corporate Software	• Province negotiated a 2-year extension in 2012. • Province defining software strategy based on changes in technology (e.g. cloud) and future needs of the public service.
Oracle Enterprise Agreements	• Recently signed a 3 year contract extension • Province defining software strategy based on changes in technology (e.g. cloud) and future needs of the public service.
BC Online	• Province is not planning to renew contract. • Province is planning to repatriate services back to CITZ.

Major Contract Governance

Strategic Telecommunications Services Deal

The governance structure for the strategic telecommunications services deal has four tiers: executive, strategic management, operational management, and day-to-day operations.

- The CITZ Deputy Minister and the GCIO sit on the executive governance committee(s).
- The Government CIO sits on the strategic management committees.
- The Strategic Partnerships Office (SPO) ADM sits on the joint Operational Management Committee, with the Executive Lead sitting on the operational management committee with the GPS entities.

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- A variety of operational committees exist between participating entities and TELUS to address day-to-day business implementation issues. SPO is not involved at this level.

WSI Facilities Management

The WSI deal has two tiers of governance: executive and operations. The JEC is responsible for overseeing the overall business, strategic and contractual relationship between the two organizations. The JOC is responsible for the ongoing day to day business relationship and all working details of the contract and related services. The JEC is represented by the ADM, Integrated Workplace Solutions, and ADM and EFO for the Ministry. The governance structure is fully implemented and utilized. While SPO is not involved in this contract's governance, it has participated in the negotiation steering committee for the extension of this contract

Service BC

The Service BC deal with IBM has three tiers of governance: executive, strategic management and operations. The Joint Executive Committee has overall responsibility for the success of the relationship and the deal, and to that end provides executive sponsorship, strategic direction and communications, and overall guidance in accordance with the Agreement. The Joint Program Office oversees performance in relation to this deal, and tracks the ongoing health of the alliance, and the Joint Service Delivery is responsible for the day-to-day high level oversight of ongoing operations, projects and initiatives. The ADM, Service BC sits on the Joint Executive Committee. The governance structure is fully implemented and utilized. SPO is not involved in this contract's governance.

Workplace Support Services

The governance model for the Workplace Support Services deal with IBM, providing workstation services, has three tiers: executive, strategic management and operations. The Government CIO, the SPO ADM and the TSD ADM, as the deal owner, sit on the Strategic Joint Executive Management Committee. The governance structure is fully implemented and utilized.

Hosting Services

The governance model for the Hosting Services deal with HPAS has four tiers: executive, strategic management, operational management and day-to-day operations. The Government CIO, the SPO ADM and the TSD ADM, as deal owner, sit on the Strategic Joint Executive Management Committee. The governance structure for this deal is under review to transform the model.

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STRATEGIC TELECOMMUNICATIONS SERVICES DEAL

Background

The strategic telecommunications services deal signed with TELUS on July 29, 2011 is the largest of the strategic, high-value IM/IT deals governed by the Strategic Partnerships Office. It is valued at $1 billion over 10 years.

The deal addresses a diverse range of stakeholder, strategic business and public policy goals, including: 1) supporting government's business transformation agenda; 2) achieving price controls and cost reductions; 3) improving rural connectivity in support of economic development, health and education; and 4) increasing access to cellular services along segments of provincial highways for public safety.

Participating entities (11 in total) include core government, six regional health authorities, the Insurance Corporation of B.C., WorkSafe B.C., B.C. Lotteries and B.C. Hydro. This broad collaboration leverages the combined telecommunications expenditures of all partners to achieve value in the form of reduced costs and long-term focus on public sector strategic business priorities.

The deal consists of three agreements:

The Telecommunications Services Master Agreement (TSMA) is a framework and contractual agreement for the delivery of a broad range of telecommunications services including long distance, conferencing, cellular, and voice and data network services. The TSMA reduces telecommunications costs and includes the flexibility to move between services without financial penalties and introduce new services as required. Strong governance also ensures value over the life of the deal.

The Strategic Relationship Agreement (SRA) defines the strategic nature and principles of the relationship between the Province and TELUS and establishes the governance mechanisms and structures for managing the estimated $80 million Strategic Investment Fund (SIF). The SIF funds strategic, ambitious and transformational information technology projects with significant positive impacts for British Columbians. SIF extends beyond core government ministries, creating the opportunity for funding projects in the health or education sectors of B.C.

The Connecting British Columbia Agreement (CBCA) is a non-monetary agreement that provides direct benefits to citizens in the form of increased access to connectivity in rural and remote

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areas to support economic, health and education opportunities and improved access to cellular services along segments of provincial highways for public safety.

Status

The deal is in its second year of implementation. An administrator's office has been established, deal participants have transitioned to TELUS services and strong governance and processes are in place.

Accelerate the Province's Business Transformation and Technology Agenda

Strategic Investment Fund/Home Health Monitoring and Enabling Services (HHMES)—The first project to be approved under the Strategic Relationship Agreement is in the health care sector. HHMES is a five year, $52million healthcare project to implement a provincial program with an innovative approach to remotely monitoring patients with chronic health concerns. This transformative project started in the summer of 2012 and as of May 2013 is proceeding with a limited production rollout of the services.

Achieve Strategic Value (Cost Reductions, Price Controls, Strategic Leveraging)

Cost Reductions/Price Controls—In year one of the deal partners realized a cumulative cost reduction of $9.76 million. This was achieved mainly through negotiation of lower service rates. In addition, the agreement provides for data discounts to be realized when pre-negotiated thresholds are exceeded. The Province's interests are protected through service pricing reviews at specific intervals over the life of the deal.

Strategic Leveraging—The TSMA includes a provision for school districts to develop a separate service agreement with TELUS based on the terms and conditions negotiated in the TSMA. School districts are preparing to sign an agreement with TELUS (TSMA Lite). The new contractual agreement will be between approximately 51 school districts and TELUS and is separate from the TSMA. The Ministry of Education will administer the new agreement on behalf of school districts.

AchieveRural Benefits (Connectivity and Cellular Services)

Increase Connectivity to the 7% of Citizens Living in Rural and Remote Areas

A barrier to high-speed Internet access in rural and remote areas is the high cost of infrastructure for local Internet services providers which are predominantly small businesses. Network BC's strategy of facilitating relationships between large and small service providers (to gain preferred pricing for smaller vendors) coupled with strategic use of provincial

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infrastructure grants has proven to be prudent public policy that has increased Internet access for citizens in areas where market forces are not serving public need. Ongoing infrastructure investment at the Provincial level, in concert with calls for federal funding will continue to be a requirement.

A satellite program is under development to address the needs of 3% of the population that live in remote areas of British Columbia where no other service options are available for broadband Internet services. Through the B.C. broadband satellite initiative, the Province has committed $2 million in funding available through 2016/17 to help reduce installation costs to a more affordable level for residents of areas where there are no other service options available.

Increase Cellular Services along Provincial Highway Segments

Network BC continues to engage a wide variety of stakeholders to identify their need for cellular services along Provincial highways and represent their interests in discussions with TELUS.

In addition, Network BC monitors TELUS' implementation of cellular services along segments of highways as per the Connecting British Columbia Agreement and reports progress quarterly.

It is important to note that TELUS' commitments under the CBCA will not result in cellular service access to all segments of Provincial highways nor is the CBCA designed to provide cellular services to rural and remote communities. This will remain a gap to be addressed.

Issues and Challenges for 2013/14

Strategic Relationship – TELUS and Government do not share a common understanding of the nature of a strategic relationship as envisioned during deal development and signing. This is impeding the ability of the parties to maximize deal value. Dialogue has been undertaken at senior governance levels in an effort to transcend the buyer-seller paradigm and focus attention on realizing the deal's mutual and strategic potential.

Strategic Investment Fund Accounting Treatment – The Office of the Comtroller General and Office of the Auditor General consider contributions to the SIF, from participating entities, to be pre-paid expenses. This could potentially result in budgetary compliance issues for entities and substantial increases to financial accounting and reconciliation costs.

Perception of Unfair Competition – Telecommunications vendors may perceive the school district's decision to enter an agreement with TELUS based on the Provinc'es deal as a threat to future business opportunities with school districts, or the beginning of a trend toward public sector organizations leveraging the Province's deal rather than going to market. As a result,

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vendors may approach the Province with concerns that the Province's deal with TELUS is creating unfair competition.

High Cost of Infrastructure for Rural and Remote Citizens - Additional funding will be required for initiatives where TELUS' infrastructure investments will not be sufficient to address the Province's commitment to Bridge the Digital Divide, nor address the public sector's desire to engage all citizens in Open Government initiatives.

Recruitment –The field of work that the AO is overseeing is of a very specialized and strategic nature. There is a lack of capacity across government in this skill set.   Acquiring and maintaining the array of skills required for deal management will likely continue to be a challenge into the future.

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30, 60, 90 Day Decisions

Issue: Issues related to FOIPPA and the Office of the Information and Privacy Commissioner

- There are some outstanding policy issues for government related to the Freedom of Information and Protection of Privacy Act (FOIPPA) and related topics outstanding with the Information and Privacy Commissioner (OIPC).

Background

- Investigation into no records responses:
  - As part of her investigation into government's no record response, the OIPC made six recommendations to government. Five of those recommendations are underway within the Ministry of Citizens' Services and Open Government.
  - A sixth recommends that government create a legislated duty within FOIPPA to document key actions and decisions. Government's response in March 2013 was that this would be referred to the next Special Committee on FOIPPA.
- Open government report:
  - In 2011 the OIPC announced that they would no longer report annually on government's timeliness in response to FOIs since the achievement levels were high.
  - Instead, the OIPC would report annually on open government.
  - The first open government report has yet to be produced by OIPC but is currently expected in the summer of 2013.
  - While government has achieved success on its open data program and national recognition on its leadership in open government, the Commissioner is expected to recommend new areas of pursuit in open information, specifically in the proactive release of government information.
- Investigation into the multicultural outreach strategy:
  - As of April 5, 2013 the OIPC is in a fact-finding phase of an investigation into the alleged collection and use of personal information by government and the BC Liberal Party.
  - The investigation will also look at the use of personal email in government.
  - Concurrently government can make a policy decision to amend the Core Policy and Procedures Manual to provide restrictions on the use of personal email for the purpose of conducting government business.
  - The Commissioner would welcome the opportunity to be consulted on such a policy change.
- Data Linking:
  - Amendments were introduced to FOIPPA in the fall of 2011.
  - The amendments were the result of extensive consultation with OIPC.

- As part of the amendments, the Commissioner has oversight into data linking initiatives.

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Decision Required

- It is expected that the Information and Privacy Commissioner will raise these policy topics and may issue the reports noted during the first 60 days of government's mandate.

