

## Ministry of Labour, Citizens' Services and Open Government

### Message from the Deputy Minister

I am pleased to present the 2012/13 Transformation and Technology Plan for the Ministry of Labour, Citizens' Services and Open Government.

This plan represents the collective efforts of a great deal of work from across our Ministry as we enter into the second year of planning, and represents the continuing evolution of government's vision for transformative change as outlined in the *Citizens @ the Centre: BC Government 2.0* strategy, released last year. Since that time, Government has re-affirmed the strategy, and outlined an Open Government agenda as a key priority.

The Ministry's ultimate vision for how we will meet the Open Government agenda is to provide citizens with the **access** to the services they need, the **choice** of how they want to receive 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.

For my Ministry, efforts to achieve this vision will focus on the following areas.

For public-facing services, the Ministry has a leadership role in setting the framework to maximize the accessibility and availability of services that are delivered online. 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 and in-service delivery from a citizen-centric perspective will also 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](http://www.gov.bc.ca), the Open Information site at [www.openinfo.gov.bc.ca](http://www.openinfo.gov.bc.ca), and the DataBC site at [www.data.gov.bc.ca](http://www.data.gov.bc.ca), in order to expand upon and broaden the application of these initiatives in order 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 we work 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 5-10 years. Through the Leading Workplace Strategies initiative, the Ministry will work with ministries to identify the real estate, technology and culture changes that need to take place and identify the corporate strategies needed to make these changes a reality.

Through these activities, the Ministry will play a pivotal role in the transformation of government.

**Kim Henderson**

**Deputy Minister**



## Service Sector

### Vision, Business Context, and Alignment to the Strategic Shifts

#### Changes to 2012/13 Plan

This year, the Service Sector Plan has a slightly different structure for the delivery of their Transformation and Technology Plan. Government Communications and Public Engagement (GCPE), the Intergovernmental Relations Secretariat, and the Office of the Premier have each been instructed to provide an addendum to the Plan and therefore have not been included in this section of the updated vision. Additionally, each organization will be submitting its own information related to the four priority corporate projects (Open Information, Open Data, Internet Strategy and Leading Workplace Strategies), as well as individual responses to the five Ministry-specific initiatives. This updated vision section will represent the vision from the Ministry of Labour, Citizens' Services and Open Government and the BC Public Service Agency.

Since last year, some changes have occurred that have required all government organizations, including those in the Service Sector, to adjust their priorities and approach. First, government priorities were clarified in the Families First Agenda for Change document. While the three strategic shifts outlined in *Citizens @ the Centre: BC Government 2.0* were reaffirmed, the platform document also added an additional emphasis on citizen engagement as a priority pillar in the Open Government agenda. The Open Government philosophy has broadened slightly to include empowering citizens, engaging citizens and ultimately saving citizens time and money.

A second shift, occurring more recently, is the changing fiscal environment as a result of the HST referendum. Government organizations will be required to manage their work and priorities within very tight budgets, which may result in shifting priorities or shifting timelines in implementing those priorities. The Service Sector will be equally impacted by this environment.

#### Service Sector 2012/13 Vision

Over the last year, Government has embraced a vision to transform the public sector, through the use of technology, in response to changing citizen expectations and needs in order to reframe how citizens access services and how the public sector delivers those services. This transformational strategy was outlined in the document *Citizens @ the Centre: B.C. Government 2.0*, released last year. In February of this year, the *Families First Agenda for Change* document confirmed the strategy and included political commitments to further the strategy and endorse the principles behind an open government agenda.

The *Citizens @ the Centre* strategy outlined three strategic shifts in the public service's operating philosophy:

1. **Citizen Participation:** engaging British Columbians more directly with their government, particularly through improved access to government data and sharing of information.

2. Service Innovation: 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.
3. Business Innovation: taking a more corporate approach to technology planning and innovation for the benefit of citizens and public service employees.

The Service Sector plays a unique role in the realization of this transformation agenda. We are a change agent, leading the development and implementation of the corporate strategy. We are a service delivery agent, providing services directly to citizens. And we are an enabling agent, providing services and infrastructure to our client ministries and the broader public sector.

In order to perform our multiple roles effectively and provide the best services to our clients, whether they are citizens or government agencies, the Service Sector will need to ensure that our vision for where we are headed in the next 5-10 years and the activities we will undertake is clear and aligned with the corporate agenda.

The ultimate vision for the Service Sector in meeting the Open Government agenda is about providing citizens with the **access** to services they need, the **choice** of how they want to receive 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. Similarly, we are looking to meet the same objectives through the service interactions that we support with our internal clients within government.

#### Citizen Participation Shift: Vision and Activities

This shift focuses on ensuring citizens are able to participate in and have an impact on the design or delivery of the services that they receive. For the Service Sector, this vision translates to ensuring that the fundamental corporate infrastructure is in place to enable citizens to access government's data and information, and that the Province is moving in the direction of being leaders on the provision of data and information to its citizens.

The foundations of the internet strategy, open data and open information were established when the DataBC, Open Information and new government homepage were launched on July 19, 2011. An Open Information and Open Data corporate policy document was released at the same time, providing both policy guidelines to Ministries and corporate direction to Ministries to participate in the initiatives. An Open Data licence was crafted that enables anyone accessing the Open Data site to use and manipulate the data free of charge.

These three sites reflect a significant amount of behind-the-scenes work during the design and build phases to ensure they:

- were based on evidence, user research and best practices from analysis of jurisdictions around the world;
- were populated with a base level of information from Ministries, including approximately 2,500 data sets on the DataBC site and a cross-government scope of FOIPPA releases and expenses on the Open Information site;
- had solid technology and data management architectures in place;

- had corporate governance structures in place to enable ongoing management, day-to-day decision-making and continued population of data and information; and
- were supported by strategic, enterprise-level IM/IT investments going into the future.

These three initiatives are moving into the next phase of operation – from an LCTZ-driven project focus to an enterprise-level programmatic focus – in order to build upon the foundational aspects of these initiatives. This will include expanding upon and broadening the application of the initiatives over the next six months in order to put more information and tools in the hands of citizens, putting more information and tools in the hands of ministries to facilitate their alignment with the corporate objective, and beginning to grow the scope and depth of the program through strategic partnerships and collaboration with communities of developers, researchers, private companies and the core and broader public sector.

With respect to the DataBC model, this specifically means adopting a concept of operations that supports cross-government collaboration in driving the production of higher-value data for public use and in establishing a more robust approach to data cataloguing and management. This also means extending greater focus to community-building around data to drive the use of the open data practices and a common license, and to translate those relationships into greater use and repurposing of data assets into tools of public value. Similarly, under the Open Information model, this will mean a direct emphasis on supporting ministries in the more routine release of significant information to the public without waiting for requests through FOIPPA, while continuing to pursue enterprise-wide approaches to routine release as demonstrated with the current summaries of Ministerial and DM expenses.

However, core government cannot be the boundary that defines the limits of Open Government. LCTZ will also be working with the broader public sector and other organizations to determine how the principles and values of the Open Government agenda can be adopted in order to provide the information and services that citizens want, in a way that makes sense to them.

The Citizen Engagement initiative is at an earlier stage in its development and will need to focus on building foundations over the next year. This will include the launch of the Have Your Say website supported by specific engagement initiatives presented through the site. Additionally, tools and training will continue to be provided to increase the core competencies required in government to undertake engagements and to enhance the understanding of how, why and when citizen engagement should occur.

To support these activities above, LCTZ has taken a leadership role in establishing core governance approaches for some of the above activities, establishing itself as the corporate policy lead and centre of excellence for these initiatives. For DataBC, as the core program holder LCTZ will convene a cross-government DataBC Council to inform strategic decisions for the Ministry on DataBC as well as support Ministry-level activities. For Open Information, LCTZ (through partnership between Business and Workforce Transformation, Information Access Office, and the Office of the Chief Information Officer) will provide strategic and policy guidance for Ministries in their approaches to routine release, while also providing specific ongoing support for proactive disclosure through FOIPPA and enterprise-level routine release activities. For citizen engagement, while Ministries will lead each engagement initiative based on their business area and their needs, LCTZ will provide direction and advice on the structure, process and



outcomes of each initiative, in partnership with the Government Communications and Public Engagement organization. Overall strategic governance for these activities will rest with the Minister and the Cabinet Committee on Open Government and Citizen Engagement, while operational governance will continue to rest with the Deputy Minister's Committee on Transformation and Technology.

These activities are equally being supported by significant and progressive legislative mechanisms. Changes to the *Freedom of Information and Protection of Privacy Act* were introduced into the House this session. These changes facilitate the expanded release of information and data, enabling ministries to combine and share data in order to provide common or integrated programs, and to support new service offerings through tools such as Identity Management. The legislative changes also create the legislative framework within which the Open Data and Open Information programs will continue to operate, enabling the Minister to issue directives and policies to Ministries.

Through these initiatives, LCTZ will continue to work with Ministries on changing the culture throughout government to one of embracing the Open Government agenda, principles and philosophy. Key to these initiatives moving forward and maintaining momentum over the longer term will also be the continuing work on embedding the Open Government values and culture into each Ministry's decision-making structures and operational business. These objectives will be achieved when Ministries say "Why can't this data or information be made available?", when Ministries have the tools, knowledge and support to refine their business and business processes in ways that align with the corporate strategies, and when Ministries are actively publishing the higher-value information and data that the public is seeking.

Internally, consistent with the Open Government vision and strategies, LCTZ will also be examining what data and information can be made available to the public and its client ministries. Part of this will include the provision of an enterprise geographic data warehouse and tools to enable ministries to use geography as a key enabler to access. As a service delivery-agent, providing public-facing services and services to its client ministries and crown corporations, LCTZ will also be focusing on engaging with citizens and clients to determine what services and information they would like to have. This will inform the ongoing evolution of the Ministry's information management regime.

#### Self Service Vision and Activities

Citizens are telling us they want to access services online. Through the Citizen Consultation work recently completed by Service BC, we know that over 50% of citizens who use multiple channels first accessed services online. Additionally, where citizens are provided with the choice of how to receive a service, research has shown that their preference is to access the service online.

Through the work of Service BC in corporately defining the tiers of service (Tier 1 = low touch, Tier 2 = medium touch, Tier 3 = high touch), LCTZ will ensure that by maximizing the availability of online services, the vision of providing citizens with the choice of service modality will be achieved. However, the answer cannot be to focus solely on the provision of services online. The more that citizens are able to choose services provided online, the more in-person and telephone service delivery can focus on the higher-touch Tier 2 and 3 services, ultimately providing a better quality service experience to citizens across all channels.

Moving more services online will also create capacity in the in-person and telephone channels and LCTZ will continue to work on leading the corporate strategies for integrating service delivery through the corporate telephone service delivery and service counter location strategies. This work will begin to broadly inform a cross-government approach to service quality enhancement across all channels that will support the strategic move towards the self-service objectives in the future.

LCTZ is now the central body responsible for government's strategic direction for web, with a focus on creating tools, building capacity, aligning skills, collaborating with service owners and communicating the strategic direction. LCTZ is also now the business owner for gov.bc.ca, and the centre of expertise for user-centric design. As the corporate lead on the internet strategy, LCTZ will be working to ensure that Ministries have the tools and information they need to revise their websites and ensure they are consistent with the direction outlined in the corporate strategy. This means providing Ministries with the necessary toolkits (both method and design) and research approaches to align Ministry work with the goals of user-centric design and services, as well as enhanced usability and findability, that come through alignment with the gov.bc.ca concept. It also means ensuring continuous improvement of the usability, findability, and service offerings delivered through gov.bc.ca, including corporate approaches to activities such as geo-spatial enablement (in partnership with DataBC program leadership and enterprise operations), mobile approaches and improved search.

As in the Citizen Participation approach, LCTZ is supporting the above enhancements to web by implementing a corporate governance model based on the principles of strategic facilitation in this area. This has been established in agreement with Government Communications and Public Engagement. A specific toolkit on governance for online service delivery has been produced to provide best practice examples for internal governance within ministries, and a cross-ministry Working Group is being formed under LCTZ to engage ministries in corporate governance, solve shared business challenges, and support ongoing culture change. Through the Transformation and Technology plans, LCTZ will be able to create a cross-government plan for revising the 400,000 web pages, including identification of the prioritization of LCTZ's resources to support Ministries. This will support ministries in better positioning their web-based resources and skills towards creating new or enhanced online service offerings. Overall strategic governance for these activities will rest with the Minister and the Cabinet Committee on Open Government and Citizen Engagement, while operational governance will continue to rest with the Deputy Minister's Committee on Transformation and Technology.

This move towards greater on-line alignment across government and subsequent emphasis on service improvements will be additionally supported by the key legislative amendments to the Freedom of Information and Protection of Privacy Act that will support greater information sharing between agencies, allowing for the convergence and simplification of future service offerings. The opportunities presented with the new BC Services Card concept for identity authentication (and the associated legislative amendments to support that approach) will provide further online service opportunities for Ministries that are currently not practical under existing processes and practices.

Internally, LCTZ will be looking to examine the service role of the Information Access Office in its corporate responsibilities for managing Freedom of Information requests and its expanding role in the Open Information program. Emphasis will be placed on ongoing process efficiencies through enhanced training and utilization of new technologies that will allow for more efficient and consistent processing



under the Act. This will allow for greater support for cross-government Open Information activities without compromising the legislated obligations under the Act.

The Ministry also has numerous external internet sites that will be analysed for opportunities to reduce content that is no longer necessary, integrate content where possible, and redesign outward-facing sites to ensure consistency with corporate direction and design.

#### Business Innovation Vision and Activities

In order to achieve our Open Government vision, government is going to need to change the way we work, particularly in the context of emerging technologies. This change will also need to accommodate and leverage the significant change in our IM/IT landscape that is currently underway and anticipated to continue. Our vision for where we need to get to needs to include a public service that:

- is mobile;
- has flexible work-style arrangements;
- has choice in the technology it uses;
- is secure in its technology, but security isn't driving the decision;
- has the ability to leverage the cloud; and
- has resolved the legal issues that are currently impediments to business.

LCTZ is currently leading a project that is examining how we get from where we are today to where we want to be tomorrow. The project is looking to utilize the knowledge and expertise of our private sector partners, such as IBM, HP and Microsoft, to explore opportunities and innovative ideas for responding to the changing technology needs of the public sector into the future. These conversation and collaborative work with our vendors will help us to identify what is possible and what our vendors can do to help us get there.

One of the key outcomes of this process will be to define what the necessary changes are that need to be made within the Ministry and how they can be implemented in order to effectively enable the business transformation government wants to see. This will include reviewing the SSBC citizen-facing services to ensure the service-delivery models are streamlined, focused, and consistent with the vision and values of citizen-engagement outlined in the previous sections. This will be an iterative process, where government will need to transform alongside the development and definition of this new vision.

The IM/IT Enablers are a foundational dependency for many key government initiatives, and LCTZ will continue to focus on developing and delivering these enablers. Based on information received from Ministries and the availability of funding, this work will be prioritized to deliver the enablers required to implement key projects. When the enablers are in place, Ministries will be able to leverage the technology to support projects across the enterprise, ultimately saving millions in capital expenditures and providing services to citizens.

Work is also underway to transform government's relationship with its vendors, and LCTZ will play a lead role in that transformation. This will include the development of a central Strategic Procurement Office that will create a centre of excellence for IM/IT procurement, imparting skills, knowledge and training across the enterprise, as well as looking to leverage opportunities throughout government and

the broader public sector. The recent negotiations with Telus are an example of how to maximize opportunities and leverage the technology. These negotiations created the Strategic Initiatives Investment Fund, which will be managed by LCTZ within a corporate framework.

SSBC is responsible for the management of government's real-estate portfolio. It is positioning itself with a new long-term vision and strategy for the Province's real estate that will acknowledge the changing nature of work and increasing use of technology. The real estate strategies under development will be founded on the notion that *'Work is what we do and not a place we go to'*. The strategies will also ensure that where the Province needs real estate to conduct its business, the properties whether owned or leased will be *'warm, safe and dry'* in other words adequately maintained. The new strategy will be based on the following guiding principles that define the direction and approach to be taken by the organization, and will make SSBC an enduring leader in public sector real estate management. These principles include:

| Guiding Principle                      | Definition                                                                                                                                                                           |
|----------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Thought and practice leaders.          | We strive to be leaders in the management of public sector real estate, looked to by other jurisdictions for best practices.                                                         |
| Work with customers to serve citizens. | We recognize that a fundamental purpose of providing facilities and services to our customers is to enable and enhance the delivery of programs to the citizens of British Columbia. |
| Leverage partnerships.                 | We take advantage of opportunities to partner with our customers, service delivery providers and other levels of government to enhance outcomes for citizens.                        |
| Solutions that maximize value.         | We seek to realize value, the greatest benefits to be achieved from the funding and other resources available.                                                                       |
| Holistic, long term approach.          | We employ a holistic, lifecycle approach to strategy development, business case analysis and decision making, based on triple bottom line principles.                                |
| Corporate approach.                    | We recognize that real estate is a provincial asset. We allocate and manage it to provide the greatest cumulative good for government and citizens.                                  |
| Transparent and accountable.           | We set specific goals and measure and report on our performance relative to those goals.                                                                                             |

One of the key strategies currently being implemented as part of this long-term vision is Leading Workplace Strategies (LWS), which will in time lead to a transformation of government's current real-estate portfolio and footprint. The Leading Workplace Strategies (LWS) is another corporate project being led through LCTZ, in collaboration with PSA, and committed to in the Corporate Human Resources Plan, *Being the Best*. LWS is about a global shift in thinking about the nature of work and the workplace that is driven by financial pressures and changing public service demographics. These pressures are causing organizations to think differently about office real-estate strategies and how the public service can work more collaboratively and flexibly.

LWS is at its early stage in development, with the focus of the Ministry currently on building the foundation of the strategy and defining its elements, including a longer term governance approach and better articulation of the legislative and policy framework that would support these activities across



government. Over the longer-term, the Ministry will focus its role on building the technology and infrastructure (tools and space), to support and enable Ministries to implement the strategies according to their unique vision.

Consistent with the LWS philosophy of enabling government employees to access information how and where they need it, the BC Public Service Agency is transforming human resources processes and systems, to a fully integrated human resources service delivery model that supports the goals articulated in the Corporate Human Resource Plan, *Being the Best*.

The BC Public Service Agency's new service delivery model and customer contact centre through MyHR are creating efficiencies that move human resources staff away from performing transactional activities towards investments in more strategic and specialized human resources services for our clients. To achieve these goals, the Agency is reshaping its programs, practices, organizational structure and service delivery model to deliver a reliable, consistent, and excellent customer service experience for close to 30,000 employees working within the BC Public Service.

This new technology enables the BC Public Service Agency to implement a system that accurately manages, monitors and tracks service requests throughout the entire life cycle of the customer relationship. It also enables the Agency to confidently track against performance metrics which are critical to the Agency's continuous business improvement. It allows users easy access to information when responding to customer queries and includes communication tools such as e-mail and telephony to support intake and allocation of work. The technology will support all Agency business lines to provide exceptional customer service experience and move the client's service request rapidly between lines of business in a manner that is invisible to the customer. Developed with a consumer focus, the technology is aimed at delivering the right services at the right time for the right cost and empowers employees and supervisors to have the independence and authority to obtain information that was previously provided to them through a human resource professional.

By streamlining, standardizing and automating as many of the routine transactions as possible through MyHR, the Agency has been able to redirect existing funding to higher priority areas and services that will support the BC Public Service's transition to MyHR and protect critical public services into the future. These efforts also provide the Agency the ability to supply value-added data and information to inform customers to strengthen employment policies and bolster other human resource related activities. The Agency's transformation is expected to provide a consistent and improved customer service experience, which translates to resources being redirected from low value, repetitive, transactional services to higher level strategic services including performance coaching, improved learning products and tools, business consultants, and labour relations investigators.

Research shows that access to services, information and the ability to provide choices are critical to providing a positive consumer experience. In addition to the Agency's new service delivery model, a companion MyHR self-service website is being developed to enable employees and managers to conduct transactional activities online. In this format they can easily and quickly submit routine information requests and manage self-service functions independently and when they want them. MyHR will link to the self-service platform, use the same taxonomy and metadata and house different information specific to human resource professionals. A consistent and clear taxonomy will enable staff,

employees and managers to speak the same language when addressing human resource related topics. These products are interdependent but support and complement each other with the goal of creating better customer service experience within an integrated human resource system.

As the BC Public Service Agency adapts to meet the needs of its clients through human resources transformation, it must also focus on the growing momentum of sharing human resources data. There are a number of benefits to the BC Public Service and the Agency as clients adapt, share and combine data in new and creative ways, including increased access to reliable and consistent information and the ability to identify trends and recognize challenges and changes required to not only meet the needs of government and its employees, but to respond to the needs of citizens. To support this vision, another facet of the Agency's T&T Plan includes creating "a single source of truth." The Agency is collaborating with service sector partners to develop a shared approach for this initiative, examining current Corporate Human Resources data and government's future business needs. Through engagement with stakeholders, such as the Office of the Chief Information Officer, the Agency will deliver a multi-year plan which identifies options and policy implications to propel government toward a comprehensive and accurate data source for employee and organizational data. This will also enable Shared Services BC to utilize the information to provide a better, more informed service to its ministry clients.

As the custodian of this data, the BC Public Service Agency is committed to understanding the robust needs for employee and organizational data; and ensuring a strong governance plan is enabled to manage this critical data; including guiding principles, data definitions, timeliness measures, controls and compliance.

*Being the Best* has been the driving force behind our efforts to be recognized as one of the top employers in Canada. At the heart of *Being the Best* is the reinforcement of the need to emphasize the dynamics that drive culture change in large organizations, including technological change, demographics, evolving business needs and shifting employee expectations. It is within this context that the BC Public Service Agency has agreed to become an early adopter of the Leading Workplace Strategies to define its own vision for the future of the Agency's workplace along with the opportunity to demonstrate leadership in building and supporting the cultural shift across government. The Agency will implement a workplace transformation that creates dynamic alignment between staff work patterns, client service needs and a work environment that enables peak performance. The Agency is also assessing and developing the HR processes, support and tools necessary to help managers implement new ways of working within their organization.

*Being the Best* also emphasizes culture change in how both employees and managers view and respond to health issues and their impact on performance and productivity. The BC Public Service Agency is adopting a strategic approach to health and productivity management. The Agency's health services will provide better analytical data to managers regarding employee health risks and impacts as well as to target services and programs to assist managers in intervening early and avoiding unnecessary health benefit costs in high cost areas. At the core of these services is a self-serve employee health risk assessment that will provide managers with a better understanding of the relationship between workforce health, safety risk, benefit costs, productivity, and engagement. Taking on this approach will position the BC Public Service as a leader for other employers.

Further details on the specific internal transformations and strategies being undertaken by LCTZ and the BC Public Service Agency on each of the corporate projects of Internet Strategy, Open Data, Open Information, and Leading Workplace Strategies can be found under the respective sections of the plan.

### Progress on 2011/12 Plan

The Transformation and Technology Plan for fiscal 2011/12 submitted by the Service Sector represented the vision for the Ministry of Citizens' Services, the BC Public Service Agency, the Public Affairs Bureau, the Intergovernmental Relations Secretariat, and the Office of the Premier. The Plan built upon the just released *Citizens @ the Centre: BC Government 2.0* and the corporate HR strategy *Being the Best*, which set the overall direction for government in its transformation agenda.

As part of last year's T&T Plan, the Service Sector identified seven key things that could be done in order to align to and support government's direction. The following table outlines the seven key initiatives and the work that has been done over the past year on each initiative.

| Key Initiative        | Status                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|-----------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Move data online.     | <ul style="list-style-type: none"> <li>➤ The DataBC site was launched on July 19, 2011, with approximately 2,500 data sets included on the site at launch.</li> <li>➤ A corporate policy document, including direction from the Premier to all Ministries, was also released at launch.</li> <li>➤ The Ministry continues to work with Ministries to identify and add data sets to the site, and it is collecting metrics on the site that will be reported to Cabinet on a quarterly basis.</li> <li>➤ The Open Information site was launched on July 19, 2011, publishing general FOI request responses that comply with release under FOIPPA.</li> <li>➤ An enterprise data management environment, including the BC Geographic Warehouse was established in LCTZ, providing a common infrastructure for government to manage and deliver high quality data and services that help ministries and citizens transform their service delivery by linking data to geographic locations.</li> <li>➤ A DataBC Governance framework was established.</li> </ul> |
| Embrace social media. | <ul style="list-style-type: none"> <li>➤ Social media guidelines were provided to the public service in November 2010 to support adoption and adaptation of the tools in the public service.</li> <li>➤ The Citizen Engagement and Social Media Corner was launched on the @Work site to provide information, documents, guidelines and links to public servants.</li> <li>➤ A training program was launched, including citizen engagement spotlight sessions, a five-day citizen engagement planning course, and a community of practice. Other training is provided upon request.</li> <li>➤ The citizen engagement website, Have Your Say, is currently being finalized and is ready for launch (waiting for a "flagship" engagement to support the launch).</li> </ul>                                                                                                                                                                                                                                                                                   |



| Key Initiative                                                    | Status                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|-------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Transform government's web presence.                              | <ul style="list-style-type: none"> <li>➤ Government's new homepage (<a href="http://www2.gov.bc.ca">www2.gov.bc.ca</a>) launched on July 19, 2011.</li> <li>➤ A new governance model for the homepage was established and implemented through a Deputy memo outlining roles and responsibilities between GCPE and LCTZ.</li> <li>➤ Toolkits to support Ministries' adoption of internet strategy structure, design and guidelines are being developed and will begin to be released in October 2011.</li> </ul>                                                                                                                                                                                                                                                                                              |
| Integrate service delivery and increase self-service options.     | <ul style="list-style-type: none"> <li>➤ The government homepage was redesigned to focus on integrated service delivery and improved wayfinding for citizens.</li> <li>➤ A telephone strategy was developed, which will move Tier 1 services to a single point of contact across government. The strategy is going forward to DMCTT for approval in November 2011.</li> <li>➤ 106 toll-free numbers (from a total of 325 across government) were identified for elimination.</li> <li>➤ A service delivery framework model was developed and approved that categorizes service delivery within three tiers.</li> <li>➤ A three-month citizen consultation process on customer satisfaction with government services was undertaken, including surveys, focus groups, field research and blogging.</li> </ul> |
| Transform government's intranet and how we use it.                | <ul style="list-style-type: none"> <li>➤ The focus on this initiative has shifted from transforming government's overall intranet site to transforming the HR self-service component, managed by the BC Public Service Agency.</li> <li>➤ MyHR was launched on September 23, 2011.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Deploy and support future of work tools.                          | <ul style="list-style-type: none"> <li>➤ iPad and iPhone pilots have been completed.</li> <li>➤ The iPhone is now a service offering from SSBC.</li> <li>➤ Ministry is continuing to examine options to implement a Bring Your Own Device (BYOD) policy to support the use of some personal technology in the workplace.</li> <li>➤ Engagement with leading vendors (e.g. IBM, HP, and Microsoft) has begun to examine future opportunities and innovations to meet the technology needs of employees.</li> </ul>                                                                                                                                                                                                                                                                                            |
| Focus resources on strategic enablers and infrastructure support. | <ul style="list-style-type: none"> <li>➤ The IM/IT Enablers Strategy v1.5 released July 8, 2011 providing updates on all strategic enablers.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |

## LCTZ Information Management Governance Model

Through the course of developing the Ministry's Transformation and Technology Plan and, in particular, the corporate projects related to Open Information, Open Data and the Internet Strategy, it became clear that LCTZ needed to work on managing these projects as a single, unified Ministry. The Ministry could not continue to have its web presence and decisions on what data and information to release to the public managed in an ad-hoc fashion with Divisions making their own decisions based on their unique business needs.

Additionally, it became clear that these three projects were intricately linked. After all, these three projects were all related to the provision of services and information to the citizens of B.C. and the clients of the Ministry. The web presence, DataBC site and the Open Information site were merely the tools through which the Ministry was able to provide its information.

As such, the Ministry has been working on the development of a governance structure that will be responsible for the holistic management of information across the Ministry as it relates to the Open Data, Open Information and Internet programs. While the model has not yet been confirmed, there are a number of key components that will form the basis of the model, regardless of the structure:

- The structure will be led and championed by an Executive member or members;
- Information will be managed on an enterprise basis;
- Subject matter experts across the Ministry will be a core component of the structure; and
- Governance of information will be focused on Ministry information – responsibility for the corporate projects will remain in the business areas.

## Internet Strategy

### Vision

The Ministry of Labour, Citizens' Service and Open Government's contribution to government's online presence will:

- respond to the needs and expectations of citizens, government and the broader public sector by providing quick and easy access to ministry information and services;
- based on user research and engagement, create additional self-service options that allow citizens, government and the broader public sector to access services when and how it is convenient for them; and,
- enable interaction with citizens, government employees, and employees in the broader public sector to support the continuous improvement of its services and the user experience.

### Current State

The Ministry currently has 46 distinct web properties, including the main Province of BC web site (<http://www2.gov.bc.ca/>). These properties contain approximately 3,000 pages, with over 24,000 pdf files and other attachments. The ministry also has 26 online transactional services that provide services that range from allowing corporations to file certain paperwork online to providing access to provincial statutes and regulations.

Approximately half of the Ministry's web properties could be considered to depend on individual brands to represent their services, leading to brand confusion and overload. The Ministry also houses a number of one-stop-shop or service portal sites, including the main Province of BC web site, Shared Services BC, BC Online, and One-Stop Business Registry.

The Ministry's technology footprint is very broad, using 6 different applications for web hosting and 4 content management systems. It also depends on custom applications based on out-of date technology and legacy systems for a number of its high-profile online transactional systems, including Procurement and Supply Services, BC Bid and BC Auction.

Initial analysis has revealed that in addition to the web pages identified through the inventory process, there are a number of outdated pages – pages that are not linked to an existing web site but can be accessed through a search or by entering the specific URL. Additional work must therefore be done to determine the number of these "orphan" pages and identify their contents.

LCTZ provides a variety of types of services online, including:

- Access public sector bid opportunities
- Download and purchase government publications
- Change an address (personal and business) with government agencies
- Register business and not-for-profit entities
- Register ownership and location of manufactured homes
- Register and secure personal property interests (e.g., liens)
- Renew a liquor license
- Access government data and information
- Bid on surplus government assets
- Download BC Stats data and information



## Current Activities

Projects that align with the Ministry's vision for its internet presence are currently underway, including improvements to the Shared Services BC web presence and the consolidation of the web sites of Network BC and the Office of the Chief Information Officer (OCIO). Currently in the planning phase, this project will decommission the Network BC website and build relevant content into the OCIO website.

## Action Plan

The ministry's vision cannot be achieved by a series of separate projects or strategies, each operating in isolation, and in recognition of this, the ministry will work over the next 12 months to develop a comprehensive, ministry-wide Internet Strategy. More specifically, the ministry will undertake the activities described below, using the toolkits and other resources developed by Corporate Data and Web Services. This process will not only identify the actions that are required; it will also allow ministry staff to test and refine the resources that will be provided to support other ministries and agencies.

This Action Plan for 2012/13 will build a solid foundation for future work and will position the Ministry to undertake specific projects, beginning in April 2013, to improve its contribution to government's web presence.