LIBERAL PLATFORM

There are two commitments in the Strong Economy Secure Tomorrow platform that relate to the work of the Ministry of Citizens' Services and Open Government (CITZ). Both are in relation to the ministry's role as providing advisory and operational services to government on procurement.

In Fiscal Year 2013/14 Government of BC procurement expenditures are budgeted to be $14.1B. Procurement is defined as an expenditure on a good or services acquired under contract with an external entity. Government's procurement expenditures can be categorized under five headings: goods, services, social services, construction or alternate service delivery (outsourcing). All ministries engage in procurement activity. The value and complexity of individual procurements range from petty cash purchases of a few dollars with a local retailer, to multi-year outsourcing arrangements worth hundreds of millions of dollars. In any given year, over 300,000 purchases are made by government. Reflecting the diversity of our expenditures, government has adopted a variety of processes and documents to manage its procurement activity. They range from the simplicity of phone calls to three retailers, to the complexity of an outsourcing Joint Solutions Request for Proposal. But it is government policy that at all times ministries are to undertake a competitive process appropriate to the value, complexity and profile of the opportunity. See attached background on procurement for further information.

Currently, the Ministry of Jobs, Tourism and Skills Training has the overall lead on the implementation of the **BC Small Business Accord**. While CITZ does play a role in procurement, the Office of the Comptroller General, Ministry of Finance, has accountability for procurement policy. Any efforts such as those listed below will require a multi-ministry approach that will also need to include Legal Services Branch.

Commitment: *Streamline RFP processes for government procurement to ensure small businesses can compete for government contracts on a more level playing field.*

The Small Business Accord was signed in February 2013 to clearly define how to make BC one of the most business friendly jurisdictions in the country. One of the principles of the plan is to *"design government programs and resources affecting small business so that they are well developed, accessible, properly funded and effectively communicated."* Another principle in the document is to *"create long-term growth opportunities for small business through government procurement."*

There are only a few existing bodies that represent small business interests broadly across the Province therefore it would be recommended that consultations led by JTST on streamlining

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RFP processes target specific sectors where improvements will be meaningful. The goal of consultations would be to provide government with more specific advice on what barriers and challenges small businesses have with government procurement policies and practices to ensure that we are putting focus on the right aspects of procurement. It is understood that the consultations to date have not canvassed these specific areas.

Improved education and access to RFPs and other procurement opportunities may be a key area of focus for this commitment because of ease of the implementation and potentially greatest impact.

Early Possible Deliverables:

- Launch a consultation with small businesses to identify barriers;
- Launch an education and marketing plan on how to do business with government;
- Review processes on procurements under $75,000 (under trade rules) to ensure more transparency for small business;
- Improve marketing for BC Bid; AND
- Based on the consultation present recommendations to government including policy, legal, trade and fiscal analysis.

This commitment clearly links to the next commitment on limiting RFP paperwork.

Commitment: *Limit RFP paperwork for government to a maximum of two pages for contracts under $250,000 so that small businesses can apply and compete.*

A cross-ministry team including Finance, JTST, CITZ and Justice is currently working to examine the potential opportunities and challenges and present this analysis to government. All opportunities to better streamline and simplify RFP documents will be examined.

Government employs a variety of solicitation documents to request competitive bids from suppliers, reflecting the wide variation in the type, value and complexity of procurements. Standard corporate templates are in place for the most frequently undertaken processes: Invitation to Quote, Request for Proposal, Request for Qualification, Request for Expression of Interest, Request for Information. As well, individual ministries have adopted variations of the standard templates, and additional templates e.g. ITT. The two most frequently used templates are the ITQ and the RFP.

The most basic RFP is approximately 15 pages in length. The typical RFP posted to BC Bid is approximately 20 pages. RFPs can be much longer if the service being acquired is complex. By their nature, RFPs require a comprehensive response from suppliers. Because the government is seeking best value and not simply the lowest price, suppliers are requested to address a

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range of factors that together comprise best value. Examples include describing the qualifications of their staff, their corporate experience, the methodology they propose for undertaking the work, their pricing and how they will address environmental or aboriginal considerations. The length of the RFP document generally reflects the complexity of what government is trying to buy.

Commitment: *We will work to establish a minimum 20 per cent increase in small business procurement from government.*

Some early direction that a team will require from JTST in order to present a plan for government on this commitment are: a definition of small business for purposes of this commitment (including resolution of questions such as whether franchises and/or sub-contractors are included in the definition), and working with each ministry across government on the establishment of a baseline of current spend with small businesses in order to assess targets.

Government does not currently have a contract management system. The payment systems do not capture information on the vendor that will allow reporting on which contracts are held by small businesses currently. As such, the baseline exercise will be a manual exercise for ministries. It could be coordinated by both JTST and CITZ.

Once the baseline is established, analysis can be presented to government on the implementation of the 20 per cent target.

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ATTACHMENT: PROCUREMENT BACKGROUND INFORMATION

The BC Small Business Accord has as one of its guiding principles the creation of long-term growth opportunities for small business through government procurement. This note provides an overview of procurement in government and highlights contextual issues that will need to be addressed as government considers measures to increase opportunities for small businesses to be successful in bidding for government's business.

BACKGROUND:

In Fiscal Year 2013/14 Government of BC procurement expenditures are budgeted to be $14.1B. Procurement is defined as an expenditure on a good or services acquired under contract with an external entity. Government's procurement expenditures can be categorized under five headings: goods, services, social services, construction or alternate service delivery (outsourcing). All ministries engage in procurement activity.

The value and complexity of individual procurements range from petty cash purchases of a few dollars with a local retailer, to multi-year outsourcing arrangements worth hundreds of millions of dollars. In any given year, over 300,000 purchases are made by government. Reflecting the diversity of our expenditures, government has adopted a variety of processes and documents to manage its procurement activity. They range from the simplicity of phone calls to three retailers, to the complexity of an outsourcing Joint Solutions Request for Proposal. But it is government policy that at all times ministries are to undertake a competitive process appropriate to the value, complexity and profile of the opportunity.

DISCUSSION:

Procurement Governance Framework

The structure of procurement separates governance from service delivery. There are three key players – the Office of the Comptroller General, ministries, and Procurement Services Branch at the Ministry of Citizens' Services and Open Government. Each player has a role in procurement with some areas of shared responsibility and overlap.

- The Office of the Comptroller General in the Ministry of Finance is responsible for procurement governance, policy and monitoring compliance with the policy.
- Procurement Services Branch (PSB) is the corporate procurement branch for government. PSB is responsible for purchasing all goods on behalf of ministries, with a value greater than $5,000, establishing enterprise-wide procurement arrangements and for providing procurement advisory services to ministries on an optional fee for service

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basis. PSB also has a role, in collaboration with the OCG, in providing procedural guidance to the ministries.

- The ministries are responsible and accountable for undertaking procurements in a manner consistent with the policy established by the OCG.

Government's corporate policy respecting procurement is described in several primary documents, including the Core Policy and Procedures Manual, Chapter 6 – Procurement, the Standards of Conduct for Public Service Employees Engaged in Government Procurement Processes, and the Capital Asset Management Framework.

Fair, Open and Transparent Process

Government's Core Policy and Procedures – Chapter 6 Procurement requires that procurements be undertaken in a fair, open and transparent manner consistent with the following principles:

- government receives the best value for money spent;
- acquisitions are consistent with government policy and trade agreement requirements;
- vendors have fair access to information on procurement opportunities, processes and results;
- opportunities are competed, wherever practical;
- ministries are accountable for the results of their procurement decisions including the appropriateness of the processes followed;
- government buying power is leveraged through demand aggregation, wherever practical;
- the cost of the procurement process, to both vendors and ministries, is appropriate in relation to the value and complexity of the procurement.

The first principle, that government receives best value for money spent – is central to Government's procurement policy. This does not mean government automatically awards to the "low bid". Even those contracts that are awarded primarily on price include product and service quality specifications. Price is an important component of value, but other factors as diverse as delivery capabilities, supplier expertise and experience, compliance with standards and specifications, environmental considerations, proposed methodology, and qualifications of contractor staff all contribute to the definition of best value.

The weighting of the factors that define best value is based on what government intends to acquire and the applicability and materiality of a specific factor to the procurement. For example, environmental considerations typically do not factor into a decision to contract for audit accountants because this type of activity has a limited environmental impact. But the fuel

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efficiency of contractors' vehicles may be taken into account when contracting for waste paper removal because of the greenhouse gas emissions generated by the work.

Similarly, procurements that involve the provision of services to aboriginal individuals or communities are to be undertaken in a manner that is culturally appropriate in order to increase the likelihood of a positive and effective program outcome. In this context, best value could include allocating more points to proposals where services are delivered by an organization having experience with the intended recipients.

The Competitive Process

Fundamental to government's procurement policy is the principle of competition. All procurements are to be completed. The only exceptions must meet one of the following restrictive criteria described in Core Policy:

- the contract is with another government organization;
- the ministry can strictly prove that only one contractor is qualified or available to provide the goods or services;
- an unforeseeable emergency exists and the good or services could not be obtained in a timely manner by means of a competitive process;
- a competitive process would interfere with a ministry's ability to maintain security;
- to protect human, animal or plant life or health; or
- the acquisition is of a confidential or privileged nature and disclosure through an open bidding process could reasonably be expected to compromise government confidentiality, cause economic disruption or be contrary to the public interest.

The process by which government obtains bids from suppliers varies depending on the category, value and complexity of what is being procured. Generally, greater levels of procurement complexity match procurements for goods or services that are substantial, complex and where multiple factors such as service delivery and methodology along with price are used to determine best value.

Trade Agreements

British Columbia is a signatory to the federal/provincial/territorial Agreement on Internal Trade (AIT) and the New West Partnership Trade Agreement (NWPTA) amongst Alberta, Saskatchewan and British Columbia that reduce inter-jurisdictional barriers to trade. The procurement chapters of the agreements require parties to eliminate local price preferences, biased technical specifications, unfair registration requirements and other discriminatory practices for non-resident suppliers in order to ensure equal access to procurement for all interested Canadian and Western Canadian suppliers.

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Under the AIT and NWPTA, procurements with a value greater than the following thresholds must be open to any supplier in Canada to submit a bid:

- Goods - $10,000 (in BC, our practice since 1995 has been $5,000)
- Services - $75,000 (exemptions apply to social services)
- Construction - $100,000

BC Bid (www.bcbid.gov.bc.ca) is the designated portal through which the British Columbia public sector must advertise procurement opportunities that exceed the trade agreement thresholds. In a typical year over 600 organizations (e.g. school districts, colleges, regional districts, Crown corporations) post opportunities to BC Bid. Many organizations also post opportunities of lesser value. A conservative estimate is that the annual value of procurements exceeding the trade agreement thresholds and posted to BC Bid exceeds $1.5B. Additionally, BC Bid is interfaced to the Alberta Purchasing Connection site, providing British Columbia suppliers with direct access to Alberta public sector tenders.