### April 2012 – March 2013

First, the Ministry will create a governance model and a Ministry-wide planning process to support the development and implementation of its strategy. This structure will establish clear leadership, roles and responsibilities, and a structure for communication and collaboration within the ministry and with other ministries/agencies.

The ministry's governance model will be accountable for the development and performance of the Internet Strategy. This model will also be part of the governance framework for developing and managing the ministry's open data and information. In particular, the model will be responsible for the following:

- Providing a forum for cross-ministry collaboration and communication between ministry leadership, frontline service delivery, communications and information technology;
- Ensuring the strategy is aligned with government and Ministry priorities and reflects the perspectives, needs and expectations of citizens;
- Participating in corporate governance forums to ensure the strategy is integrated with overall government direction, strategy, standards and guidelines for online services;
- Facilitating communication across government Ministries/agencies to support the work undertaken under the strategy;
- Making recommendations regarding project prioritization and resource allocation to the Ministry's Executive Committee; and
- Assigning responsibility and accountability for projects initiated under the strategy to the appropriate business leads.

Within this governance and planning structure, the Ministry will work to develop a clear understanding of its services, its web properties, and the perspective of website users (citizens, government employees, and employees in the broader public sector). This work will be closely linked to work already underway to assess and improve online, telephone and in-person service delivery by Service BC, and will encompass the following:

- developing a clear understanding of the Ministry's services and who they are directed to (this will include services already delivered online, as well those that are delivered through other channels); and
- developing a clear understanding of the Ministry's existing web properties (this work will build on the Application Health Check and the inventories submitted through the transformation and technology planning process, and fill in any remaining gaps).

Over the medium term, with a clear understanding of the current state, the Ministry will be prepared to invite the users of our services and web sites into the process. Through user research, the Ministry will identify and describe its audience – who they are, how they use our sites, and what information and services they would like to access online.

Lastly, in the context of the vision and the information gathered throughout the planning process, the Ministry will identify priorities for action and, depending on resource availability, develop and initiate a series of projects to address those priorities. Over the longer-term, this work will build on the user research and public/client engagement to identify what our service should be, which will result in the continued refinement and definition of what our web sites should be.

## Open Data

### Vision

The Open Information and Open Data Policy applies to information and data in the custody or under the control of ministries of the Government of British Columbia. Corporately, the Province is implementing these policies through the release of government data on DataBC ([www.data.gov.bc.ca](http://www.data.gov.bc.ca)).

In support of these policies, the Ministry's long term vision with respect to Open Data is:

- a data management plan which enables data to be managed as a key strategic asset that creates a primary accurate data source and supports decision making confidence;
- governance discipline that sets information management standards and policies that will enable us to manage, rationalize and prioritize our data holdings and make them public, without being an operational burden;
- a culture of how we share the data rather than why we can't publish data; and
- a robust DataBC program.

The process of collecting the ministry's data inventory is a first step towards a data management strategy for the ministry and has identified a need for the ministry to improve the processes, systems and governance of how we manage our data.

Initial analysis has revealed that the Ministry's data is very diverse and that is in multiple systems across the ministry in different formats, using different standards. Additional work will have to be done to look at the roles and responsibilities, establish a governance model and develop data standards in the ministry. This will also provide an opportunity as the strategy is being developed to educate staff on Open Data and the role of the ministry to support and embrace this initiative. As the governance model is developed, close linkages to the Open Information and Internet models will be made.

### Current Activities

In support of the Open Information and Open Data Policy, the Ministry has undertaken the following activities.

1. A data inventory has been completed. The Ministry has a diverse set of data that can be divided into two categories: internal government data (contract and procurement data, IT and facilities data, workforce data, etc.) and public data (population estimates and projections, environmental data, business and industry etc.)
2. A high-level plan has been developed to routinely release the following data by December 31, 2011 through DataBC:
  - a. BC Stats data that is currently provided on the BC Stats website (pending resolution of licensing issues), including Workplace Environment Surveys;
  - b. CRTS data from the Information Access Office (IAO), including statistics on Freedom of Information (FOI) processing times, timelines and status; and
  - c. geographic metadata.

3. Although the majority of our ministry data is not sought out by the citizens of the province, a list of data for potential release in 2012/13 will be identified. This list will be rationalized and prioritized and a release schedule will be developed. Additionally, we will engage our ministry clients to identify what data would be of value to their businesses and, in support of our clients, review our data with respect to our services and service levels in order to develop a plan to release it.
4. A ministry representative (MCIO) has been identified to participate on the government-wide open data advisory body.

## Action Plan

Recognizing that this is a foundational year in which the Ministry will develop a data management strategy, the Ministry will use this year to build a governance model that incorporates data, information and web. Once a governance model is established and mandate established, the data management strategies across the ministry will be implemented, ensuring a consistent vision and integrated approach to open data.

During the next 6-12 months, the ministry will proceed with the following actions.

1. Assign a Business Lead to work within the governance model and clarify the program's mandate. The Business Lead will:
  - lead the implementation of the Open Data initiative across LCTZ, ensuring a consistent vision and integrated approach;
  - define the governance structure for data management, including roles and responsibilities;
  - utilize the Open Data Assessment checklist created by DataBC to implement a data management and a data release plan in the Ministry;
  - review and prioritize ministry data holdings and create an initial release schedule for releasing data through DataBC;
  - in conjunction with OCIO and government wide data management standards, set ministry wide data management standards and methods that provide ongoing guidance for policy, security, and process questions; and
  - ensuring compliance from business units and outsourced vendors.
2. As part of the governance model, identify the structure and participants across the Ministry that will provide support to the Business Lead and clarify roles and responsibilities. This structure will:
  - work with the appropriate governance model participants to implement ministry goals;
  - ensure that open data and open information objectives and key deliverables align;
  - provide advice and decisions on data and information release;
  - promote cultural awareness and adoption of a ministry web presence and the Open Data and Open Information Policy; and
  - work with business leads to implement the Ministry's T&T goals.



## Open Information

### Vision

The Ministry's Open Information strategies are informed by the following vision:

Information should be made available to citizens that support citizen participation in programs and services.

### Current Activities

The Ministry currently routinely releases information about the following:

- legislation, regulation, Ministerial orders, legislative reviews, policy, standards, forms, manuals, strategy documents, awareness and educational materials, contact information, demographics and other socio-economic data;
- operations that support government's responses to access requests made under the *Freedom of Information and Protection of Privacy Act*;
- demographic and other socio-economic statistics and other information;
- business registry statistics and other information; and
- project tender results for workplace related contracts.

### Action Plan

#### Categories of Information

The Ministry has undertaken an analysis on the number and types of general Freedom of Information (FOI) requests received over the last two years. First, the number of FOI, relative to the number received by other ministries or by government as a whole, is relatively small. This indicates that the information held by the Ministry is not deemed to be significantly important to citizens, media or other organizations.

One of the primary focuses of Ministry FOI requests was on information related to the processing of FOI requests, i.e. numbers, status of disposition, etc. As such, the Ministry will be looking to provide information from the Corporate Records Tracking System as to the disposition and status of FOI requests, as well as any additional statistical information that can be released. It is likely that this information will be released on a routine basis, but via the DataBC website under the provincial open data format and license.

A second category of information currently requested via FOI requests relate to Minister and Deputy Minister calendars and expenses. The routine release of information related to calendars will be guided by the corporate direction provided by the Cabinet Committee on Open Government and Engagement and, ultimately, by Cabinet. A high level of expense information is already released on the Open Information website. However, LCTZ will examine the mechanisms by which more detailed information on Ministers and Deputy Ministers expenses could be released, and what business processes could be developed that would aid in the efficient collection and processing of this information.

An additional category of information that is considered to be valuable and sought after across government is procurement information. Over the next year, the Ministry will be developing a strategy that will examine opportunities to release contractor information, including performance information, in order to increase transparency and openness on government's procurement practices. This strategy will need to take into consideration the privacy issues that may arise and ensure that full compliance with FOIPPA restrictions is maintained.

In addition to procurement information as it relates to contractors, the Ministry will examine mechanisms for releasing large IM/IT contracts, otherwise known as Alternative Service Delivery (ASD) contracts. These mechanisms will include developing the policy and guidelines by which these contracts could be released upon the conclusion of negotiations. The Ministry will start this process by proactively releasing the details of the recently negotiated Telus contract, with the exception of details exempt under the Freedom of Information and Protection of Privacy Act.

As LCTZ holds a large amount of internal-to-government information and data related to technology utilization and financial transactions that is of interest to Ministries, LCTZ will engage with those Ministries to determine what information could be released that would enable them to undertake their work more effectively and efficiently, and enhance their decision-making processes.

Finally, the Ministry will examine the best approaches to release information specifically related to the corporate execution of the Open Government strategy. This may include making available in one place the array of policies, best practices and design toolkits related to the Open Data, Open Information, Internet Strategy and Citizen Engagement initiatives. This may also include reporting on key aspects of program performance, in these areas, such as corporate-and ministry-level data quality assessments, and analytics and user-research with respect to gov.bc.ca, Open Information, and Have Your Say.

#### Corporate Process Supports

As the Open Information program expands and, through the Transformation and Technology plans and corporate direction, categories of information are identified that could be released, the Ministry will need to ensure that the infrastructure to support the program remains effective and efficient. This will include examining the architecture of the Open Information site to determine how routinely released categories of information might be integrated into the site without compromising the user-centric design principle of making the information easy and logical to find, and the need to align new Ministry information with their existing related information and service offerings. This examination and conclusions will inevitably impact future strategic decisions made through the evolving Internet Strategy.

Additionally, a continual examination of the roles and responsibilities of the Information Access Office (IAO) will need to occur. To date, the IAO has been instrumental in meeting, to the greatest degree possible, the legislative requirements for processing FOI requests in a certain timeframe. In fact, this Office has been so successful in meeting these timelines that the Information and Privacy Commissioner no longer is monitoring and publishing annual reports on this issue. The IAO needs to be able to continue to maintain these stringent requirements, which will require an ongoing analysis of workload pressures as the program evolves.

## Governance

Finally, the Ministry will be establishing a governance structure to manage information across the sector. This governance structure will examine what information the Ministry should be releasing, including where and how it should be released. Linkages will be made between the Open Data and Internet work to ensure that the Ministry's information is managed holistically.

## Leading Workplace Strategies

### Vision

Citizens' Services and Open Government has embarked on a Leading Workplace Strategy (LWS) in order to more effectively use our real estate portfolio, enable the mobility and flexibility of our workforce, and better position ourselves to meet the needs of the citizens and ministries we serve. Phase one of the work has focused on the readiness of our people and culture to adopt a more flexible approach to work.

### Current Activities

#### 1. *Making Clear Commitments*

The 2011-2012 Workforce Plan highlights Executive's commitment to building a culture that recognizes we are a workforce of trusted professionals that embrace open communication, a collaborative work environment, and flexibility and choice in work styles and tools. The Plan also includes a commitment to launching ten LWS pilots to explore opportunities to connect the concepts of flexibility in work tools with telework and reducing office space requirements.

Some members of the organization's senior leadership team, including the Assistant Deputy Minister of Corporate Services, have made personal commitments to modeling the change by giving up their dedicated offices as their work keeps them highly mobile.

#### 2. *Socializing Leading Workplace Strategies (LWS) Concepts*

UniverCITZy 2011, an all-staff learning and development event, was held in May 2011. This event included workshops dedicated to LWS to familiarize people with the underlying concepts and engage them in a conversation about how best to move forward. Staff Forums, such as Executive Coffee Chats, Supervisory Community of Practice meetings, and work unit meetings, are also being held to engage staff in discussion of the opportunities and challenges of shifting to a more flexible work environment, and in developing strategies that will support implementation. In addition, internal communications materials are being developed to highlight and support strategies such as telecommuting.

#### 3. *Rethinking Provisioning of Space and Technology*

Efforts are underway to shift the practice of provisioning employees with space and technology based on their place in the organizational hierarchy (the more senior you are, the more space you get and the more mobile the technology you have access to) to provisioning employees with what they need based on their work function and work style (some employees need specific equipment in a dedicated workspace, while others are highly mobile and don't need a dedicated space but need mobile tools). This reflects a conscious effort to take an integrated approach to LWS that combines conversations about space, technology and people.

A small cadre of employees (approximately 40) are also experimenting with the use of mobile devices such as iPads and iPhones in an effort to find practical and affordable solutions to increasing the mobility of our workforce.



#### 4. *Encouraging Employees to Experiment...Learning What We Need by Doing and Resisting the Temptation to Over-Engineer*

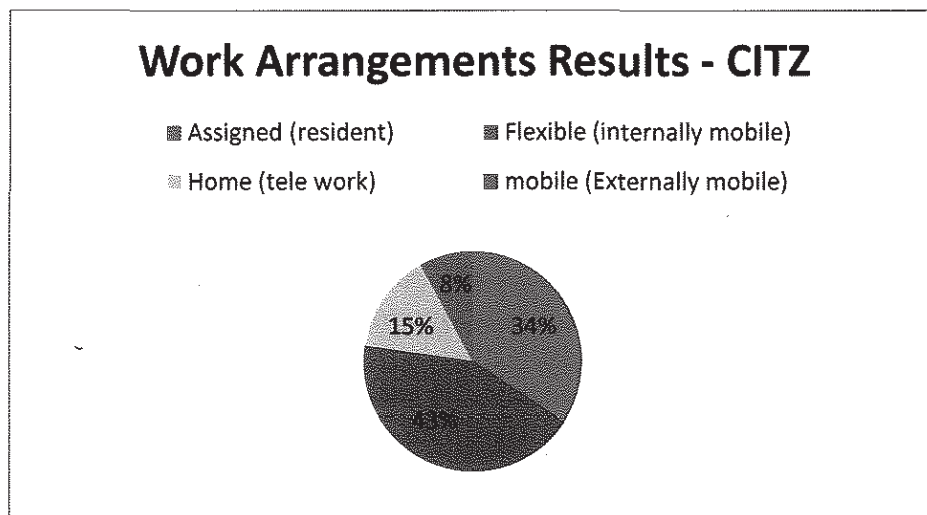
Employees have been encouraged to pursue LWS pilots that leverage existing space and technologies without any additional investment of resources. These resource-neutral pilots have included work units experimenting with telecommuting, non-territorial work spaces, internal mobility between office buildings, and how to function effectively as a virtual team. This approach has jumpstarted the organization's learning regarding to how to best support a flexible work environment.

#### 5. *Gathering Data*

A survey called Teletrips was sent to 1137 employees across Citizens' Services and Open Government. By assessing the work styles of staff, this survey provides us with a better understanding of how employees are completing their work, as well as the types of tools they use and would prefer to use. Teletrips is a first step in analyzing work groups to better understand the potential for LWS opportunities.

With a response rate of approximately 70% (this represents those employees who submitted complete surveys and who were given work profiles and potential work arrangements), the survey indicates:

- At least 66% of all respondents have work profiles that do not require a dedicated workspace. The profiles include home based, internally and externally mobile profiles. This percentage can be increased with change management as many of the individuals have a profile determined by a preference to be in the office for social reasons.
- 78% of all employees would prefer to work from home at least one day per week.



## Action Plan

Going forward the Ministry will:

### 1. *Identify Opportunities*

The Teletrips data, a key suite of WES results, assessments of work functions, and opportunities for space consolidation will be combined to identify “early adopter” work units in Victoria that could reduce their space requirements through the adoption of more flexible approaches to work. An early example of this is the Client Services Group on the 4th floor of 4000 Seymour. This project successfully reduced space requirements by 30%, and by increasing space utilization, 64 people have been fit into a space that would have normally accommodated 45. Additional projects will be identified during 2011/2012 – 2012/2013 with an emphasis on further consolidation of staff at the 4000 Seymour Place allowing for backfill opportunities that will directly lead to a drop of leased space. A workstyle goal of 65% Resident, 25% Mobile (non-territorial) and 10% Telework will be used to establish an overall space density target of 13.8 usable square meters per FTE by March 2014. A focus will be put on underutilized space within the building that can be better used to support collaboration, as well as the move to an understanding of corporate ownership of space instead of a sense of ownership at the Division or Branch level.

The concept is to re-invest the savings created through the reduction in office space on improving mobile technologies, as well as making improvements to the workspace that support flexibility, choice and increased mobility. It is anticipated, however, that not all LWS projects will necessarily realize direct savings.

### 2. *Document What We Learn*

The benefits and challenges work units encounter as they experiment with LWS will be captured. This will improve the Ministry’s understanding of what is involved in making workplaces more flexible and better position the Ministry to help other groups in the future as they consider flexible work options.

Already, there is evidence that adopting increased flexibility can translate into improved employee retention (e.g. the Information Access Office has offered a flexible working environment in order to maintain experienced knowledge staff).

### 3. *Monitor Performance*

In collaboration with BC Stats, a performance management framework that will monitor work units before, during and after LWS implementation is being developed. The intention for 2011/2012 – 2012/2013 is to determine what can be monitored using existing data sources and survey tools. An assessment of critical information gaps will then be done, with a focus on information required to support executive level decision making about expanding LWS in the organization.

## Supporting Our Transformation Vision

At the very core of the mandate of Citizens' Services and Open Government is the commitment to service excellence. Ultimately this is a commitment to providing citizens with access to the services they need, in the way they want to receive those services, through the highest quality service experience possible.

Either directly, or indirectly, our organization touches virtually every service citizens in British Columbia receive from their provincial government. From the delivery of government services to citizens and businesses at more than sixty Service BC Centres around the province, to the provision of infrastructure and supports to other ministries providing service to citizens, we have a role. Shifting how we work individually and together, has long been recognized as a key component of the commitment to service excellence. Historically we've relied on phrases like "breaking down silos" and "horizontal collaboration" to inspire public servants to think differently about how they approached their day-to-day jobs and the impact that could have on the service experience of citizens. What is changing is our understanding of what is involved in effecting that shift. The interplay between how we think about our workspaces, how we leverage mobile technologies, and how we engage and support a workforce of trusted professionals to deliver their best appears to be key to the project of inspiring public servants to "think differently" about what they do.

Citizens Services and Open Government is committed to effecting this shift in our own workforce of more than 1800 employees. In the short term, we believe that:

- Enabling greater mobility and flexibility for our workforce will support better connections to the clients we serve. This will be done by re-investing funds saved through the reduction of our real estate portfolio, into mobile technology.
- Providing more non-territorial collaboration spaces, and training employees on tools that lend themselves to increased collaboration across our lines of business, will support the shift towards a mindset of "one organization" dedicated to shared goals. A focus will be made on underutilized space within our organization that can be better used to support collaboration and move to the concept of a shared corporate ownership of space instead of ownership at the Division or Branch level. As planning allows a variety of space types will be provided that are flexible, to support collaboration for groups both big and small. An example of an area of great opportunity is the atrium space at 4000 Seymour which can be better utilized as not only a break area and group gathering space, but additionally and more efficiently as a non-territorial work area, a variety of meeting areas and as a team space.
- Establishing a goal for the reduction of our overall office foot print at our anchor location in Victoria, 4000 Seymour, of 13.8 usable square meters per FTE will drive us to make some changes, in the way we work individually and together. Goals will be set for the remainder of our real estate portfolio in Victoria in 2013/2014.



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## **Corporate Contact Centre and Telephone Strategy FY 2012/13 LCTZ Transformation and Technology Plan**

***“We will save citizens’ time in their interaction with government and  
make it easier to access better quality services”  
– Citizen @ the Centre: Government 2.0 Plan***



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## **Corporate Contact Centre and Telephone Strategy FY 2012/13 LCTZ Transformation and Technology Plan**

### **1. Executive Summary**

Contact centres are the most common communications channel between citizens and government. The contact centre plays a critical role in supporting the government's strategic priorities and impacts citizen satisfaction with government service delivery. The Province's corporate contact centre and telephone strategy has been developed within the context of the Citizens @ the Centre: BC Government 2.0 strategy and provides a roadmap to support the evolution of the Province's contact centres to a more efficient model.

This plan includes a high level overview of the findings resulting from a Contact Centre Review of 65 citizen-facing contact centres conducted between June and September 2011. The findings provide a current state assessment of government operated contact centres as self-reported by ministries on a series of questions relating to call volumes, service type, technology, metrics and other related topics. The results formed the basis and foundation for a new Corporate Contact Centre Service Delivery Model. The model was built with the engagement of Deloitte and in consultation with various ministry stakeholders.

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### **2. Introduction**

Today the Government of B.C. provides services across channels that include telephone, the Internet, fax, mail, and in-person. A major theme of the eGovernment strategy, led by the Deputy Ministers' Committee: Transformation and Technology (DMCTT), is focused on expanding self-service. This is consistent with changing citizen expectations for services that are convenient and easy to access. There is also an opportunity to examine contact centres and telephone service delivery within the context of the eGovernment strategy.

On November 16, 2010 DMCTT endorsed the corporate Citizen Service Delivery Strategy. Within this Strategy, there was support for completion of a review of government citizen-facing contact centres with recommendations back to DMCTT on potential consolidation. The review of contact centres is a part of government's overall Government Telephone Service Delivery (GTSD) project, which is referenced in the Service Sector Transformation and Technology Plan, and supports the goal of integrating service

delivery and increasing self-service options. Self-service options that are supported by the telephone channel, will improve citizen interactions with public servants by allowing them to provide higher value in-depth assistance through subject matter experts.

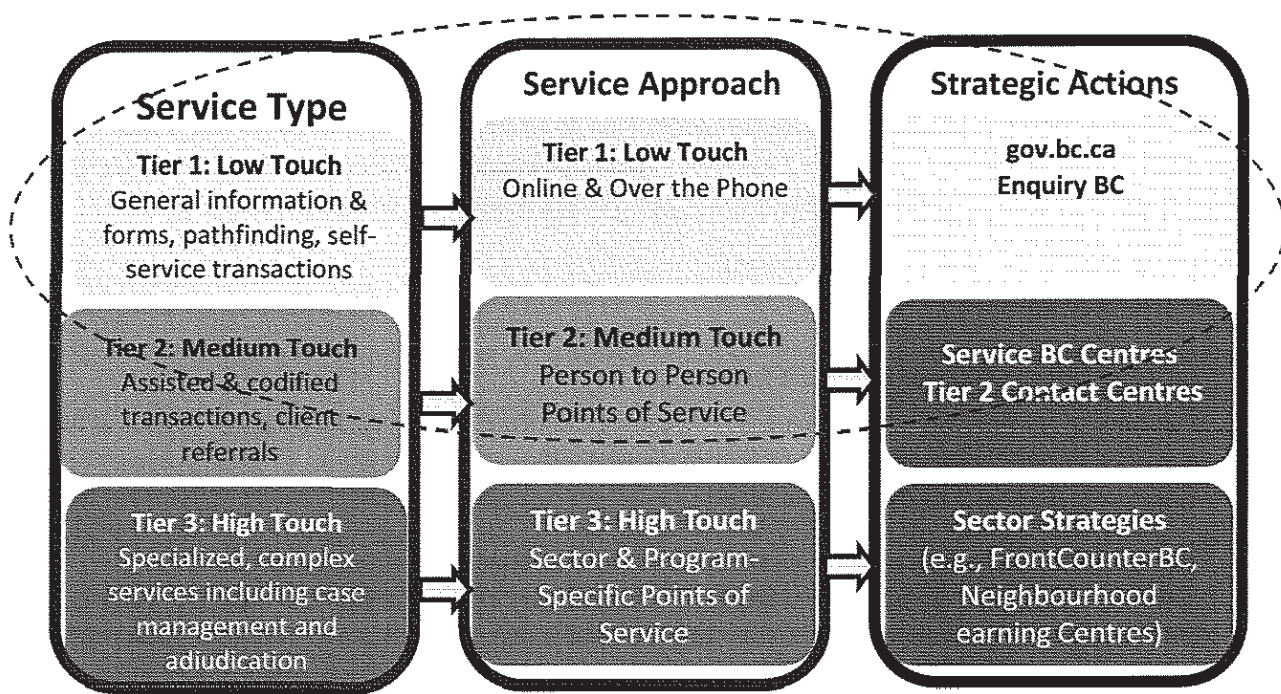
In April 2011, Service BC, LCTZ engaged Deloitte to assist in developing a decision framework that would consistently assess the citizen-facing contact centres across the Province to identify opportunities to enhance service delivery and contact centre efficiency by leveraging corporate investments and delivery models. In June, a project was initiated to conduct a current state assessment and analysis to determine a list of candidates for corporate service delivery. The project also included the evaluation of candidates for consolidation and the development of a target end-state-model. A Contact Centre Review Questionnaire was distributed throughout the months of June and July to the identified contact centre leads across government. During August and September, Deloitte was engaged for a brief period to review the results of the analysis and assist in the development of the future state Target Operating Model.

### 3. Purpose

This plan responds to the Ministry's specific 2012/13 Technology and Transformation Plan instructions under the IM/IT Investments Section 1; that states:

***"Section 1 – Vision, Business Context and alignment to Strategic Shifts:  
# 1. Develop a corporate call centre and telephone strategy." – due November 4, 2011***

On September 15, 2011 LCTZ submitted an additional ministry specific Technology & Transformation plan that outlines the approach being taken to support ministries' contact centre requirements within the context of the contact centre review and the new TSMA agreement with TELUS.



#### 4. Strategic Context

The B.C. government's commitment to transforming citizens' access to their government and public services is the driving force behind the recently published *Citizens @ the Centre: BC Government 2.0*. Technology is a key enabler of the innovation that is required to realize this vision and establish a modern BC Public Service.

There is an increasing need to examine and change existing approaches to designing and operating contact centre models across government. We must improve the citizen telephone experience and focus on their changing needs, in particular through improved first call resolution (including hours of operation, single point of contact, etc). There is a need to become more efficient in addressing the workforce and labour market constraints that the BC public sector is currently facing, and is anticipated to face in the future, regarding call centre staffing. Existing technologies are inadequate to meet the needs of ministries in modernizing their service delivery models, in particular as it relates to alignment and integration with their online and self-service strategies.

LCTZ seeks to establish the following:

- Service delivery options to optimize the services delivered to citizens of British Columbia (for example, corporate solutions).
- Opportunities to deliver a corporate service offering through a Ministry or a sector contact centre.
- Opportunities to improve alignment with corporate initiatives, such as *Citizens @ the Centre: BC Government 2.0*, by leveraging existing or planned corporate investments and making more strategic investments.



Given advancements in technology, chronic budget pressures, demographic shifts in the workforce and proven successful models for integrating and sharing service delivery, it is now time to examine and implement new contact centre service delivery models that drive efficiency improvements (i.e. savings) and quality of service benefits through a Corporate Contact Centre and Telephone Strategy. The resulting strategy will be corporate in nature, more efficient and focused on citizens' changing needs.

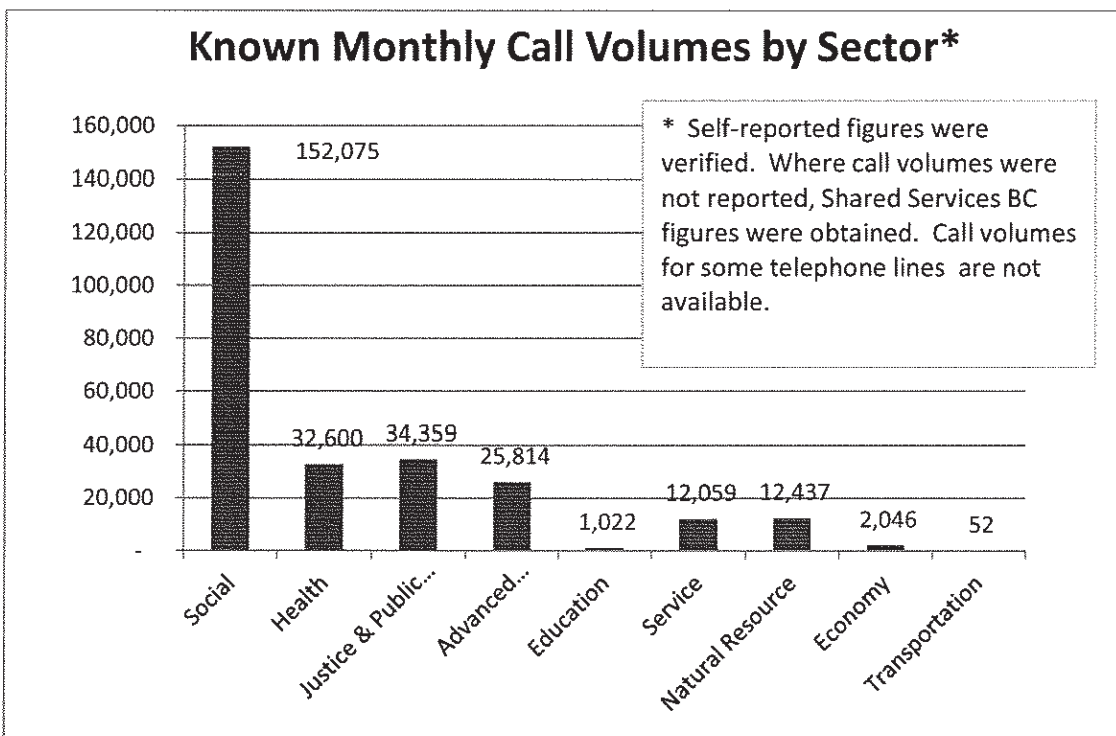
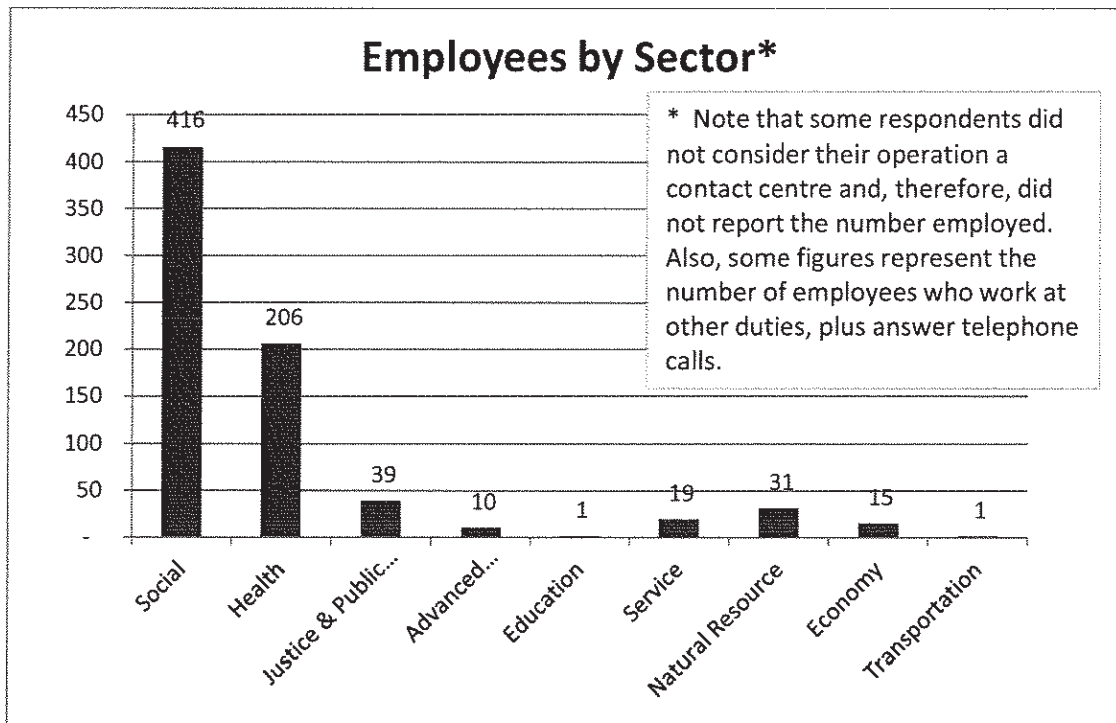
## 5. Current State

### BC Government Operated Contact Centres

The current state assessment is derived from the review conducted between June and September of 65 identified citizen-facing call centres to consider opportunities for consolidation. (For the purposes of the review, 16 were considered out of scope.)