Despite the threshold amounts, many of the procurements below the AIT threshold values are posted to BC Bid by ministries allowing the broadest number of prospective suppliers to be made aware of the bid opportunity. For example, the Ministries of Transportation and Infrastructure, and Forests, Lands and Natural Resources post most construction tenders to the site regardless of value. And Procurement Services posts all goods opportunities above $5,000 for government. But below the AIT threshold values, governments may limit tendering to suppliers, primarily small enterprises, located within their jurisdiction.

Purchases with a value lower than the AIT threshold values represent the largest proportion Government purchases when measured by number of transactions. For example, purchases of up to $5,000 may be made using the Government of BC charge card and more than 235,000 purchases, with a total value in excess of $50M are made annually.

When the value of a procurement is below the AIT threshold, it is government policy that ministries undertake a competitive process appropriate to the value, complexity and profile of the opportunity. Typically this involves requesting competitive bids from at least three, usually British Columbia suppliers. Suppliers are invited to bid based on a variety of factors including location, capabilities, proven competitive pricing, product lines and past experience contracting with government. Ministries learn about suppliers in a variety of ways – checking listings and directories, consulting with colleagues, referencing past purchases, researching websites, seeing advertisements and proactively meeting with suppliers. In this category some procurements use a process for identifying pre-qualified suppliers and rotating through the list

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in a structured way. Other times, the process for identifying all available and appropriate suppliers is less rigorous.

Legal Framework

All procurements must be undertaken in a manner consistent with Canadian contract law. Most contract law is case law established by the courts. The foundational case is *Ron Engineering*, a 1981 decision of the Supreme Court of Canada. *Ron* established the concept that is unique to Canada of "contract A" and "contract B".

"Contract A" establishes contractual obligations between purchasers and bidders during the bid process. "Contract B" is the contract for the work that is awarded after the evaluation of bids.

"Contract A" can be stated simply as "say what you are going to do and do what you said you would do". For example, if the date and time for receiving bids is stated as "2:00 pm, June 21", only bids received before 2:00 pm on June 21 can be considered. If a contract is awarded to a bidder whose bid was received after 2:00 pm then all other bidders have a cause to successfully sue.

"Contract A" also prohibits purchasers from introducing new or unstated criteria or considerations after the tender closing date.

The implication of "contract A" and "contract B" is that tender documents need to fully and precisely state how a procurement process is to be undertaken, and purchasers need to conduct themselves in strict compliance with the description of the process provided in the tender document.

All solicitation templates issued by the BC Government (e.g. Invitation to Quote (ITQ), Invitation to Tender (ITT), and the Request for Proposal (RFP)) reflect the legal requirement of "contract A" and "contract B" and describe in detail the tendering process and government's requirements. Because of this framework, no changes can be made to solicitation templates, or no new templates created, without review and approval of Legal Services Branch, Ministry of Justice.

Solicitation (Bid / Tender) Documents

Government employs a variety of solicitation documents to request competitive bids from suppliers, reflecting the wide variation in the type, value and complexity of procurements. Standard corporate templates are in place for the most frequently undertaken processes: Invitation to Quote, Request for Proposal, Request for Qualification, Request for Expression of Interest, Request for Information. As well, individual ministries have adopted variations of the

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standard templates, and additional templates e.g. ITT. The two most frequently used templates are the ITQ and the RFP.

The ITQ is used primarily by Procurement Services Branch to acquire goods of any value. The ITQ is a "fill in the box" template that can be as short as three pages.

The RFP is used by all ministries to acquire services, or combinations of goods and services. The format of the government standard RFP is:

- Cover page, including supplier signature block
- Table of contents
- Definitions and administrative requirements applying to the bid process (two pages)
- Requirements and response section comprised of:
    - Summary of the requirement
    - Additional definitions
    - Ministry situation/overview, including project scope
    - Ministry business requirements
    - Evaluation methodology
    - Format of bids
    - Information to be provided by bidders (e.g. qualifications, experience, proposed methodology)
- Appendix identifying the form of contract to be entered into by successful bidder

The most basic RFP is approximately 15 pages in length. The typical RFP posted to BC Bid is approximately 20 pages. RFPs can be much longer if the service being acquired is complex. By their nature, RFPs require a comprehensive response from suppliers. Because the government is seeking best value and not simply the lowest price, suppliers are requested to address a range of factors that together comprise best value. Examples include describing the qualifications of their staff, their corporate experience, the methodology they propose for undertaking the work, their pricing and how they will address environmental or aboriginal considerations. The length of the RFP document generally reflects the complexity of what government is trying to buy.

RFPs are widely used when government is acquiring services. In some instances, government can define its requirements in sufficient detail, based on minimum quality and performance standards, that suppliers' responses can be limited primarily to providing pricing. Examples include land surveying, opinion surveys, and notary services. Procurement Services, in collaboration with Legal Services Branch, has introduced an Invitation to Quote – Services template that in its simplest form can be as short as four pages, with a two page response

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section. The template is being piloted and upon successful conclusion of the pilot will be available for use across government.

Supporting Small Business Through Government Procurement

A commitment to support "British Columbia small businesses" through government procurement will require that three key definitional issues are resolved: 1) definition of "small"; 2) definition of British Columbia supplier; 3) definition of "business".

The Ministry of Jobs, Tourism and Skills Training defines a "small business" as an enterprise with 50 or less employees. Government does not maintain a listing of British Columbia small enterprises. Suppliers are not requested to provide information on the size of their organization as part of the tender process. In many instances the category of supplier is obvious e.g. WalMart vs. ABC Grocery Market in Kaslo. But for many purchases, the size of the enterprise is not clear.

Similarly, government does not have a formal definition of a "British Columbia supplier". In practice, any supplier that employs British Columbia residents to provide goods and services, in whole or part, to the government is regarded as a British Columbia supplier. This includes the WalMart Supercenter in Kelowna, an Esso station in Prince George or the General Motors dealership in Fort St. John.

Government does not limit the awarding of contracts to specific categories of supplier. Individuals, sole proprietorships, co-operatives, not-for-profit societies, extra-provincial corporations, limited partnerships, and franchises are examples of legal entities with whom the Province has contracted. Similarly, government contracts with retailers, wholesalers, manufacturers, distributors, sales agents, resellers, dealerships, publishers, and consultancies. All are currently considered to be "businesses".

CONCLUSION:

The current structure of government procurement, including the document types that are used to solicit bids are based on a complex interrelationship of trade agreements and legal precedent.

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THE OFFICE OF THE INFORMATION AND PRIVACY COMMISSIONER
OFFICE OF THE CHIEF INFORMATION OFFICER

Background

Established in 1993, the Office of the Information and Privacy Commissioner provides independent oversight and enforcement of British Columbia's access to information and privacy laws, which include:

- The *Freedom of Information and Protection of Privacy Act* (FOIPPA) which covers government ministries and over 2,900 other public bodies; and
- The *Personal Information Protection Act* (PIPA) which covers over 300,000 B.C. businesses, associations, trade unions, charities and trusts.

The Information and Privacy Commissioner (Commissioner) is appointed as an independent Officer of the Legislature with a renewable six-year term.

Mandate

FOIPPA and PIPA provide a broad mandate for the Commissioner. This mandate includes investigating and resolving access to information and privacy complaints; initiating investigations and audits of public bodies' and private organizations' compliance with FOIPPA and PIPA, educating the public about their access and privacy rights; and commenting publicly on the access or privacy implications of a public body or private sector program or initiative.

The Commissioner routinely provides commentary on the access and privacy implications of large scale programs, such as the BC Services Card; new legislation; sensitive or large-scale privacy breaches; and any proposed amendments to FOIPPA or its Regulations.

Recent changes to FOIPPA have further expanded this mandate, providing the Commissioner with more visibility into, and earlier notification of, public bodies' planned data-linking and information sharing initiatives. Public bodies must now provide the Commissioner with early notice of their intent to establish a common or integrated program or a data linking initiative with another public body or agency. They must also follow up with a privacy impact assessment on such initiatives for the Commissioner's review and comment.

These new oversight powers, along with new requirements for government to consult with the Commissioner on the development of regulations and an information sharing Code of Practice,

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have made B.C.'s Information and Privacy Commissioner the most powerful Commissioner in Canada.

Current Context

Elizabeth Denham, who was appointed in May 2010, is British Columbia's third Information and Privacy Commissioner. Prior to her appointment, Ms. Denham served as Assistant Privacy Commissioner of Canada from 2007 to 2010, where she focused primarily on private sector privacy matters.

Ms. Denham has continued to focus on privacy in her current position and has distinguished herself from previous B.C. Commissioners by creating an Assistant Commissioner in charge of a policy and privacy department within her office. This has resulted in a greater involvement in privacy issues and a more detailed review of new initiatives and legislation proposed by government. It has also resulted in the issuance of more public reports on the results of her office's investigations.

This Commissioner uses public statements and the media to a greater extent than her predecessors, a measure that is in line with her stated pursuit of public accountability. She also tends to blend private sector and public sector issues in her public reports and guidelines. This can make implementation challenging as the requirements in the private and public sector privacy acts are different.

The Commissioner's greater focus on privacy, coupled with her earlier and continued involvement in large-scale projects, has increased the number of interactions with her office and brought the importance of government's relationship with the Commissioner to the fore. The Commissioner has a strong mandate to comment on government activity and it is thus important that a positive relationship be fostered.

Current Priorities and Issues

While the Commissioner is generally interested in reviewing and commenting on any large scale program, project or issue, the following themes or topics seem to be of particular interest to her and have been raised by her in multiple forums and contexts:

1. **Data-Linking:**   S13

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2. **Subsidiary Corporations:** The Commissioner has repeatedly called on government to bring subsidiary corporations created by public bodies under the scope of FOIPPA. (They are currently considered to be independent companies and, as such, are not covered). The Commissioner has issued several orders regarding applicants not being able to access records held by subsidiary corporations and she has commented publicly on the inappropriateness of this situation. It is expected that the Commissioner will continue to advocate for this change. The all-party Special Committee that reviewed FOIPPA also recommended that government make this change.

S13

3. **Privacy Management Program (PMP):** The Commissioner has issued recommendations and accompanying guidelines for the private sector on enhancing privacy through the creation of a Privacy Management Program (PMP). As a result of a recent privacy breach investigation, she is now encouraging government to develop a comprehensive PMP based on the principles established for the private sector. It is anticipated that she will formalize her recommendation to government when she releases her public report on the Ministry of Health privacy breach.   S13

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4. **Expanded Privacy Reviews:** During her recent privacy review of Phase 1 of the BC Services Card Project, the Commissioner requested comprehensive security and systems architecture material in order to ensure that the project met the reasonable security requirements in FOIPPA. She also asked to review all communications material. Discussions with her office on this and other matters indicate that a detailed security assessment and the provision of a systems architecture will now be a standard expectation for all future privacy reviews of a proposed project, program or system. This expansion of a privacy impact assessment to include detailed security assessments, architecture documents and, in some cases, communications material, is a new requirement (previous Commissioners have not required this level of detail) that greatly increases the amount of work and time required to consult with the Commissioner on an initiative. Government ministries will be looking for advice and support from OCIO before and during consultation with the Commissioner.