The following charts indicate how many public servants are employed within the government operated contact centres and the volume of calls handled monthly. The results show that the majority of calls and employees are handled within the social sector making it the sector with the highest need for attention to the critical issues facing contact centre operations today. Demographics combined with non-aligned processes, information management and technology further illustrate the pressing need to develop a robust corporate solution that meets the needs of all sectors and ministries in serving their clients.

The analysis of Contact Centre Review responses identified a series of emerging themes that the ministries contact centre respondents noted as requiring attention in order to improve their contact centre service delivery. These are listed below.



### **Key Themes (Contact Centre Review Analysis)**

- 765 public servants employed in government operated contact centres
- 416 (54%) employed in Social Services Sector (MSD & MCFD)
- 18 (41%) of total contact centres (44) operated by Social Services Sector
- Cohorts aged over 30 represented more-so than expected; over 35 & 40 cohorts well represented
- Inconsistent processes, and understanding of systems, processes and best practices
- Inconsistent technology deployment and satisfaction with technology
- Desire to engage citizens online via social media, open data
- Need to integrate systems/service province wide
- Need to leverage technology to permit flexible work locations
- High volume contact centres identifying the most need for technology upgrades
- ICM process advances further ahead than technology within partner ministries
- Desire to improve information available to agents and agent ability to communicate with each other and other program areas (agent self-manage)

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## **6. Other Jurisdictions**

The level of economic uncertainty in B.C., Canada and internationally continues to be high. Following is a brief insight into other jurisdictional contact centre planning and strategies.

### **United Kingdom**

The UK is considered a world leader in government contact centre best practices. In May 2000, the U.K. produced “Better practice guidance for government contact centres”. The Third Edition of this

document is available at <http://coi.gov.uk/documents/gcc-third-edition.pdf>. Responsibility for maintaining this document rests with their Central Office of Information (COI).

The guidance provides a sound basis for discussing contact centre strategy and implementation. It recognizes contact centres as a communications “touch point” and not merely an operational function. The following is an excerpt from the guidance, written by COI’s Chief Executive, Alan Bishop.

*“Successful contact centres are founded on a suitable blend of people, processes and systems. Unfortunately, systems or processes often predominate, and citizens are left feeling unsatisfied with their contact with that part of government, blighting their view of dealing with government as a whole. So it is important that your contact centre is staffed with the appropriate numbers of trained and motivated individuals who are fully supported by properly documented processes and flexible systems that can evolve over time. If the blend is right, your contact centre can meet citizens’ expectations and help you achieve your objectives. By focusing on the quality of the citizen–agent interaction, customer satisfaction and outcomes, your contact centre can become an ‘investment centre’ rather than just a ‘cost centre’, and citizens’ needs will be met in ways they find convenient and easily accessible. This is particularly important for those people who may be socially excluded and most in need of government services. The needs of our citizens are constantly developing, and contact centres in a modern public sector need to evolve to meet them. This guidance represents a step towards even better practice in meeting those needs.”*

### Service Ontario

Service Ontario is currently undertaking a contact centre modernization project that will implement an enterprise-wide contact centre technology platform, delivering a virtualized, skills based contact centre environment. It is expected to handle an estimated 12 million Ontario government contacts via the new solution. Modernization of service delivery through best practices will also be undertaken enabling a consistent level of service across the Ontario government. New functionality being considered for an enterprise-wide platform approach includes, but is not limited to: multi-media routing, Interactive voice response, workforce management, quality management, screen-pop, and contact reason and interaction notes.

## 7. Future State

### VISION

*“We will save citizens’ time in their interaction with government and make it easier to access better quality services”*

*– Citizen @ the Centre: BC Government 2.0 Plan*

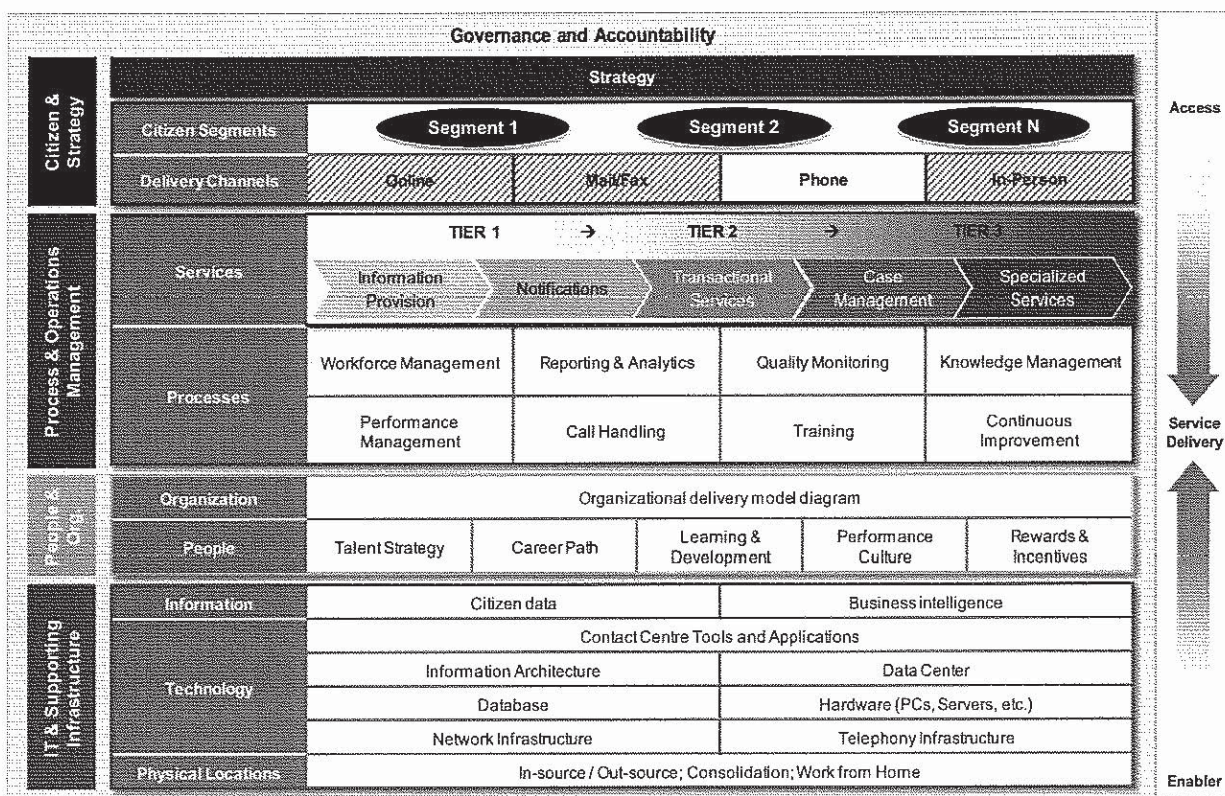


### **Key Strategies**

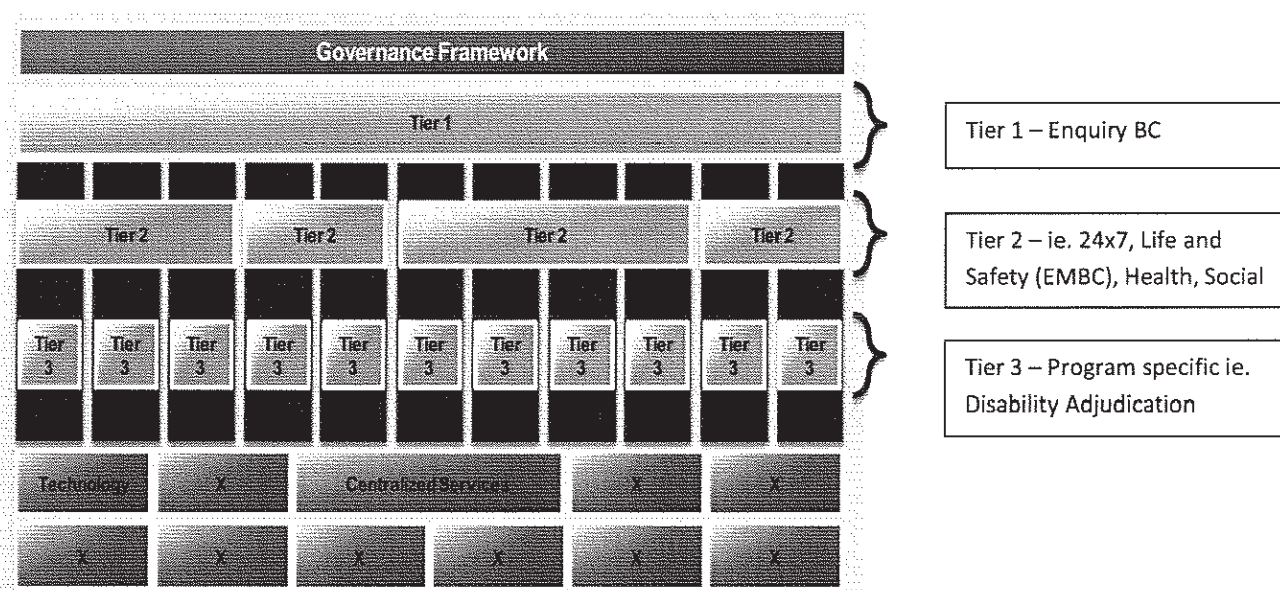
1. Implement a new Corporate Contact Centre service delivery model
2. Consolidate Tier 1 services across government – Services and Processes and explore opportunities for Tier 2 consolidation
3. Establish a Contact Centre Community of Practice
4. Implement an overarching Corporate Contact Centre governance structure
5. Leverage the new Agreement with TELUS (TSMA) to enable new business and call handling processes through improved IT infrastructure
6. Leverage ASD Agreements wherever appropriate to support the new Corporate Contact Centre Delivery model

### Corporate Contact Centre Service Delivery Model - Target Operating Model

The target operating model depicts the desired future state for contact centre service delivery in BC.



A tiered service delivery model – leveraging shared infrastructure and processes will be designed to work with a corporate view.



#### Strategy 1 Implement a new Corporate Contact Centre Service Delivery Model

The Target Operating Model provides a comprehensive framework through which to plan the target future state.

##### Processes:

- Implement Tiered services (Tier 1,2 and 3) to improve resource allocation and provide citizens with the best choice to meet their requirements and increase the efficiency of government's telephone service delivery
- Develop a standardized model that will ensure Contact centres have access to consistent foundational contact centre processes
- Create a Centre of Excellence over time by deploying a core group of services/processes
- Consolidate expertise across the province, supplemented by external expertise where needed, to develop consistent processes

##### People and Organization:

- Develop a defined and engaging career path/progression for the contact centre workforce including; agents, supervisors, manager and directors
- Provide contact centre specific training and learning opportunities
- Create the tools (information, processes and technology) to empower employees to resolve citizen enquiries and deliver excellent service

IT and Support Infrastructure:

- Use business intelligence to ensure timely and relevant information supports the decision making ability of staff and management and the resulting citizen experience
- Obtain and deploy the foundational elements (processes and people), tools and technology required to enable efficient and effective contact centre service delivery and improve the citizen experience
- Develop a contact centre application layer that consists of tools required to support contact centre specific services and processes
- Investigate and deploy innovative options relating to physical locations to further enable and improve coordinated telephone service delivery



**Strategy 2 Consolidate Tier 1 services across government – services and processes and explore opportunities for Tier 2 consolidation**

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**Strategy 3 Establish a Community of Practice - improve knowledge/data management**

- Build a foundation for a performance based culture through collaboration and sharing of knowledge, best practices and expertise across contacts centres within government
- Develop an approach that will ensure citizen data is readily available in a consistent format to support front line professionals in their interactions with citizens and supporting managerial decision-making
- Use business intelligence to make evidence-based decisions by implementing robust reporting, analytics processes and supporting technology

**Strategy 4 Implement an overarching call centre governance structure**

- Create a structured governance framework. Establish clear roles, responsibilities and reporting lines to support the new Corporate Contact Centre model
- Implement a governance model that includes executive sponsorship, leadership, cross-functional representation and shared responsibility to enable effective decision-making



**Strategy 5    Leverage the new Agreement with TELUS (TSMA) to enable new business and call handling processes through improved IT infrastructure**

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**Strategy 6    Leverage ASD deals wherever appropriate to support a call centre strategy**

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## 8. Conclusion and Next Steps

Over the course of the development of the Corporate Contact Centre and Telephone Strategy, a number of parallel work streams were underway. The majority of this plan aligns with the Contact Centre Review project due to report back with recommendations to DMCTT in November, 2011. LCTZ consulted with MSD during the development of the plan, as the social sector represents a significant component of government operated contact centres today. LCTZ is looking to partner further with MSD as they review their requirements and plans for improved contact centre service delivery across the province.

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The next steps in contact centre planning will be determined by direction received by DMCTT from the LCTZ Contact Centre Review recommendations. This direction will in turn, help to guide the prioritization of contact centre negotiations within the TSMA for current and future services over the next several months. Furthermore, LCTZ and MSD are currently partnering to initiate a Contact Centre Community of Practice, with a plan to launch in late November 2011.

The specific actions described above are important first steps along the journey to achieving improved contact centres services provided by government. Standardizing processes, using business intelligence for decision-making, consolidation within Tiers of Service and leveraging infrastructure investments are key strategies to providing the foundation necessary to meet the current and future needs of the citizens of BC.



Ministry of  
Labour, Citizens' Services  
and Open Government

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## **2011 Service Sector Transformation and Technology Plan Corporate Contact Centre and Telephone Strategy: Leveraging STSP**

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Ministry of Labour, Citizens' Services and Open  
Government

September 13, 2011

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## **Corporate Contact Centre and Telephone Strategy Leveraging STSP**

### **1. Introduction**

Today the Government of B.C. provides services across channels that include telephone, the Internet, fax, mail, and in-person. A major theme of the eGovernment strategy, led by the Deputy Ministers' Committee: Transformation and Technology (DMCTT), is focused on expanding self-service. This is consistent with changing citizen expectations for services that are convenient and easy to access. There is also an opportunity to examine contact centres and telephone service delivery within the context of the eGovernment strategy. The Ministry of Labour, Citizens' Services and Open Government (LCTZ) has procured for Strategic Telecommunication Services (STSP) which includes hosted telephony services.

The government's corporate call centre and telephone strategy due in November 2011 will make a recommendation that aligns with and supports the eGovernment Strategy. At the core of this recommendation is a Service Delivery Framework that optimizes investments in established infrastructure and enables a coordinated, enterprise-wide approach to contact centres and telephone service delivery.

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This corporate recommendation will outline a strategy that promotes an enterprise model of contact centre and telephone provision that efficiently leverages the province's investment through the STSP project which resulted in a number of agreements. The most important agreements in relation to the Corporate Contact Centre and Telephone Strategy are the Telephone Services Master Agreement (TSMA) and the Strategic Relationship Agreement (SRA).