5. **Duty to Document:** As part of a recent high profile investigation, the Commissioner noted that there was an increase in "oral government" or the practice of not creating written records of decisions or decision-making. In her report, she recommended that government legislate the "duty to document" in FOIPPA, requiring public bodies to create records of any key decisions. This issue was previously raised with the 2010 Special Committee that reviewed FOIPPA but the Committee did not act on this request. In response to the Commissioner's recommendation, government has suggested that the next Special Committee that reviews FOIPPA may wish to revisit this issue.

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KNOWLEDGE NETWORK CORPORATION

Lead Executive

Jay Schlosar, Assistant Deputy Minister, Strategic Initiatives Division

Background

Knowledge Network Corporation (KNC) is British Columbia's public educational broadcaster, with programming such as Crystal Fear, Crystal Clear; 65 Red Roses; Indian Hospital Train and Sisters in Arms; British Columbia focused documentaries like Our First Voices or The 5ifty; or British dramas such as Heartbeat. KNC became a Crown Corporation in January 12, 1981. It obtains an average of 1.5M viewers, or one third of British Columbians per week.

In October 2010, responsibility for KNC shifted from the Ministry of Advanced Education and Labour Market Development (ALMD) to Ministry of Citizens' Services (CITZ). The shift in responsibility was seen as logical due to the alignment between the broadcaster's mission of public engagement and the Ministry's.

The majority of funding for KNC comes from a base operating government grant of $6,259,506 provided through the Ministry and also through their fundraising arm called Partners in Knowledge (representing 33,000 public supporters). Last year, they fundraised over $2,300,000. In other words, the province's contribution represents over 70 per cent of KNC's overall funding.

KNC is led by a President and Chief Executive Officer, Rudy Buttignol, who has held the position since 2007. This position reports to a Board of Directors, led by Board Chair, Nini Baird. Other Board members include: Mitchell Taylor (Vice Chair), Kevin Brown, Beth Haddon, Wendy Heshka, Debbie MacMillan, Sinclair Mar, Shelia Orr, and Margaret Vandenberg. All Board members are appointed by the Province. The term for Beth Haddon expires July 31, 2013; the remaining members have terms expiring that same date in either 2014 or 2015.

B.C. has opportunities to influence KNC's strategic direction through KNC's Government Letter of Expectation (GLE), which forms the basis of their Annual Service Plan. This letter is provided on an annual basis under the signature of the Minister, and is based on a framework developed for all Crown Agencies by the Crown Agency Resourcing Office (CARO) through the Ministry of Finance.

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Current Context

Relationships between the Ministry and KNC are constructive and positive. Interaction between KNC and the Ministry is predominantly focussed on ensuring appropriate transfer of grant funds and exchange of necessary documentation in support of the GLE and Annual Service Plan. However, there is ongoing contact between the Deputy Minister or Assistant Deputy Minister and the CEO (or Board Chair, when appropriate) as well as staff-level interaction. It is also typical that the Minister and/or ministry staff may make several visits to KNC annually to meet with the CEO or the Board. The Minister's last visit was on December 6, 2013, and which time he met with the CEO and toured the broadcast facility in Burnaby.

The 2013/14 Government Letter of Expectations was approved by both the Minister and the KNC Board Chair in December 2012. This GLE was very similar to that approved in the previous year, with an updated reference to the KNC Strategic Plan. This resulted in the current Annual Service Plan (2013/14 to 2015/16), which was approved by the Ministry in January 2013 and published in February 2013 alongside the annual Provincial Budget. The Annual Service Plan Report for the previous year's Annual Service Plan (2012/13) is anticipated to be published in summer 2013, most likely alongside the First Quarter Report from the Ministry of Finance.

The GLE and the Annual Service Plan Report continue to be largely based upon by KNC's Strategic Plan. The 2013-16 Strategic Plan (approved in August 2012) laid out the following goals for the organization:

1. Expand digital platforms to serve audiences anywhere, anytime.
2. Commission original British Columbian content in partnership with independent producers for multi-platform delivery.
3. Engage audiences through personalized, interactive social experiences.
4. Strengthen the Knowledge Network brand story and share it.
5. Increase revenue through entrepreneurial and philanthropic initiatives

With respect to the new Goal (#3), KNC plans to use social media tools and allow personalized content for registered users visiting KNC content. This fits well with the information the ministry included in KNC's current GLE under Specific Corporation Accountabilities: "Build on the foundation of quality documentary programming by collaborating with partners, including the Ministry, to explore options to showcase and encourage public dialogue."

With respect to revenues, while KNC has traditionally relied on a direct transfer from the Province coupled with viewer donations to support their ongoing operations as well as capital investments, the Ministry has also been increasingly encouraging the Corporation to make strategic, entrepreneurial investments that may provide expanded viewership and revenue

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opportunities in the future. KNC has made significant strides to meet this goal over the past two years.

One example of new strategic investment is the purchase of BBC Kids. In April 2011, KNC received final approval from the Canadian Radio-television and Telecommunications Commission (CRTC) for its $1.515M acquisition of BBC Kids (a digital specialty service whose programming is aimed at youth ranging from pre-schoolers to teens) purchased through their subsidiary, Knowledge West Communications Corporation (KWCC). The new channel began generating revenues in May 2011 and began repayment of the associated costs to KNC in June 2011. KNC's revenue from operating BBC Kids in 2011/12 was $2.6 million dollars.

It is notable that these enhanced opportunities combined with relatively stable provincial funding and viewer donations have allowed KNC to begin to focus on important new investments to improve their programming, including a proposal to upgrade services for high definition broadcasting. This is expected to further enhancement viewership.

Major Activities in 2013/14

As a result of corporate Treasury Board direction to support government's efforts to reduce costs and balance the budget, in February 2013 the Ministry was directed to reduce the basic operating grant to KNC by $150k annually in the coming years – from $6.41 million in 12/13 to $6.26 million in 13/14 through to 15/16. This change is reflected in their 2013/14 to 2015/16 Service Plan. It is anticipated that KNC will be able to effectively manage ongoing costs without a notable reduction in services as a result of a growing donor contributions; however, this will have a small impact on future investments.

High-level Financial Information for KNC 2013/2014 to 2015/2016

($000's)	2011/2012 Actual	2012/2013 (Forecast)	2013/2014 (Budget)	2014/2015 (Budget)	2015/2016 (Budget)
Total Revenues	$10,109	$10,311	$10,202	$10,426	$10,626
Total Expenses	$6,917	$7,226	$6,907	$7,019	$7,016
Net Income	$232	0	0	0	0
Debt	--	--	--	--	--
Capital Assets and Broadcast Rights Acquired	$2,479	$4,119	$3,365	$3,010	$3,108
Retained Earnings	$1,730	$1,730	$1,730	$1,730	$1,730

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Despite those pressures, it is believed that KNC will continue to pursue the goals of its Strategic Plan – and in particular, provide new opportunities for alignment with the Province's goals. In particular, KNC's broadcasting reach and storytelling capacity, combined with government's expertise in designing online and face-to-face engagement processes, could prove powerful. For this reason, government has added direction to the current 2013/14 GLE to support open government and public engagement. While KNC's specific production and editorial decisions are made independent of government, there are ongoing alignment opportunities between KNC and the Province's policy objectives.

- **Health**: KNC has commissioned an eight-part documentary series following nurses, doctors, and paramedics making life and death decisions every day. This is expected for digital distribution in November 2013, and will provide positive alignment with the Ministry of Health's "ThinkHealth" citizen engagement campaign.
- **Promoting GovTogetherBC**: In November 2012, KNC and CITZ started preliminary conversations around the possibility of broadcasting short promotional spots to help publicize B.C.'s hub for government engagement opportunities: GovTogetherBC (see Roles and Responsibilities: Open Government for more information)

Finally, presuming planning and reporting cycles do not change, the 2014/15 Government Letter of Expectations will be due in September 2013, following by approval of the 2014/15 Annual Service Plan in December 2013/January 2014.

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APPENDIX – KNOWLEDGE NETWORK CORPORATION GOVERNANCE

The Knowledge Network Corporation is led by President and CEO, Rudy Buttignol, who reports to a Board of Directors.

The Board is appointed by the Province. The Chair of the Board is currently Nini Baird.

Knowledge Network Board of Directors

Name:	By order:	Position:	Expiry:
Baird, Nini	OIC 505/12, July 31, 2012	Chair	July 31, 2014
Brown, Kevin E.	OIC 505/12, July 31, 2012	Director	July 31, 2015
Haddon, Beth	OIC 505/12, July 31, 2012	Director	December 31, 2013
Heshka, Wendy	OIC 298/11, July 31, 2011	Director	July 31, 2014
MacMillan, Debbie C.	OIC 298/11, July 31, 2011	Director	July 31, 2014
Mar, Sinclair W.	OIC 505/12, July 31, 2012	Director	July 31, 2014
Orr, Sheila	OIC 505/12, July 31, 2012	Director	July 31, 2015
Taylor, Mitchell J.	OIC 505/12, July 31, 2012	Director	July 31, 2015
Vandenberg, Margaret	OIC 505/12, July 31, 2012	Director	July 31, 2015

Biography for Rudy Buttignol, CEO

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Biography for Nini Baird, Chair

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Stakeholders List for Citizens' Services
Office of the Chief Information Officer

Organization	Contact	Title	Nature of Relationship	Contact Information:
All Nations Trust Company	Ruth Williams	Chief Executive Officer	Pathways to Technology Administrators	Phone: 250-828-9770
BC Broadband Association	Bob Allen	President	Interest Group	Phone: S22
Cisco Systems Canada Co.	Nitin Kawale	President	Vendor	Phone: 416-306-7000 (Headquarters phone number)
HP Advanced Solutions	James Hamilton	President	Vendor	Phone: 250-405-4507
HP Enterprise Services Canada	Pete Galanis	President and CEO	Vendor	Phone: ??
IBM	David Dury	General Manager, Global Technology Services	Vendor	Phone: 416-478-2505
Microsoft Canada Inc.	Maxwell Long	President	Vendor	Phone: 289-305-9846
TELUS	Monty Carter	Senior Vice President & President of Enterprise Solutions	Vendor	Phone: 403-384-2616
TELUS	Tim Draper	Vice President & Government Accounts	Vendor	Phone: 250-213-6308
Deloitte	Sucha Kukatla	Senior Project Manager	Vendor	Phone: ??
Sierra Systems	Bill Thomson	Executive Vice President, Strategic and Account Management & Sales Support	Vendor	Phone: 250-385-1535
BC Freedom of Information and Privacy Association	Vincent Gogolek	Executive Director	Interest Group	Phone: ??
Ernest & Young	Doug Campbell	Partner, Advisory Services	Consultant	Phone: 604-891-8377