### 3. Background

Generally, contact centres are offices used for the purpose of answering citizen calls. Contact centres have been identified through the following criterion:

- All numbers have toll-free access (although they may also have some local numbers as well)
- Enquiry BC has identified them as a contact centre in the Enquiry BC database
- SSBC identifies them as a contact centre in its billing database
- Ministry websites and staff identify the numbers as contact centres

On November 14, 2010, DMCTT gave approval for a project to improve citizen access to government as it relates to the telephone. This direction relates to Defining Principle No. 2 from the Citizen at the Centre: B.C. Government 2.0 plan – “We will save citizens’ time in their interaction with government and make it easier to access better quality services”.

On November 30, 2010, DMCTT supported completion of a review of government contact centres with recommendations back to DMCTT on potential consolidation. The review of contact centres is a part of government’s overall Government Telephone Service Delivery (GTSD) project, which is referenced in the Service Sector Transformation and Technology Plan, and supports the goal of integrating service delivery and increasing self service options. Self Service options that are supported by the telephone channel, will improve citizen interactions with public servants by allowing them to provide higher value in-depth assistance through subject matter experts.

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On June 29, 2011, the Province posted a Notice of Intent (NOI) on BC Bid regarding the award of a 10-year strategic telecommunications services contract to TELUS. This contract will provide telecommunications and strategic services to government and its broader public sector partners, while expanding high-speed Internet connections for families and businesses in rural and remote B.C. and expanding cellular coverage along highways across the province. Pursuing this broader, more strategic long-term contract achieves the following; high speed fibre optic upgrades to almost 450 schools, over 1,700 kilometres of new cellular coverage, establishment of a new Strategic Investment Fund for initiatives aimed at transforming and improving service delivery for government, families and businesses throughout B.C. and savings based on the province’s historical growth patterns.

### 4. Strategic Context

Contact centres are a key component in citizen access to government and public services, supporting delivery of services through other channels (on-line or person-to-person), as established by the Service Delivery Framework.

The top three objectives for LCTZ to achieve its’ long-term contact centre and telephone strategy are to:

1. Improve citizen service and focus on citizen needs, specifically through improved first call resolution (including hours of operation, single point of contact, etc.).
2. Improve efficiency to address the workforce and labour market constraints that the B.C. public service is currently facing, and is anticipated to face in the future, regarding call centre staffing.
3. Leverage strategic and technology resources and investments more effectively across government contact centres.

Given advancements in technology, chronic budget pressures and proven successful models for integrating and sharing service delivery, it is now time to examine and implement new telephone service delivery models that drive efficiency improvements (i.e., savings) and quality of service benefits through a Corporate Contact Centre and Telephone Strategy. The resulting strategy will promote a Smarter Service Footprint that will be corporate in nature, more efficient and focused on citizens' changing needs.

### ***The Service Delivery Framework***

In order to understand telephone service delivery, it is important to place it in the context of service delivery as a whole. To that end, a Service Delivery Framework has been developed and endorsed by the DMCTT. This framework identifies three tiers of service and the most advantageous service delivery approaches for each tier.

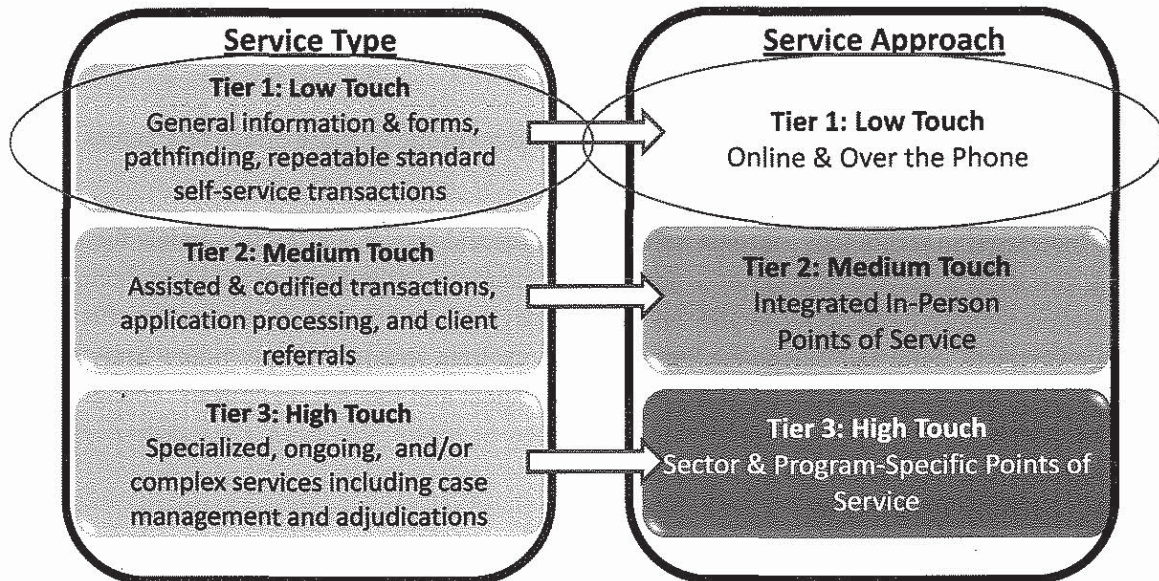
Tier 1 includes general enquiries, forms and standard repeatable service transactions. It is intended that these "low touch" services will be migrated to an electronic channel, offering self-service functionality in order to meet citizens' expectations for reliable and convenient access to services. However, Tier 1 services are also provided over the telephone and where necessary, will continue to be available in-person.

Tier 2 services are "medium touch" and involve in-person generalist assistance with codified transactions, application processing and identity authentication services.

Finally, Tier 3 includes those specialized, on-going and/or complex services and case management activities for which citizens require specialist advice, assistance and adjudication. A Tier 1, Tier 2 and Tier 3 service delivery framework can also be applied to the contact centre and telephone strategy when determining access to government information and services.



## Service Delivery Framework



### 5. Opportunity

There are high level opportunities to improve contact centre service delivery through technology enhancements including the following; integrate technology and systems to reduce repetition of information and duplicate contacts; enhance the ability of staff to connect and share information with one another; establish sophisticated and automated data collection technologies and systems; establish SWAT teams to address performance / system / resource issues; develop a better system for capturing recurring issues and themes for sharing amongst contact centres and contact centre staff; and permit more operational flexibility.

The GTSD Contact Centre Review will explore these themes further, and findings will be included in the report to DMCTT due on October 31, 2011 and in the corporate call centre and telephony strategy due for submission to the T & T process on November 4, 2011.

It has also become clear that government's service delivery needs through telecommunications are changing. It has been recognized that there is a need to continue to maintain and expand access for British Columbians to broadband Internet, particularly in rural and remote communities across B.C. There is also a need to support B.C.'s growing focus on using technology to streamline government processes, improve and expand service delivery for British Columbians and to satisfy future telecommunications demand.

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## **7. Leveraging TSMA – LCTZ Contact Centre and Telephony Strategy**

Working in conjunction with MSD and other ministries, LCTZ will continue to develop its' high level integrated, shared telephony strategy leveraging the new TSMA Agreement. LCTZ's long-term telephony plans are to develop cross-government scalable solutions within a telephony plan to meet the future needs of government service delivery. The results of the GTSD Contact Centre Review will produce findings and develop recommendations for a corporate contact centre strategy for government. The results will also provide information that will inform LCTZ on how best to provide a consolidated approach to delivering shared corporate contact centre services to ministries. Subject to the timing of technology upgrades and new services negotiated (and yet to be negotiated) within the TSMA and available funding and financing considerations, LCTZ will endeavour to offer solutions to support MSD's Contact Centre and Telephony requirements as well as those of other ministries.

LCTZ currently offers a call centre service which provides basic Automatic Call Distributor (ACD) functionality with more enhanced functionality in Victoria. The contact centre service will be evolving over time, to provide customers with improved functionality including more robust reporting and virtual contact centres which includes multimedia access networking.

The corporate contact centre strategy will leverage the TSMA to evolve its current CC6 technology to a virtual networked contact centre solution (CCA) or other solution as required for a scalable, robust corporate technology solution. The ministry will continue to utilize CC6 and VOIP to satisfy near term requirements and will migrate to IP-based contact centre services through its telephony upgrade plan.

Services to be finalized and negotiated within the new TSMA based on priorities and targets include the call centre services, CallCentre Anywhere (CCA) Services. A new type of service may be required if CCA, which is available in the TSMA, does not meet the requirements of government. In the SRA additional services may be procured with the appropriate governance approval and if they are offered by the vendor.

## **8. Leveraging TSMA through the SRA – Additional Services**

The opportunity exists through the Additional Services component of the SRA for SSBC to evolve its' contact centre and telephony services to support MSD's requirements and evolve the shared corporate telephony infrastructure to meet MSD's requirements and the broader needs of government contact centres. Potential opportunities for Additional Services can be brought forward for approval under the Agreement. Potential Opportunities would describe:

- (i) the business drivers and requirements related to the opportunity;
- (ii) the nature and scope of the opportunity, including the Global Public Sector (GPS) Entities (Core government and Broader Public Sector partners) involved;
- (iii) the anticipated timeline for acquisition, solutioning and implementation of the opportunity;
- (iv) the appropriateness of the opportunity proceeding as an Additional Service from a procurement perspective; and
- (v) project activities and resource and capital requirements.

## 9. Overarching Corporate Contact Centre Planning and Telephony Strategy Initiatives Underway

| Timelines                                                                                                                                                                               | FY10/11  | FY11/12             |                     |                     |                     | FY12/13 | FY13/14 |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|---------------------|---------------------|---------------------|---------------------|---------|---------|
| Activities and Deliverables                                                                                                                                                             | Nov 2010 | 1 <sup>st</sup> Qtr | 2 <sup>nd</sup> Qtr | 3 <sup>rd</sup> Qtr | 4 <sup>th</sup> Qtr |         |         |
| DMCTT supports Service Delivery Framework and Government Contact Centre Review                                                                                                          |          |                     |                     |                     |                     |         |         |
| GTSD Contact Centre Review Project is initiated, survey and analysis completed and recommendations due to DMCTT                                                                         |          |                     |                     |                     |                     |         |         |
| New TSMA signed with Telus for telecommunications services and implementation of the Agreement                                                                                          |          |                     |                     |                     |                     |         |         |
| Implementation of GTSD Recommendations subject to DMCTT approval to proceed                                                                                                             |          |                     |                     |                     |                     |         |         |
| LCTZ & MSD working together, to align with a new corporate contact centre strategy and to achieve MSD's contact centre and telephony needs, leveraging the TSMA.                        |          |                     |                     |                     |                     |         |         |
| A new Corporate Call Centre and Telephony Strategy – leveraging STSP, 2011 T & T Plan                                                                                                   |          |                     |                     |                     |                     |         |         |
| A new Corporate Call Centre and Telephony Strategy – 2011 T & T Plan                                                                                                                    |          |                     |                     |                     |                     |         |         |
| Subject to DMCTT approval of LCTZ and MSD 2011 T & T plans, and GTSD Contact Centre Review recommendations; proceed to secure any other approvals required to proceed to implementation |          |                     |                     |                     |                     |         |         |

# FY 2012/13 LCTZ Transformation and Technology Plan

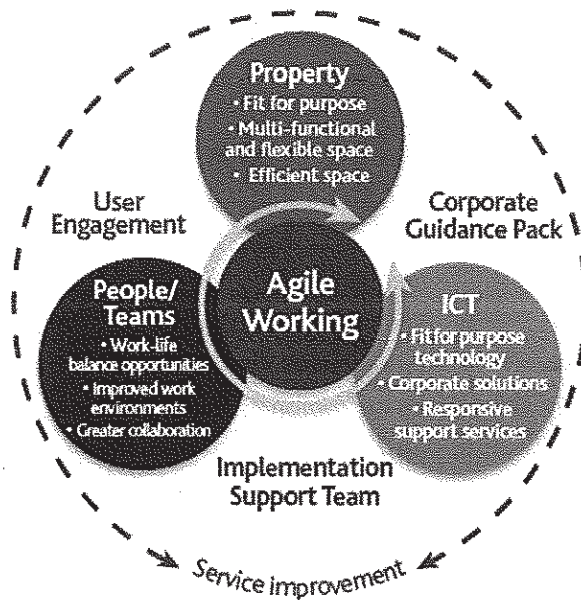
**"Develop a Leading Workplace Strategy, including a plan for collecting the necessary data across government (i.e. FTE breakdown, space footprint, etc.)."**

## Developing a Leading Workplace Strategy (LWS)

Work is increasingly seen as 'what we do' not just 'where we go'. This global shift in thinking about the nature of work and the workplace is being driven by three main triggers:

- Financial Pressures - which are compelling us to rethink our office real-estate strategies and use our assets more effectively and efficiently;
- Changing Public Service Demographics - as the overall workforce ages and shrinks there is reduced demand for space; traditional workspace design is being challenged by current employees and new talent who are looking for more choice in where, when and how they get work done;
- Technology Enablers - are fuelling the possibilities for newer more agile ways of working through by rapid advances in mobile technology that un-tethers work from space, enabling mobility and collaboration within a building, across a community or around the province.

Accommodating work can no longer be considered simply as a *Real-Estate* or a *Technology* challenge. Provision of effective work solutions that sustain or enhance program outcomes, amidst financial and demographic pressures, requires alignment of *Real-Estate*, *Technology* (IM and IT) and because of shifts to more distributed work-styles, the *Human Resources* dimension. Leading Workplace Strategies is an approach to defining and delivering agile work solutions that considers real-estate, technology and human resource streams in delivering work solutions.



## LWS – The BC Public Service Context

The Citizen Services led LWS initiative expects to explore, through pilot projects, how the BC Public Service can benefit from technological advances, leverage the real-estate portfolio and adapt organizational culture to address 4 key business objectives:

## FY 2012/13 LCTZ Transformation and Technology Plan

1. Improve employee engagement and our competitiveness as an employer to address future recruitment and retention pressures.
2. Manage an increasingly tight fiscal reality in ways that reduce operational costs so resources can be focused on service delivery to citizens.
3. Deliver services in ways that better meet citizens' evolving expectations.
4. Reduce the environmental impact of government operations to further the commitment to be a carbon neutral employer.

The 2010/11 Corporate Human Resource Plan, "Being the Best", explicitly committed to a culture based in the recognition that the BC Public Service is "a workforce of trusted professionals that embraces open communication, a collaborative work environment, and flexibility and choice in work styles and tools." Within the same plan was the commitment to "support all requests for tele-work where an employee is meeting performance expectations and there is no clear impediment to operational requirements." "Being the Best" also reinforces a commitment to supporting inclusiveness in the public service, which includes recognizing the diversity of employee work styles, preferences and requirements.

Similarly, the province's "Government 2.0 Strategy, Citizens @ the Centre" committed to:

1. Encourage better use of the technology tools available to change how the public service works on a day-to-day basis.
2. Update policies and supports to more fully enable mobile workers.
3. Make the workplace more flexible, both in terms of the physical environment and in terms of workplace policies.

The Leading Workplace Strategies initiative supports these government objectives in two ways:

1. Build a foundation for LWS
  - a. Partner with the BC Public Service Agency and the OCIO to update mobility policies to support staff choice and mobility workstyles.
  - b. Streamline and align IT, RE and HR project practices for more efficient and effective workplace/workstyle solutions.
2. Pilot/Early Implementer Projects
  - a. Test and improve foundation practices through pilot and early implementer projects ("early implementer" refers to projects where moves and changes to physical space are implemented)
  - b. Realize net cost savings through application of LWS solutions where there is an office lease expiring and impacted customers are functionally and culturally ready for LWS.
  - c. Initiate the culture and mind-set shift towards more mobile and non-territorial workstyles, even where no capital costs are triggered.