Strategic Partnerships Office

Organization	Contact	Title	Nature of Relationship	Contact Information:
TELUS	Jose Dino	Vice Preident	Vendor - HRMS	Jose.Dino@telus.com
IBM	Dave Mullins	Project Executive	Vendor - Workstations	dmullins@ca.ibm.com
Maximus	Duff Lang	President	Vendor - HIBC	duff.lang@maximuscanada.ca

BLJC	Brian Fellows	Vice President	Vendor - Facilities	brian.fellows@wsi-bljc.com
Microsoft	Scott Anderson	Client Executive	Vendor - MS	scanders@microsoft.com Phone: 604-247-6331
TELUS	Darwin Statnyk	Business Development Director	Vendor - TSMA	darwin.statnyk@telus.com Phone: 604-209-0093
Oracle	Roger Wagstaff	Director	Vendor - PLIS	roger.wagstaff@oracle.com
IBM Canada	Helmut Starkl	Project Manager	Vendor - Service BC	hstarkl@ca.ibm.com
HP Advanced Solutions	Serge Bourdage	Executive Director	Vendor - Hosting	serge.bourdage@hpadvancedsolutions.com Phone: 250-405-5910
HP Advanced Solutions	Adrian Barwin	Account Executive	Vendor - Revenue	adrian.barwin@hpadvancedsolutions.com Phone: 250-405-4512
Microsoft	Maxwell Long	President	Vendor	maxl@microsoft.com Phone: 289-305-9846
Mobiquity	Scott Snyder	President and Chief Strategy Officer	Vendor	ssnyder@mobiquityinc.com Phone: 610-256-0662
Amazon	Frank DiGiammario	Director, Innovation and Global Expansion	Vendor	frankdig@amazon.com Phone: 703-561-2348
HP Advanced Solutions	Jim Hamilton	President	Vendor	james.hamilton@hpadvancedsolutions.com Phone: 250-405-4507
HP Advanced Solutions	Trevor Murphy	Client Executive	Vendor	trevor.murphy@hp.com Phone: 250-881-5809
Cisco Canada	Kegan Adams	Regional Director, BC	Vendor	kegadams@cisco.com Phone: 604-647-1560
IBM Canada	Greg Brophy	General Manager	Vendor	gbrophy@ca.ibm.com Phone: 250-589-1270
IBM Canada	Shelley Gilberg	Managing Partner, BC Public Sector	Vendor	sgilberg@ca.ibm.com Phone: 250-882-0437
Bell	Justin Webb	Vice President, Western Region	Vendor	Justin.webb@bell.ca Phone: 604-678-0437
Sierra Systems	Roger Fabi	Regional VP	Vendor	RogerFabi@sierrasystems.com Phone: 250-385-1535
Bell	Tim Yorke	??	Vendor	Tim.Yorke@bell.ca
Fujitsu	Peter Durrant	Business Unit Manager	Vendor	Peter.Durrant@ca.fujitsu.com Phone: 888-299-4500

Service BC

IBM Canada	Shelley Gilberg	Partner	Service Provider	2nd Flr - 1803 Douglas St, Victoria BC V8T 5C3
Corporate Registry Service, Province of Alberta	Mona Bichai	Director	Service Partner; New West Partnership	3rd Flr. - John E. Brownlee Building, 10365 97 Street, Edmonton, AB T5J 3W7

Organization	Contact	Title	Role	Address
Information Services Corporation of Saskatchewan	Patricia Dixon	Corporate Registry Program Sponsor	Service Partner; New West Partnership	1301 1st Avenue, Regina, SK S4R 8H2
Dye & Durham Corporation	Connie Fenyo	President	Service Partner	10 - 620 Royal Avenue, New Westminister BC V3M 1J2
Kahn Zack Ehrlich Lithwick, Barristers & Solicitors	Gabrielle Komorowska	Corporate Department	Client Group Representative	270 – 10711 Cambie Rd., Richmond BC V6X 3G5
The Law Society of British Columbia	Barbara Buchanan	Practice Advisor	Client Group Representative	845 Cambie Street, Vancouver BC V6B 4Z9
Society of Notaries Public of BC	GW Wayne Braid	Chief Executive Officer	Client Group Representative	1220 - 625 Howe St, Box 44, Vancouver BC V6C 2T6
Manufactured Housing Association of B.C.	Gord Rattray	Executive Director	Client Group Representative	PO Box 31661, Pitt Meadows BC V3Y 2H1
ICBC - Driver Licensing	Kellee Irwin	Vice President, Insurance and Driver Licensing	Service Partner	151 W.Esplanade North Vancouver, BC, V7M 3H9
Industry Training Authority	Kevin Evans	CEO	Service Partner	1223 – 13351 Commerce Parkway, Richmond, BC V6V 2X7
Access Point Information Canada	Allan Crawshaw	President	Service Provider	400A - 4000 Seymour Place, Victoria BC V8X 5J8
Land Title Survey Authority	Godfrey Archbold	President and CEO	Data Partner	200 - 1321 Blanshard Street, Victoria BC V8W 9J3
BC Assessment	Harry Mercer	Director	Data Partner	400-3450 Uptown Blvd, Victoria, BC, V8Z 0B9
BC Safety Authority	Eric Peterson	Vice President	Data Partner	Suite 200 - 506 6th Street, New Westminster BC V3L 0E1
Continuing Legal Educations	Karen Kerfoot	Director	Data Associate	500 - 1155 W Pender Street, Vancouver BC V6E 2P4
ICBC	Maureen Kelliher	Director	Data Associate	151 West Esplanade, North Vancouver BC V7M 3H9
Law Society of BC	Adam Whitcombe	Director	Data Associate	845 Cambie Street, Vancouver BC V6B 4Z9

Shared Services

Integrated Workplace Solutions

Organization	Contact	Title	Role	Phone
Appraisal Institute of Canada	Keith Lancastle	Chief Executive Officer	Institution/association	(613) 234-6533
Architectural Institute of BC	David N.M. Yustin	President	Institution/association	(604) 683-8588 ext. 304
Association of Professional Engineers and Geoscientists of BC	Michael Isaacson	President	Institution/association	(604) 430-8035
Building Owners and Managers Association	Benjamin L. Shinewald	President and CEO	Institution/association	(416) 214 1912
Canadian Institute of Quantity Surveyors	Mark Russell	President	Institution/association	(905) 477-0008

Certified Commercial Investment Member Institute	Wayne D'Amico	President	Institution/association	(800) 621-7027
Real Estate Institute of BC	Andre Gravelle	President	Institution/association	(604) 822-9007
Real Estate Institute of Canada	Suzanne LeValley	President	Institution/association	(403) 253-3098
Royal Architecture Institute of Canada	Paul E. Frank	President	Institution/association	(613) 241-3600
Royal Institution of Chartered Surveyors	Alan Collett	President	Institution/association	digital1st@rics.org
BC Real Estate Association	Jennifer Lynch	President	Institution/association	(604) 683-7702
Canadian Real Estate Association	Wayne Moen	President	Institution/association	(613) 237-7111
Brookfield Johnson Controls	Gord Hicks	President	Vendor	(905) 415-3248
Brookfield Financial	Gregory J. Smith, CA, CBV	Managing Partner	Vendor	(416) 956 5128 Gregory.Smith@brookfield.com
City of Victoria	Dean Fortin	Mayor	Real Estate Sales and Rezoning	(250) 361-0200
City of Victoria	Gail Stephens	City Manager	Real Estate Sales and Rezoning	(250) 361-0202
City of Vancouver	Gregor Robertson	Mayor	Real Estate Sales and Redevelopment	(604) 873-7621
City of Vancouver	Penny Ballem	City Manager	Real Estate Sales and Redevelopment	(604) 873-7625
City of Surrey	Dianne Watts	Mayor	Real Estate Sales and Rezoning	(604) 591-4126
City of Surrey	Murray Dinwoodie	City Manager	Real Estate Sales and Rezoning	(604) 591-4122
BC Construction Association	Manley McLachlan	President / CEO	Construction Association	(250) 475-1077
Public Construction Council	Warren Perks	Secretary / Treasurer	Construction Association	(250) 475-1077
Musqueam Indian Band	Wayne Sparrow	Chief	Consultations re: Real Estate Disposal	(604) 263-3261
Squamish Nation	Gibby Jacob	Chief	Consultations re: Real Estate Disposal	(604) 980-4553
Tsleil-Waututh (formerly Burrard Band)	Justin George	Chief	Consultations re: Real Estate Disposal	(604) 929-3454
Tk'emlups (formerly Kamloops Indian Band)	Shane Gottfriedson	Chief	Consultations re: Real Estate Disposal	(250) 828-9700

Haisla Nation	Ellis Ross	Chief	Consultations re: Real Estate Disposal	(250) 639-9361
Esquimalt	Andrew Thomas	Chief	Consultations re: Real Estate Disposal	(250) 381-7861
Songhees	Garry Albany	Councillor	Consultations re: Real Estate Disposal	(250) 386-1043
Emergency & Health Services	Michael MacDougall	President	Broader Public Sector Customer	(250) 953-3313
Royal Canadian Mounted Police	Craig Callens	Deputy Commissioner	Broader Public Sector Customer	Contact assistant Jillian Porth: (778) 290-2505
Fraser Health Authority	Dr. Nigel Murray	President and CEO	Broader Public Sector Customer	(604) 587-4625
Interior Health Authority	Dr. Robert Halpenny	President and CEO	Broader Public Sector Customer	(250) 862-4205
Northern Health Authority	Cathy Ulrich	CEO	Broader Public Sector Customer	(250) 565-2649
Provincial Health Services Authority	Lynda Cranston	President and CEO	Broader Public Sector Customer	(604) 675-7400 (PHSA contact number)
Vancouver Coastal Health Authority	Dr. David Ostrow	President and CEO	Broader Public Sector Customer	(604) 875-4721
Vancouver Island Health Authority	Howard Waldner	President and CEO	Broader Public Sector Customer	Contact assistant Maia Garland: (250) 370-8692
Community Living Britich Columbia	Doug Woollard	CEO	Broader Public Sector Customer	(604) 664-0107
British Columbia Assessment	Connie Fair	President and CEO	Broader Public Sector Customer	(250) 595-6211
BC Hydro & Power Authority	Charles Reid	President and CEO	Broader Public Sector Customer	(888) 964-9376
BC Oil and Gas Commission	Paul Jeakins	CEO	Broader Public Sector Customer	(250) 419-4411
British Columbia Pension Corporation	Laura Nashman	CEO	Broader Public Sector Customer	(250) 387-8203
Insurance Corporation of British Columbia	Jon Schubert	President and CEO	Broader Public Sector Customer	(604) 661-2800 (General number)
Land Title and Survey Authority	Godfrey Archbold	President and CEO	Broader Public Sector Customer	(250) 387-6779
Legislative Assembly	Gary Lenz	Seargent-at-Arms	Broader Public Sector Customer	(250) 356-6966
Liquor Distribution Branch	Roger Bissoondatt	CFO	Broader Public Sector Customer	(604) 252-3151

Royal BC Museum Corporation	Professor Jack Lohman	CEO	Broader Public Sector Customer	(250) 953-4015 (Direct)
University of British Columbia	Stephen Toope	President	Broader Public Sector Customer	(604) 822-8300
WorkSafe BC	David Anderson	President and CEO	Broader Public Sector Customer	(604) 276-3190

Logistics and Business Services

Technology Solutions Division

HP Advanced Solutions	James Hamilton	President	Vendor	Phone: 250-405-4507
IBM	Greg Brophy	General Manager	Vendor	Phone: 250-298-9833
IBM	David Drury	General Manager, Global Technology Services	Vendor	Phone: 416-478-2505
TELUS	Tim Draper	Vice President, Enterprise Solutions	Vendor	Phone: 250-213-6308
Maximus BC	Duff Lang	President	Client	Phone: 250-405-3701
Provincial Health Services Authority	Lynda Cranston	President and CEO	Client	Phone: 604-875-7340 (main switchboard)

Strategic Initiatives Division

Integrated Cadastral Information Society	Barry Logan	Executive Director	DataBC – Non-profit organization for public data providers (DataBC sits on ICIS board)	16-1537 Hillside Avenue, Victoria, BC V8T 4Y2
Land Title and Survey Authority	Mike Thomson	Surveyor General of British Colum	DataBC – Client for data services	Suite 200-1321 Blanshard Street, Victoria, BC V8W 93J
First Nations Technology Council	Sue Hanley	Coordinator	DataBC – Client for data services	1108 - 100 Park Royal South, West Vancouver BC V7T 1A2
BC Hydro	Siobhan Jackson	Socio-Economic and Heritage Ma	DataBC – Client for data services	6911 Southpoint Drive, Burnaby, BC, V3N 4X8
Provincial Health Services Authority	Drona Rasali	Director, Population Health Surve	DataBC – Client for data services	700-1380 Burrard St, Victoria, BC, V6Z 2H3
Vancouver Island Health Authority	Brendan Mather		DataBC – Client for data services	

Organization	Name	Title	Role	Address
Esri Canada	Alex Miller	President	DataBC – Vendor and strategic partner	900-12 Concorde Place, Toronto, ON M3C 3R8
Natural Resources Canada	Prashant Shukle	Director General	DataBC – Federal geomatics	601, 615 Booth Street, Ottawa, Ontario K1A 0E9
BC Assessment Authority	Harry Mercer	VP, Business and Customer Servic	DataBC – Client for data	400 - 3450 Uptown Blvd., Victoria, BC, V8Z 0B9
MDA Corporation	Warren Cartwright	Manager	DataBC – Vendor and strategic pa	13800 Commerce Pkwy Richmond, BC V6V 2J3
Latitude Geographics	Steve Myhill-Jones	President	DataBC – Vendor and strategic pa	200 - 1117 Wharf Street, Victoria, BC, V8W 1T7
Vivid Solutions	David Ash	President	DataBC – Vendor and strategic pa	1A - 2328 Government Street, Victoria, BC, V8T 5G5
Highway Three Solutions	Karen Fishwick	Principal	DataBC – Vendor and strategic pa	1, 1407 Government St, Victoria, BC, V8W 1Z1
Open Data Society of BC	Herb Lainchbury	Founder and President	DataBC/Citizen Engagement – pu	herb@dynamic-solutions.com
Oil and Gas Commission	Ab Dosil	Executive Director, IT	DataBC – Client for data services	PO Box 9331 Stn Prov Govt, V8W 9N3
Dumka Consulting Inc.	Mark Dumka	Director	DataBC – Vendor and strategic partner	
Nature Conservancy of Canada	Rob Mortin	Controller, BC Region	DataBC – Client for data services	P.O. Box 8552, Victoria, BC, V8W 3S2
University of Victoria, Computer Science & Engineering Department	Yvonne Coady	Director	DataBC – Client for data services	3800 Finnerty Rd Saanich, BC V8P 5C2
BlackBridge Networks	Andrew Pylypchuk	Project Manager and Business De	DataBC – Vendor and strategic pa	3528 30th Street North, Lethbridge, AB, T1H 6Z4
Sierra	Roger Fabi	Regional Vice President	Corporate Online Services – Vend	737 Courtney Street, Victoria BC V8W 1C3
CGI	Scott Daws	Director, Consulting Services	Corporate Online Services – Vend	1405 Douglas Street 6th Floor, Victoria, BC V8W 2G2
Fujitsu	Peter Durrant	Business Unit Manager (BC) Regic	Corporate Online Services – Vend	300-880 Douglas Street, Victoria BC V8W 2B7
HP/Autonomy	Mike Centioli	Senior Account Executive	Corporate Online Services – Vendor and strategic partner	Seattle, WA
Google	Warren Borthwick	Canadian Sales Manager	Corporate Online Services – Vend	wborthwick@google.com
Webtrends	Brett Seagroat	Strategic Account Manager	Corporate Online Services – Vendor and strategic partner	851 SW 6th Avenue, Suite 1600, Portland, OR 97204
IBM	Helmut Starkl	IBM Certified Senior Project Mana	Corporate Online Services – Vendor and strategic partner	1803 Douglas Street, Victoria, BC V8T 5C3
the Makers	Robert Reinhardt	Co-Principal	Corporate Online Services –	Seattle, WA
ITI International Technology Integrations	John Sherrah	Business Development	Corporate Online Services – Vend	854 Pandora Avenue, Victoria BC V8W 1P4
Eaves Consulting	David Eaves	N/A	Citizen Engagement – Contractor and public advocate	597 W22nd Ave, Vancouver BC V5Z 1Z4

SFU Public Square	Shauna Sylvestor	Executive Director	Citizen Engagement – Post secondary engagement advocates/partners	
SFU Centre for Dialouge	Mark Winston	Academic Director and Fellow	Citizen Engagement – Post secondary engagement advocates/partners	
Kirk & Co Consulting	Judy Kirk	President	Citizen Engagement – Contractor and consulation	402 – 1250 Homer Street, Vancouver BC, V6B 1C6
Max Cameron	UBC Centre for the Stuc Director		Citizen Engagement – Post secondary engagement advocates/partners	Buchanan C425 - 1866 Main Mall, University of British Columbia, Vancouver BC V6T 1Z1
International Association of Public Participation	Catherine Rockandel	BC Chapter President	Citizen engagement – consultation experts	
Delaney and Associates	Richard Delaney	President	Citizen engagement – contractor and consultation expert	
Service Alberta	Mark Diner	Chief Advisor, Open Government	Citizen engagement – Province of Alberta Open Government lead	29th flr, 10020 100 St, Edmonton, AB T5J 0N3
BC Libraries Cooperative	Joanne Richards	Board Chair, Director, Kootenay L	Citizen engagement/DataBC – partner and advocacy	PO Box 3125, Castlegar, BC, V1N 3H4 250-304-1829
BC Libraries Cooperative	Ben Hyman	Managing Director	Citizen engagement/DataBC – partner and advocacy organization	1-855-383-5761 ext 1001, ben.hyman@bc.libraries.coop
City of Surrey	Tina Chahal	Relationship Manager, Client Serv	Citizen engagement – local government engagement lead	604-591-4527, tinachahal@surrey.ca
Mozilla	David Ascher	Mozilla Labs	Citizen engagement – partner and advocacy organization	163 W Hastings St Suite 209, Vancouver BC V6B 1H5

Ministry of
Citizens' Services and Open Government

2013/14 – 2015/16
SERVICE PLAN

February 2013

BRITISH
COLUMBIA

For more information on the British Columbia

Ministry of Citizens' Services and Open Government,
see ministry contact Information on Page 19 or contact:

Ministry of Citizens' Services and Open Government:

PO BOX 9440
STN PROV GOVT
VICTORIA, BC
V8W 9V3

or visit our website at

http://www.gov.bc.ca/citz/index.html

Published by the Ministry of Citizens' Services and Open Government

Message from the Minister and Accountability Statement

It is my honour to present the 2013/14 – 2015/16 Service Plan for the Ministry of Citizens' Services and Open Government.

My ministry continues to work actively to support this government's agenda to keep our economy strong with well-paying jobs, while making life more affordable for British Columbians. It has embraced and modelled the principles of open and transparent government and is a national leader in making government data available to citizens.

Continuing to meet our commitment to open government, we are expecting to process approximately 10,000 Freedom of Information (FOI) requests in the 2012/13 fiscal year, which represents an unprecedented volume of requests in a single year. We continue to prioritize transparency, innovation and service delivery by continuing to release datasets on the DataBC website for public use; refining and improving our Open Information website, making FOI requests accessible to all; and engaging with citizens through the recently launched govTogetherBC website, our central resource for citizens looking for community engagement and government consultation opportunities. In addition, the Government Communications and Public Engagement division works toward making sure British Columbians can access all the information they need about government services and programs in an open and transparent manner.

The delivery of quality citizen-centred services remains a priority as well. Through Service BC, we provide in-person, telephone and online services to citizens across our regions, as well as information and services through ongoing enhancements to government websites, including citizen-centred enhancements to www.gov.bc.ca. In partnership with other ministries and organizations, including the Office of the Information Privacy Commissioner, we are working to implement several important new programs that will enhance opportunities for quality service delivery even further, including the launch of a new BC Services Card, which will take public access to government services to a new level. At the same time, we continue to ensure that the privacy of citizens is protected.

Expanding connectivity to every citizen in B.C. is another goal of the ministry. In the second year of a 10-year strategic telecommunications services contract with TELUS, we continue to reach toward our target of providing high-speed connectivity to 97 per cent of British Columbians. So far, 455 of 1,700 kilometres of additional cellular coverage, along primary and secondary highway segments throughout B.C., have been completed and 181 schools have had their Internet connections upgraded to high-speed fibre optic cables.

The hard work and dedication of the ministry's public servants continues to receive accolades, recognizing its leadership and excellence in its use of information technology. Multiple awards were
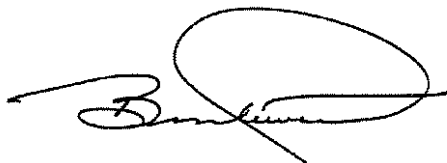
received this year for innovation in government services, notably the recent awarding of the provincial distinction award at the 2012 Government Technology Exhibition and Conference (GTEC).