## FY 2012/13 LCTZ Transformation and Technology Plan

### Strategy Milestones To Date - Overview

- Spring 2011 - Citizens' Services/Public Service Agency cross functional team established (Real-estate, IT/IM, Technology, HR Policy and Change)
  - DMCTT Real Estate Working Group established to provide guidance to the initiative
- July 12 - DMCTT endorses LWS as a corporate initiative and development of 'WorkPoint' as companion document to 'Being the Best' and 'Gov 2.0' to inform change
- July/Aug - Ministry "Early Implementer" sites launched to test and mature project tools and mobility policies (Ministry of Education, Public Service Agency and MCFD (Richmond)).
- July/Aug - Policy reviews of OCIO information mgt for telework/PSA review of telework policies and mobility tools initiated.
- July/Aug - Workforce/Workstyle Analytics Tool identified (Teletrips); adapted for pilot in CITZ.
- Sept 14 - "WorkPoint" draft endorsed by DMCTT REWG. Release to BC Public Service anticipated for late November 2011 or early 2012 (to be confirmed).
- Aug/Sept - 5 client town halls to socialize the LWS concept across government (4 Victoria, 1 Vancouver) in support of LWS T+T submissions. Over 9 individual presentations work-sessions with sector groups.
- Sept-ongoing - Alignment of LWS criteria and early implementer opportunities with U3 and project 'Cadence' thinking for provisioning of LWS workstyles.
- Sept/Oct - Identification and roll-out of 10+ CITZ LWS pilots to advance mind-set/culture shift and build/test change management and LWS project tools.
- Sept-ongoing - Assessment of pilot and early implementer outcomes; tool and practice course corrections with next pilots as required.
- Nov - Review of T+T sector submissions for LWS opportunity assessment.

### **Plan for Collecting Data Across Government**

To effectively define and implement LWS solutions across government, ministry decision-makers require a solid understanding of the functionally defined work-styles that comprise their workforce. Best practice research conducted by SSBC earlier this year suggests that most organizations, public and private, land on 3 work-styles: Resident, Internally Mobile, Externally Mobile with Tele-work being one type of externally mobile worker (Appendix 1).

The approach being considered by Citizens' Services and the PSA in this first and developmental year:

### Workforce Analytics:

*(Q2 through Q4 – 2011/12) Enterprise level workforce/work-style analytics tool -*

Identify, adapt and pilot an enterprise level workstyle assessment tool across Citizen Services. This tool will be evaluated at the ministry level for further deployment to ministry customer pilots and early implementer sites through 2012/13.

## FY 2012/13 LCTZ Transformation and Technology Plan

### *(Q2 through Q4 – 2011/12) Project Level Work-style Analytics (Deeper Dive) -*

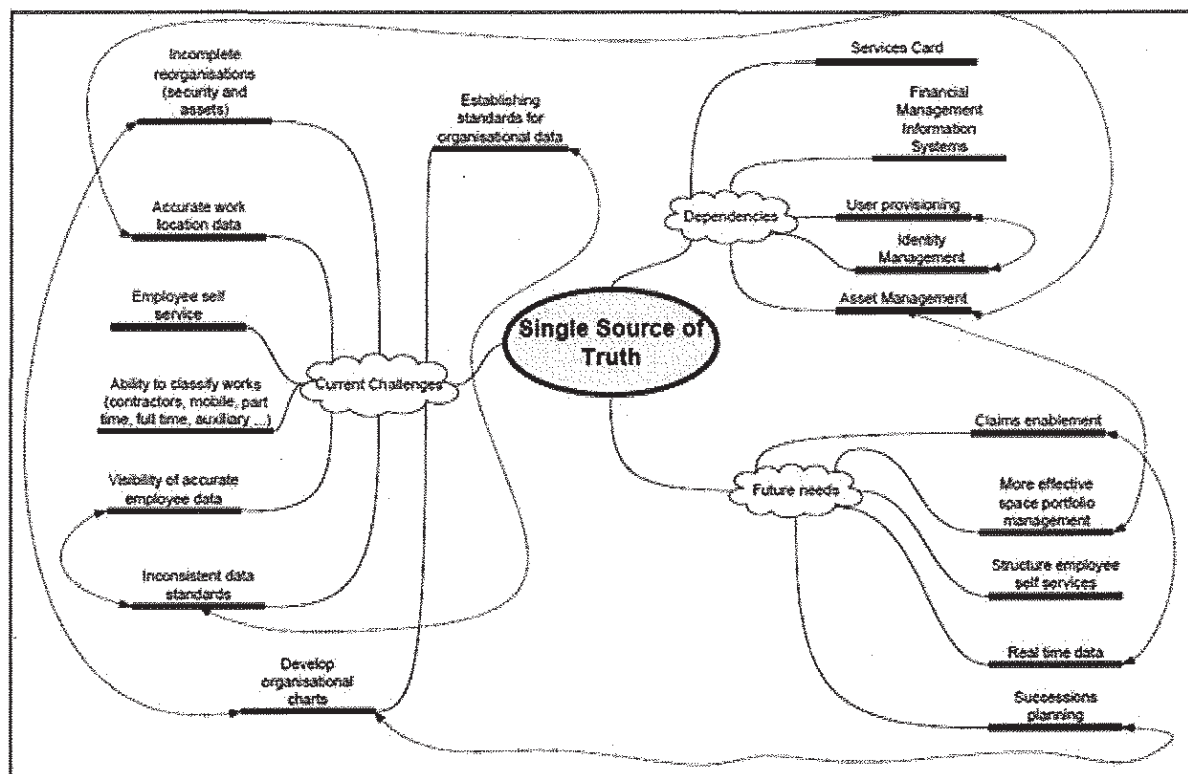
Develop a next level, 'deeper dive' approach to assessing, defining and implementing workstyle/LWS solutions at the project level.

### *(Q2 through Q4 – 2011/12 ongoing) Workspace/Workstyle Analytics: Staff by Location*

The PSA is leading a "Single Source of Truth" for employee and organizational data. Citizens' Services will work with the PSA to identify "rentable square meters x headcount x ministry (branch/department) by address (building/floor).

This strategy will consider possible alignment of SSBC @Real facility data with the PSA "Single Source of Truth for Employee and Organizational Data". This data integration will enable more rapid and accurate definition and implementation of LWS opportunities at branch, ministry and community levels. It may, ultimately, enable real-time definition of staff work-style and workstation provisioning by location.

Citizens' Services will collaborate with the PSA, leveraging their "Single Source of Truth for Employee and Organizational Data" program, to achieve portfolio analytics noted above. The complete PSA Approach and Plan is contained in the document "Single Source of Truth", attached as Appendix 2.



## FY 2012/13 LCTZ Transformation and Technology Plan

*Short-term Specific Deliverables: Present to August 31, 2012*

*Areas of focus for Citizens' Services, in support of the PSA program include:*

- *Contribute to PSA led cross-functional initiative team. Citizens' Services will participate in inputs pertinent to the broader need and to LWS workspace tool development.*
- *Determine what key data elements comprise employee and organizational data.*
- *Investigate ability to leverage SSBC location data set to replace the existing PSA location codes and addresses thereby unifying the location information as an initial step.*
- *Determine a methodology to 'cleanse', improve and maintain data quality, specifically who will maintain location data, as a required precursor for blending of Citizens' Services and PSA data sets.*
- *Determine best 'ownership' for organizational data, specifically employee location data. This information could reside on @Real or be embedded in IDIR. This Citizens' Services data would function as a 'backfeed' to PSA for this information, thereby diminishing data maintenance pressure on PSA.*
- *Identify business applications that utilize the defined data elements and create an inventory for planning purposes within the Agency and with stakeholders including the @Real application.*
- *Implement a common location code, and build reporting*

*Medium Term: April 1, 2012 – August 31, 2012*

- *Develop an automated process to enable movement of staff and modification of organizational structures that can be maintained and managed directly by affected ministries.*
- *Determine data sharing opportunities (e.g. with @Real for facilities data) with the intent to expand electronic interfaces where appropriate and eliminate data transfers where no longer valid.*
- *Early wins will be explored including ability to identify staff by location leveraging HR data and real-estate enterprise applications to support portfolio management and work style transformation.*

*Long Term Roadmap: March 2013 and onwards*

The longer term roadmap defined by the PSA looks further into the future to define a direction that supports the long term goals of data integrity, authoritative source of data and links to various other related projects and initiatives to deliver on Government's long term vision. It is envisioned that some of the longer term deliverables will require capital and increased operational funding. These details are described in the PSA's "Single Source of Truth for Employee and Organizational Data" provided as Appendix 2.

## FY 2012/13 LCTZ Transformation and Technology Plan

### Workplace Analytics:

*(Q2 through Q4 – 2011/12 and ongoing) Identify Lease Drops triggers for LWS Opportunities -*

This will form part ongoing Community Space Review and the Client Annual Space Planning with an initial focus on government office space in Victoria.

### Trend and LWS Opportunity Identification

*(2012/13 and ongoing) Identify sector business trends and opportunities -*

Through the Technology and Transformation process and the SSBC 'annual planning process' build shared awareness with SSBC, partners and customers of out-year LWS opportunities that align with government and ministry financial, program and staffing priorities.

**"Articulate strategies for implementing the Leading Workplace Strategies, including identifying the demographic profile of current employee workstyles and how they will change over time."**

### **Strategies for Implementing Leading Workplace Strategies – Building the Foundation**

Leading Workplace Strategies is both a real-estate optimization strategy and a contributor to the ongoing transformation of the BC Public Service. The success of LWS requires alignment of strategy and action across real-estate, technology and human resources streams.

*(Q1 through Q3 – 2011/12) Build Public Service awareness Develop and Issue "WorkPoint" -*

Create and issue a companion document to "Being the Best" and "Citizens at the Centre" that explores how commitments to 'flexibility' and 'mobility' in the workplace will be applied to pilot a new approach to working that harnesses the potential of information communication technology, the opportunities of the real-estate portfolio and the expectations and attitudes of employees and employers.

*(Q2-Q4 – 2011/12 ongoing) Build stakeholder awareness -*

- Conduct targeted Technology and Transformation town halls, client forums, presentations to SSBC customer advisory bodies, customer tours of 'early implementer' sites to build awareness and aid in organizational culture shifts.
- Leverage on line channels: @work (PSA/PSI) for broad sharing of LWS concepts, business benefits, videos, blogs for lessons learned and discussions from pilot sites.

*(Q1-Q4– 2011/12) Develop Proof of Concept for Flexible Work Policies and Guidelines in collaboration with the OCIO and PSA. The focus will include development of:*

- Flexible Workplace Toolkit Employees and Managers/Supervisors (readiness and suitability)
  - Revised HR policy to enable flexible work (e.g., telework agreement, occupational health and safety)
  - Frequently Asked Questions and Answers to address flexible work myths
  - Eligibility guidelines for flexible work guidelines:



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- Support for managers/supervisors to implement and monitor flexible work (e.g., performance management and performance coaches)
- Training (e.g. having difficult conversations, communicating performance expectations, managing a virtual team, using collaboration tools and workplace etiquette for new ways of working)
- Updated space and technology provisioning guidelines (e.g. to replace Government Office Space Standards) to reflect new ways of accommodating work and the increasing integration of real-estate and technology in solution definition.
- Privacy\Security\Records for the protection of government information, including personal and confidential information.
- Working Outside the Workplace policy (OCIO) revised to accommodate telework
- SSBC processes that may currently present a challenge to mobile workstyles e.g.:
  - iStore orders – ‘teleworking’ option versus specific orders for every component
  - Standard work tool set – versus choice in toolsets (e.g. Bring your own device; laptop vs desktop)
  - Provisioning – laptops/tablets, web cams, headsets versus desktops as default
  - Connectivity and costs – ease of access to/use of VPN, DTS, internet cafe, home
- Test, track and improve new methodologies and policies through LWS pilots and ‘early implementer sites’.

*(Q3-Q4 – 2011/12 ongoing) Align SSBC project processes for more efficient LWS project delivery -*

- Identify key project process and tool alignment opportunities across SSBC and with the PSA and OCIO (real-estate, IT, HR) that result in more expedient, effective and efficient solution delivery.

*(Q1-Q4 – 2011/12 ongoing) Learn through Pilots and Early Implementation Sites -*

LWS represents a significant change in how the BC Public Service works, including shifts in organizational culture, individual mind-sets as well as changes in some enabling policies and approaches to providing workspace and work tools. The shifts will be achieved through ‘starting small’ and learning quickly through a succession of pilots or “early implementation sites”.

- Conduct a series of Leading Workplace Strategies pilot and early implementer sites in Victoria to establish effective deployment and support processes for a broader corporate implementation in future years.
- Develop and test training materials, guidelines and other resources designed to help supervisors and mobile workers establish successful mobile working experiences.
- Ensure technology provisioning aligns with planning for a number of other related initiatives, including tele-presence services, “bring your own device” smart-phone and computer concepts, and the planned U3 corporate computer refresh project.
- Build the conditions for success to make LWS part of ‘business as usual’ for accountable SSBC, PSA and customer stakeholders.



# FY 2012/13 LCTZ Transformation and Technology Plan

## Appendix 1: Work Styles

| Resident                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Internally Mobile                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Externally Mobile                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Assigned<br>(requires a dedicated workspace)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Flexible<br>(may spend the majority of a day away from an individual workspace engaged in internal collaboration)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Mobile<br>(spends the majority of a day outside of base workplace)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Teleworker<br>(spends the majority of a week working from home)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|  <p>The employee has a dedicated workspace in a particular location within the organization that is provided for their exclusive use while at the office. Because of the employee's work requirements, the daily use of a workspace within a specific location is necessary. The employee rarely works from an alternate location. Employees generally most suited to be Assigned are non-mobile, may have a frequent need for immediate face-to-face interaction with co-workers, and have special IT or physical resource needs that make their work place-dependant.</p> |  <p>To support high levels of internal mobility within an organization the employee has the ability to work from a variety of spaces and locations. The employee may also work from home for up to 2 days a week, based on suitability and desire. They do not have a dedicated workspace in the office. When in the office they use shared workspaces and collaborative space within departmental areas or reservable space in other organizational locations. Employees generally most suited to be flexible are internally mobile, desire choice and variety in the options available to work and interact with individuals across the organization, and most often have the ability and need to work on the go.</p> |  <p>To support high levels of external mobility the employee has the ability to work from a variety of places outside of the organizations' locations. The employee may also have their work primarily from home for up to 2 days a week, based on suitability and desire. They do not have a dedicated workspace in the office. Employees generally most suited to be Mobile are externally mobile, have a frequent need for face-to-face interaction with partners, vendors, or customers, and most often have the ability and need to work on the go.</p> |  <p>The employee's home is their primary place of work. In a typical week they will spend 3 or more days working from their home office. They do not have an assigned office or workspace in any one location. When they have a need to be in the office they use shared workspace on an availability or reservation basis. Employees generally most suited to be home based are non-mobile, have an autonomous workstyle with low special resource needs.</p>                                                                                   |
| <b>Jason</b><br>Resident <p><i>"In order to help people when they get stuck I need to reference various files to provide current and timely feedback. While I work around others I don't often need to collaborate with them"</i></p> <p>Navigates government process on a daily basis. Typically spends more than 60% of his time at his desk working on his computer. Works independently, but assists others in their work. Workload is steady with the exception of peak periods. Requires a specific assigned workspace with specialized IT infrastructure and tools, or access to physical shared resources to achieve work objectives.</p>            | <b>Sonia</b><br>Internally Mobile <p><i>"I need to keep up with changing client needs, informing and advising others within our Head Office. I'm often away from my workspace meeting with others and juggling priorities."</i></p> <ul style="list-style-type: none"> <li>• She's typically away from her desk more than 60% of the time, often in meetings on and off site</li> <li>• Requires space for physical presence with her direct reports, clients or customers</li> <li>• Reliant on various mobility technology to achieve work goals</li> </ul>                                                                                                                                                                                                                                            | <b>Kevin</b><br>Externally Mobile <p><i>"To get the information I need, I have to collect it off-site. I spend most of my time outside of the office. When I do go into the office I feel more connected to everyone else."</i></p> <ul style="list-style-type: none"> <li>• Nature of work doesn't require a dedicated workspace</li> <li>• Typically less than 25% of time is spent in an office space and much of this time is spent in meeting rooms or shared workspaces</li> <li>• The office space isn't the main tool he uses to get his job done</li> </ul>                                                                          | <b>Deb</b><br>Teleworker <p><i>"I can access and provide people with the information needed from home. It's great to be able to have the option to work from home... while still feeling connected to the workplace when I do come in"</i></p> <p>Navigates government process on a daily basis. Typically spends more than 80% of her time at her desk working on her computer. Works independently, but assists others in their work through email and phone conversations. Does not require a specific assigned workspace or access to physical shared resources but rather relies on technology to achieve work objectives.</p> |

# **FY 2012/13 LCTZ Transformation and Technology Plan**

## **Appendix 2: BC Public Service Agency ("Single Source of Truth") – T and T Submission**

# Single Source of Truth

## for Employee and Organizational Data

### Approach and Plan

---

Completion Date: October 21, 2011



## FY 2012 – 2013 BC Public Service Agency, Technology and Transformation Plan

|                                                                               |          |
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## 1.0 Introduction

The BC Public Service Agency is transforming human resource processes and systems to a fully integrated human resources service delivery model that supports the goals articulated in the Corporate Human Resource Plan, *Being the Best*. Part of this transformation is to align with, and support government's vision for *Citizens @ The Center* and the related *IM/IT Enablers Strategy*. The Agency has been tasked by the Deputy Ministers Council on Transformation & Technology to deliver a plan and approach for implementing a project to deliver the Single Source of Truth for Employee and Organizational data.