Effectively managing the provincially-owned real estate portfolio, providing innovative, integrated and sustainable technology and purchasing services at the lowest cost, and delivering core services to citizens, businesses and the public sector will remain key focuses of the work of Shared Services BC.

I am pleased with the leadership we have demonstrated last year with the launch of Leading Workplace Strategies for mobile workers in the BC Public Service. We are greatly positioned in this ministry to integrate the use of technology and real estate to provide more effective working solutions for public servants. In just the first year, we have over 1,000 public servants benefitting from these strategies and, over the next few years, we can see more public servants working in a more mobile environment to better serve citizens.

My ministry reaffirms its commitment to being a rich resource for all British Columbians as a centre for innovation, leading the way in Canada on open government and excellence in service delivery.

The *Ministry of Citizens' Services and Open Government 2013/14 – 2015/16 Service Plan* was prepared under my direction, in accordance with the *Budget Transparency and Accountability Act*. I am accountable for the basis on which the plan has been prepared.

Honourable Ben Stewart
Minister of Citizens' Services and Open Government
February 6, 2013

Table of Contents

Purpose of the Ministry

The Ministry of Citizens' Services and Open Government provides services to transform, deliver and promote services that are cost-effective, accessible and responsive to the needs of citizens and public sector clients[1]. The ministry provides products and services to other ministries to ensure economies of scale are realized and required service standards are achieved.

The ministry brings together the centres of expertise for the planning and support of public service delivery with the clear mandate to transform how citizens and clients interact and receive services from government. The Minister also oversees the Knowledge Network Corporation, which delivers quality educational programming that is relevant and accessible to all citizens.

A core component of the ministry's mandate is a commitment to citizen-centred service delivery as demonstrated through leadership in the development of plans that enable the BC Public Service to deliver effective and accessible services for citizens. The *Citizens @ the Centre: BC Government 2.0* strategy reaffirms government's commitment to this strategy and supports government's vision for transformative change. The ministry is also leading in support of the Open Government vision for government. This includes pursuing new approaches to citizen-centric online services, providing more government data to citizens, releasing more information about government decisions, and directly engaging with citizens on issues and decisions made by government. These activities align with existing service delivery activities through online, in-person and telephone channels through Service BC. The ministry provides the core infrastructure to support these activities through corporate web services, data services, information access and policy supports in areas such as citizen engagement.

In addition to providing services to citizens, the ministry leads the advancement of innovation and collaboration across government. Through this role, the ministry is responsible for modernizing the internal operations of government, providing much of the enabling infrastructure and services that government needs to perform core business operations efficiently and effectively. The ministry ensures citizens are informed about government policies, programs and services in an open and transparent manner.

With its leadership and expertise, the Ministry of Citizens' Services and Open Government is well positioned to support excellence and innovation by strategically aligning the business and technology of government to deliver services for the citizens of B.C. in a manner that upholds and is consistent with government's vision, mission and values, as identified in the Province of British Columbia's Strategic Plan. Integrating these responsibilities enables the ministry to put B.C. citizens, families and businesses first, and deliver services and build strong partnerships to support communities across the province.

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[1] *Citizens include members of the public, families and businesses. Clients include public sector individuals that receive products or services from the Ministry of Citizens' Services and Open Government.*

Strategic Context

The focus of the Ministry of Citizens' Services and Open Government is to ensure that the services people need and expect from their government are delivered as effectively as possible. In support of this focus, the ministry is integral to the continuing evolution of government's vision for transformative change as outlined in the *Citizens @ the Centre: BC Government 2.0* strategy, released in the spring of 2011. Since that time, government has reaffirmed the strategy, and added an Open Government agenda as a key priority. The ministry continues to adapt and evolve in its transformation tactics and activities since the first release. In the fall of 2012, the ministry released an updated two-year plan for those related strategies.

For example, the ministry has a leadership role in setting the framework to maximize the accessibility and availability of services that are delivered online. Our citizen consultation shows that while satisfaction is high with in-person services, the greatest demand from citizens is for more online services. Continued work on improving and integrating telephone, in-person and online delivery from a citizen-centric perspective will enhance service quality for citizens and save citizens time and money in their interactions with government.

The ministry will also play a critical enabling role in government, supporting ministries in achieving the Open Government vision by providing the foundational infrastructure, legislation policies and governance. This work will continue to build on the successful launch of the revised government homepage at www.gov.bc.ca, the Open Information site at www.openinfo.gov.bc.ca and the DataBC site at www.data.gov.bc.ca, in order to expand upon and broaden the application of these initiatives to put more information and tools in the hands of citizens and ministries. The broader public sector will also be engaged in order to determine how the principles and values of the Open Government agenda can be adopted to provide information and services of interest to citizens.
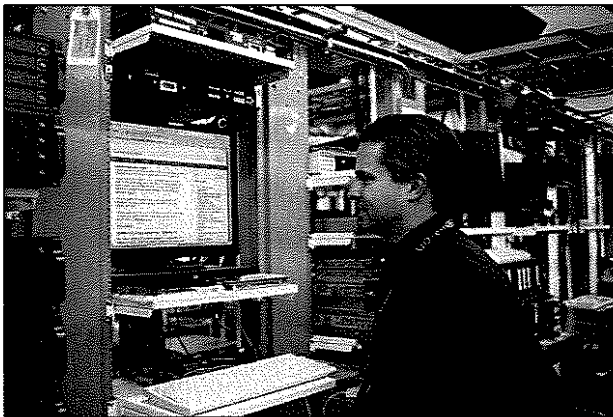
Government will also need to change the way it works to achieve this vision, particularly in the context of emerging technologies. In this area, the ministry will engage our vendors in a new partnership to determine how we can make this vision a reality over the next five to ten years.

Through the Leading Workplace Strategies initiative, the ministry is implementing innovative workplace solutions for mobile workers across the BC Public Service. This is a major change management initiative. Office spaces are being redesigned to accommodate the needs of mobile workers, increase collaboration and bring down traditional silos between departments. All this has been possible with the use of mobile technology. Successful pilots with many ministries in Victoria have been completed in the last 12 months and we have developed a multi-year plan to support mobile workers in the future. Initially, the focus will be Victoria but we plan to expand the initiative to other communities gradually.

Through these activities, the ministry will play a pivotal role in the transformation of government.

At the same time, the ministry is contributing to government's overall fiscal discipline through such initiatives as Leading Workplace Strategies by reducing government's overall office space footprint and by achieving value for money through its strategic relationships with key suppliers of services across the public sector. In addition, through its shared services, the ministry continues to manage the provincially-owned real estate portfolio, provide innovative, integrated and sustainable technology and purchase services at the lowest cost.

Goals, Objectives, Strategies and Performance Measures

The Ministry Service Plan establishes priorities for addressing opportunities and challenges in the 2013/14 year. Four goals govern the ministry's day-to-day operations:

Goal 1: Open Government

Goal 2: Service Excellence

Goal 3: Government Technology Transformation

Goal 4: Public Service Transformation
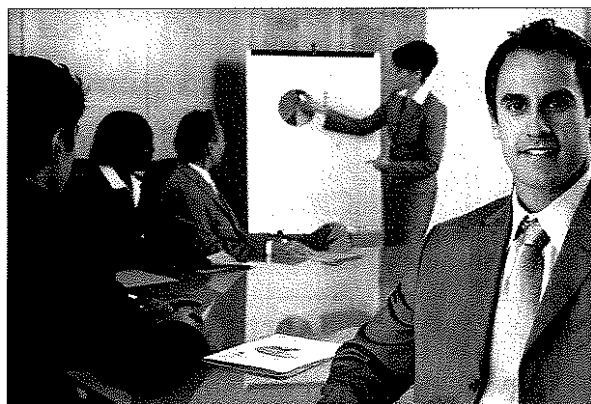
The goals, objectives and strategies of the 2013/14 – 2015/16 Service Plan align with the ministry's internal operations, while maintaining the external focus critical to the organization's success in serving the public.

The objectives translate each goal into more specific desired outcomes. The strategies describe the key activities and initiatives that will be implemented in order to achieve the desired objectives. The performance measure linked to each objective is an indicator for the progress being made.

As a result of a satisfaction survey implemented in fiscal 2012, a new performance measure has replaced the previous measure; it is called Service BC Business Satisfaction. Further information on that performance measure can be found under Goal #2.

Three-year targets have been set for each performance measure. Internal benchmarks are used to set targets because, in most cases, national standards do not exist.

Goal 1:   Open Government: Citizens are empowered to be informed and engaged with government in a way that is inclusive, builds trust and quality of life

Objective 1.1:   **Communication of government's policies and programs to the public is timely, relevant and readily accessible**

Objective 1.2:   **Citizens are empowered to create value from using government data and information**

Objective 1.3:   **Citizens are engaged to provide input and have access to services and information**

Objective 1.4:   **Government supports the development of infrastructure that provides citizens accessibility to services and information**

Strategies

- Communicate through the use of traditional mechanisms and new approaches to ensure information about government programs and services and broader government messages are reaching citizens where they live

- Provide factual information to the media to ensure the public receives the information needed to develop opinions and allow for informed debate on decisions taken by government

- Support ministries to expand government data available to citizens and within government through the DataBC program

- Support the expansion of government information proactively and routinely released to the public through the Open Information program

- Actively manage to statutory timelines for information access requests with ministry customers

- Enhance government's presence on social media

- Support government in planning and launching public engagement initiatives using social media and in-person techniques, co-ordinated through the govTogetherBC program

- Transform the government's Internet presence utilizing user-centric design approaches to improve accessibility of government services and information, integrated with other service channels

- Support the expansion of high-speed Internet services and cellular coverage in rural and remote British Columbia

Performance Measure 1: Timely response to media inquiries

Performance Measure	2006/07 Baseline	2012/13 Forecast	2013/14 Target	2014/15 Target	2015/16 Target
Timely response to media inquiries [1]	97.7%	97%	97%	97%	97%

Data Source: (Government Communications and Public Engagement Communications Offices)
[1] This performance measure was called "Provide Initial response to media within one hour of enquiry or within media deadline" in the 2009/10 – 2011/12 Service Plan Update.

Discussion

This performance measure is an average of two indicators from the office of Government Communications and Public Engagement (GCPE) and their ability to provide a timely response to media inquiries: the per cent of media inquiries acknowledged within one hour and the per cent of media inquiries responded to within the media deadline. By providing timely information to the media, GCPE ensures the public receives the information needed to develop opinions and allows for informed debate on decisions taken by government.

In 2011/12, GCPE responded to over 13,200 media enquiries and exceeded the target of 97 per cent with a measurement of 99.51 per cent. This represents a slight decrease compared to 2010/11, which had a final result of 99.52 per cent, as well as a decrease of 300 media inquiries compared to 13,500 in 2010/11. For the past four years, results have exceeded the baseline set in 2006/07 of 97.76 per cent.

Performance Measure 2: Compliance with statutory freedom of information response times

Performance Measure	2008 Baseline	2012/13 Forecast	2013/14 Target	2014/15 Target	2015/16 Target
Compliance with statutory freedom of infomation response times	71% [1]	90%	92%	92%	92%

[1] The baseline percentage has been calculated for calendar year 2008. Reporting for years that follow is based on fiscal year data.

Discussion
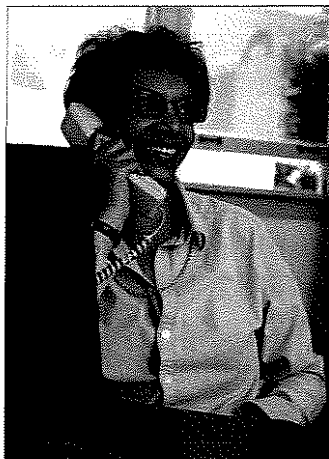
Providing timely responses to Freedom of Information (FOI) requests is a critical aspect of government accountability and transparency. This measure provides an indication of how well government is serving the public through the timeliness of its responses to requests for information under the *Freedom of Information and Protection of Privacy Act*.

In the 2012/13 fiscal year, it is anticipated that government will respond to approximately 10,000 FOI requests - an unprecedented volume of requests to receive in a single year, representing a 52 percent increase over the volume received just five years ago. Many of these requests are large and complex, involving multiple ministries and evolving information technologies. Government's information and access operations is handled centrally to facilitate more efficient request processing through standardized government-wide practices and streamlined business processes.

Performance Measure 3: Percentage of First Nations with access to broadband facilities

Performance Measure	2007/08 Baseline	2012/13 Forecast	2013/14 Target	2014/15 Target	2015/16 Target
Percentage of First Nations with access to broadband facilities	42% (85 of 203 First Nations)[1]	89% (180 of 203 First Nations)	91% (185 of 203 First Nations)	94% (190 of 203 First Nations)	96% (195 of 203 First Nations)

Data Source: Network BC
[1]The baseline for this measure was confirmed based on the completion of a broadband assessment in mid-2007

Discussion

This performance measure demonstrates the level of success in facilitating First Nations access to broadband facilities by supporting the development of backhaul or transport infrastructure that allows service providers to connect homes, businesses and schools to the Internet.

Backhaul or transport infrastructure is a network connection that transports data traffic to and from a last mile point-of-presence location that connects to the Internet gateway.

This measure does not take into account the number of communities with last mile infrastructure in place, the number of communities with local high-speed services available, or the take-up (i.e., end-user) usage rate. Targets are presented based on input received from several sources and are subject to change.

Goal 2: Service Excellence: A trusted organization that maximizes value to citizens and clients

Objective 2.1: Increased citizen and client satisfaction with a consistent service experience

Objective 2.2: Optimize value to government through innovation and more effective utilization of government infrastructure

Objective 2.3: Well managed, integrated and sustainable government services

Strategies

- Ensure our services are co-ordinated to improve value to citizens and clients

- Invest in our infrastructure to maximize accessibility and choice for government services to citizens

- Provide a quality service experience to citizens across all channels, including in-person, telephone and online channels

- Provide leadership on government web services through user-experience research and design services as well as enterprise-scale web management self-service solutions

- Provide leadership on enterprise data management and warehousing, capitalizing on the potential of geospatial data infrastructure and geographic services to transform government services

- Manage government infrastructure to provide clients with the flexibility they require to support service excellence

- Improve utilization of government's real estate portfolio, including continued implementation of Leading Workplace Strategies to support greater employee collaboration and mobility

- Seek new opportunities to leverage the benefits of shared services and strategic partnerships across government

- Develop contingency plans to ensure critical services delivered by the ministry are available in the case of an emergency event

- Redesign business processes and service delivery models for internal government services

- Support government in meeting its greenhouse gas (GHG) emissions target by enabling provincial agencies and local government to track, manage and report their carbon emissions

Performance Measure 4: Service BC Citizen Satisfaction

| Performance Measure	2012/13 Baseline	2012/13 Forecast	2013/14 Target	2014/15 Target	2015/16 Target
Service BC Citizen Satisfaction	90%	At least 90%	Biennial survey; next survey in 2014/15	At least 90%	Biennial survey; next survey in 2016/17

Data Source: BC Stats

Discussion

The Service BC measure is based on a biennial survey that focuses on the satisfaction of citizens when they access government programs and information through our two main service channels: in-person and telephone. There has been a change in survey methodology; the next survey will be conducted in 2014/15 fiscal year.

Performance Measure 5: Service BC Business Satisfaction

Performance Measure	2011/12 Baseline	2012/13 Forecast	2013/14 Target	2014/15 Target	2015/16 Target
Service BC Business Satisfaction	89%	Biennial survey; next survey in 2014/15	Biennial survey; next survey in 2014/15	At least 89%	Biennial survey; next survey in 2016/17

Data Source: BC Stats

Discussion
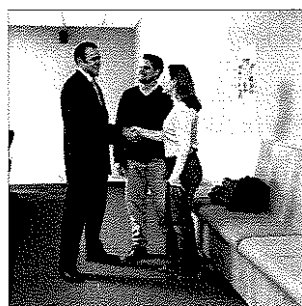
NEW! BC Registry Services conducted its first Satisfaction Survey in Fiscal 2012 to assist in assessing the quality of existing services and to provide a basis for strategic planning for the effective delivery of services in the future. As the basis for Service BC Business satisfaction, the survey establishes a common measurement across a variety of Service BC services to business that will be used as the baseline for comparison with future assessments of satisfaction and service quality.

Performance Measure 6: Percentage of vacant office space

Performance Measure	2011/12 Established	2012/13 Forecast	2013/14 Target	2014/15 Target	2015/16 Target
Percentage of vacant office space	1.5%	<1.65	<1.65	<1.65	<1.65

Data Source: Integrated Workplace Solutions Division

Discussion

This measure demonstrates the ministry's efficiency in managing office space infrastructure. This includes both the prudent procurement and allocation of facilities for government program use, and the effective management of surplus space, by sub-leasing, sales, demolition and other appropriate solutions.

Diligent office space management reduces costs and demonstrates stewardship of resources on behalf of citizens. Care must be taken in target selection as prudent holdings improve effectiveness and reduce costs by providing space for shorter-term programs, temporary space during renovations and improving responsiveness to emerging needs.

The measure is calculated by dividing the amount of vacancy by the total area of the ministry's owned and leased market-comparable office space to arrive at a percentage figure.

Goal 3: Government Technology Transformation: Set the direction and provide the foundation to enable effective and innovative citizen-centred services

Objective 3.1: Improved planning and design of service delivery for citizens and clients

Objective 3.2: Government information and technology management strategies allow for effective and secure use of information while also protecting privacy

Strategies

- Support efficient and accessible services to citizens and clients through modernized and integrated technologies

- Provide guidance for how technology will be applied consistently across government and for new technology investments to support the enterprise

- Establish strategic relationships with key suppliers of services to deliver better outcomes across the public sector

- Support corporate planning for ministries focused on business transformation and technology opportunities

- Continue to set the strategic direction for information management and information technology in government

- Provide effective and secure identity management solutions to government to allow citizens through the BC Services Card to access a wider range of services in the future

- Enable flexibility and choice in technology tools by developing creative and secure approaches for staff to use information and technology to conduct their work

Goal 4: Public Service Transformation: Workforce solutions that enable public servants to work in a flexible and collaborative environment

Objective 4.1: **Public servants are supported in changing the way they work in order to provide better services to citizens**

Objective 4.2: **Improved staff capacity through more effective work environments**

Strategies

- Provide or facilitate the tools that enable flexible work environments for government employees

- Provide security, privacy and information sharing awareness and material for the public sector

- Develop practices to support citizen and public service engagement across government

- Implement initiatives to build ministry employees' knowledge, skills and abilities, with a focus on building capacity in leadership and performance management

Resource Summary

Core Business Area	2012/13 Restated Estimates[1]	2013/14 Estimates	2014/15 Plan	2015/16 Plan
Operating Expenses ($000)				
Services to Citizens and Businesses	17,697	17,697	17,697	17,697
Strategic Initiatives	16,826	16,676	16,676	16,676
Office of the Chief Information Officer	12,442	12,442	12,442	12,442
Executive and Support Services	20,009	19,909	19,909	19,909
Logistics and Business Services	12,182	12,182	12,182	12,182
Integrated Workplace Solutions	264,560	259,960	268,560	268,560
Technology Solutions	161,302	160,859	160,859	160,859
Government Communications and Public Engagement	26,155	26,155	26,155	26,155
Total	**531,173**	**525,880**	**534,480**	**534,480**
Ministry Capital Expenditures (Consolidated Revenue Fund) ($000)				
Citizens' Services	2,576	574	304	304
Shared Services BC	166,114	128,793	175,858	187,319
Government Communications and Public Engagement	915	0	0	0
Total	**169,605**	**129,367**	**176,162**	**187,623**

Core Business Area	2012/13 Restated Estimates[1]	2013/14 Estimates	2014/15 Plan	2015/16 Plan
Other Financing Transactions ($000)				
Release of Assets for Economic Generation				
Receipts	0	(8,000)	(5,000)	0
Disbursements	3,000	5,000	5,000	0
Total Net Cash Source (Requirements)	3,000	(3,000)	0	0

[1] For comparative purposes, amounts shown for 2012/13 have been restated to be consistent with the presentation of the 2013/14 *Estimates*.

*Further information on program funding and vote recoveries is available in the "Estimates and Supplement to the Estimates.

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Appendices

Ministry Contact Information

Department	Telephone	Website
Freedom of Information and Protection of Privacy	250 356 - 1851	http://www.cio.gov.bc.ca/cio/priv_leg/index.page
Government Chief Information Officer	250 387 - 0401	http://www.cio.gov.bc.ca/
Knowledge Network Corporation	**In Metro Vancouver:** 604 431 – 3222 **Elsewhere in B.C.:** 1 877 456 - 6988	http://www.knowledge.ca/
Government Communications and Public Engagement	250 387 - 1337	http://www.gov.bc.ca/public_affairs
Service BC	**In Victoria:** 250 387 – 6121 **In Metro Vancouver:** 604 660 - 2421 **Elsewhere in B.C.:** 1 800 663 - 7867	http://www.servicebc.gov.bc.ca/
Strategic Initiatives	250 953 - 3470	http://www.data.gov.bc.ca/ http://www.openinfo.gov.bc.ca/

Hyperlinks to Additional Information

Listing of Ministry Legislation
www.leg.bc.ca/PROCS/allacts/LCSOG.htm