Through transformation and technology, the BC Public Service Agency's new service delivery model is creating efficiencies that move human resources staff away from performing transactional activities towards investments in more strategic and specialized human resources services for our clients. To achieve these goals, the Agency is reshaping its programs, practices, organizational structure and service delivery model to deliver a reliable, consistent, and excellent customer service experience for close to 30,000 employees working within the BC Public Service.

By streamlining, standardizing and automating as many of the routine transactions as possible, the Agency has been able to redirect existing funding to higher priority areas and services that will support the BC Public Service's transition to protect critical public services into the future. These efforts also allow the Agency to supply value-added data and information to inform customers; to strengthen employment policies and bolster other human resource related activities.

The Agency is focused on the growing momentum of sharing human resources data. There are enormous benefits to the BC Public Service and the Agency as clients adapt, share and combine data in new and creative ways. A "Single Source of Truth" for employee and organizational data directly supports this vision. In order to achieve this deliverable, the Agency is collaborating with service sector and ministry partners, including the Office of the Chief Information Officer, the Comptroller General and Shared Services BC to develop a clear and inclusive approach, as the requirement to actively manage and leverage the authoritative source for this data spans the sector.

## 2.0 Background

A significant step to the successful implementation of a "Single Source of Truth" for employee and organizational data, involves evaluating the current state of government's data stores. Over a period of many years, Ministries and Agencies have developed systems to capture employee and organizational data, supporting individual business objectives. In some cases, data from





one system electronically updates a secondary system; however in a significant number of cases, these data elements are updated manually, in independent, stand alone systems. When the information is added, changed or removed, it is quite often done independently which then leads to poor data quality and multiple sources of truth. This inhibits the ability to aggregate and leverage this data in support of the stated principles of Citizens at the center, namely *"we will empower citizens to create value from open government data"* and *"we will encourage collaboration in the public service because it is integral to delivering quality services to citizens"*

## **2.1 Increasing the Value of Corporate Data**

With the introduction of key strategic planning processes, such as the Corporate HR Plan and the Work Environment Survey (WES), government utilizes employee and organizational data for key corporate decision making, provisioning of services and integrated business processes. Specific examples of the use of this information are workforce planning analytics to help Ministries develop staffing strategies and work transformation opportunities. This same data is also utilized to inform real-estate portfolio management at an enterprise scale, provisioning of staff for evolving, more mobile and non-territorial work styles, information technology services for employees as well as providing health and productivity information to understand trends that inform the development of programs.

As the formal custodianship and ownership of employee and organizational data has never been mandated, the province is missing valuable opportunities to garner quality corporate information and intelligence to support strategic decision making.

Not Responsive



FY 2012 – 2013 BC Public Service Agency, Technology and Transformation Plan

Not Responsive



## FY 2012 – 2013 BC Public Service Agency, Technology and Transformation Plan

Not Responsive

Not Responsive

### 3.0 Sector Engagement

The Agency also needs to survey what applications that contain employee and organizational data exist in other parts of the service sector and the broader Ministry pool of computer systems. To support this endeavor, the Agency has held sessions with stakeholders who also have a vested interest in the success of this initiative.

To date, a number of collaborative sessions have occurred to support the development of this plan. Representatives from all areas of the Service Sector have been consulted for a recommended approach moving forward. Given the extensive nature of this request, the Agency is recommending a stepped approach to the implementation of a Single Source of Truth for employee and organizational data.

Topic areas discussed to date include the lack of data standards, inconsistent organizational structures, timeliness of data updates, asset management, data accuracy, and data governance issues. These items along with many other considerations are depicted below in Figure 3.0:

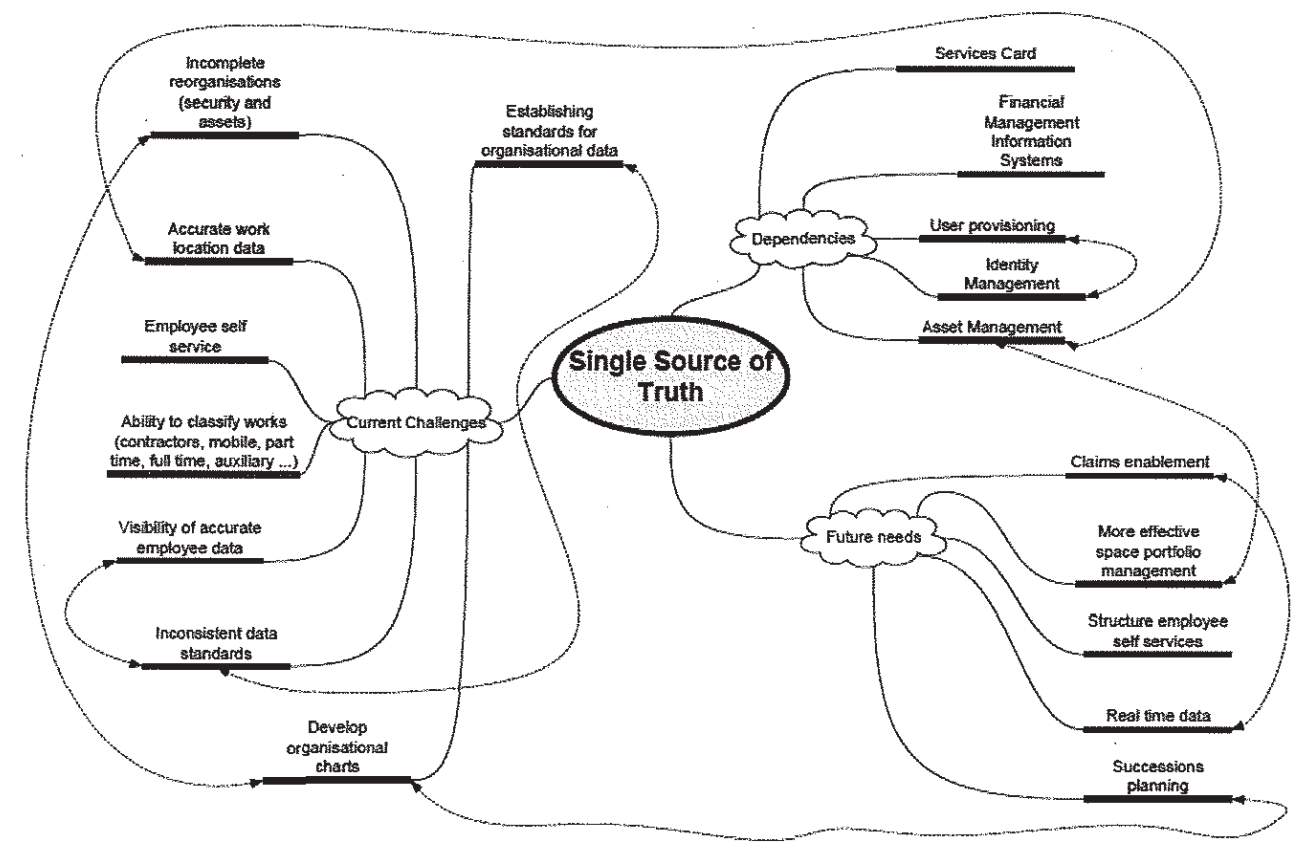


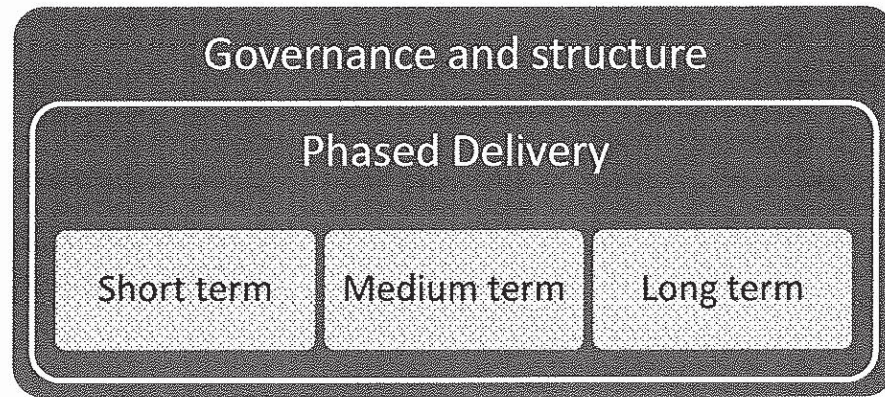
Figure 3.0

## 4.0 Phased Delivery Structure

Based on discussions and consultation with stakeholders, it is recommended that a phased approach is undertaken to develop a Single Source of Truth for employee and organizational data. The approach is broken down into four specific areas of activity. At the forefront of this approach is proper data governance and sound data structures targeted towards building systemic and policy frameworks enabling the sustainability of the process and data integrity over the long term.

This aspect of the project is expected to grow and evolve as we progress through the delivery phases so that appropriate controls and policy are updated and remain relevant as the project unfolds. Reviewing existing legislation and policies surrounding employee and organizational data will be required. It is also important to understand controls currently in place to monitor data compliance and standards.





#### ***4.1 Short- term Specific Deliverables - Present – March 31, 2012***

The following tasks can be achieved by March 31, 2012 and can be delivered within the existing budgetary and resource constraints:

- Determine what key data elements comprise employee and organizational data. Identify business applications that utilize the defined data elements and create an inventory for planning purposes within the Agency;
- Develop awareness and linkages with applications and platforms 'outside' of the Agency.

#### ***4.2 Medium Term - April 1, 2012 – August 31, 2012***

The following deliverables will be completed by August 31, 2012 and will be managed within the existing budget framework:

- An automated process to enable the movement of staff and modification of organizational structures due to realignment or changing business needs that can be maintained and managed directly by affected ministries;
- Early wins will be explored including ability to identify staff by location leveraging HR data and real-estate enterprise applications to support portfolio management and work style transformation;
- Determine data sharing opportunities and understand current data sharing channels with the intent to expand electronic interfaces where appropriate and eliminate data transfers where no longer valid.

### **4.3 Long Term Roadmap – March 2013 onwards**

The longer term roadmap looks further into the future to define a direction that supports the long term goals of data integrity, authoritative source of data and links to various other related projects and initiatives to deliver on Government's long term vision. It is envisioned that some of the longer term deliverables will require capital and increased operational funding. Items to be considered include:

- Determine current usage levels of employee and organizational data and establish authoritative sources for individual data sets across the public service;
- Engage stakeholders, including the Office of the Chief Information Officer, Shared Services BC and the Agency to develop a workable approach to future data sharing needs and approaches to a data sustainment methodology. This will include:
  - Mapping inter-relationships among all stakeholders from a corporate systems perspective;
  - Embrace the BC Services Card vision (Smart Card Technology);
  - Attain formal recognition from the Office of the Chief Information Officer as the authoritative source of employee and organizational data for government;
  - Develop and refine workspace provisioning and real-estate portfolio management tools.

The table below (Section 3.0) represents the key deliverables noted above in further detail with critical dates and outcomes.

| Short Term Deliverable – November 2011 – March 31, 2012 |                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                           |               |
|---------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|
| Current Status                                          | Action Plan                                                                                                                                                                                                                                                                                                                                                                                                                                                | Assigned To                                                                                                                                                                               | Target Date   |
| <b>Key Deliverable: Data Elements</b>                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                           |               |
| Data Ownership                                          | <p>Identify data and current controls:</p> <ul style="list-style-type: none"> <li>• Document first draft of data elements:</li> <li>• Data definitions of identified data elements</li> <li>• Agency and Partners - business owner of data element               <ul style="list-style-type: none"> <li>○ List Agency and Partners business owners;</li> <li>○ Meet with business owners;</li> <li>○ Identify data elements in use.</li> </ul> </li> </ul> | <p>Public Service Agency:</p> <ul style="list-style-type: none"> <li>• HR Information Management Branch</li> <li>• Consult with: Partner agencies including Citizens' Services</li> </ul> | December 2011 |
| Data Management                                         | <p>List of controls currently in place to monitor the data elements:</p> <ul style="list-style-type: none"> <li>• Agency Lines of business: controls in place</li> <li>• Agency corporate quality assurance</li> <li>• Current Security controls</li> <li>• Physical controls</li> <li>• Policy</li> </ul>                                                                                                                                                 | <p>Public Service Agency:</p> <ul style="list-style-type: none"> <li>• Business Performance</li> <li>• Human Resources Management Systems</li> <li>• Agency Task Force</li> </ul>         | March 2012    |





# FY 2012 – 2013 BC Public Service Agency, Technology and Transformation Plan

| <b>Key Deliverable: Identify Agency Applications</b>                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                             |                   |
|-------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|
| <p>Authoritative Source for employee and organizational data: "As is State"</p> <p>Identify Risks</p> | <p>Identify Agency applications using the data:</p> <ul style="list-style-type: none"> <li>List of BC Public Service Agency applications that utilize the identified employee tombstone data. Summary of "as is" state (e.g. missing, inaccurate, contradictory data) of the scoped employee tombstone and organizational data within the BC Public Service Agency</li> <li>Risks Analysis for future from Agency perspective: <ul style="list-style-type: none"> <li>controls: access, business processes, security incident, monitor and control employee tombstone and organization compliance by the Agency</li> </ul> </li> </ul> | <p>Public Service Agency:</p> <ul style="list-style-type: none"> <li>Business Performance</li> <li>Human Resources Management Systems</li> <li>Agency Task Force</li> </ul> | <p>March 2012</p> |
| <b>Key Deliverable: Policy and Governance</b>                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                             |                   |
| <p>Establish a sector-wide governance structure:</p>                                                  | <p>Legislation and Policy:</p> <ul style="list-style-type: none"> <li>Understand current legislation and policies related to employee and organizational data</li> <li>Recommend and draft updates if required</li> </ul> <p>Establish Governance:</p>                                                                                                                                                                                                                                                                                                                                                                                 | <p>Public Service Agency:</p> <ul style="list-style-type: none"> <li>Business Performance</li> <li>Human Resources Management Systems</li> </ul>                            | <p>March 2012</p> |
| <p>Establish sector-wide governance structure with clear mandate</p>                                  | <ul style="list-style-type: none"> <li>Identify sector-wide stakeholders of employee and organizational data</li> <li>Formalize the governance group for employee and organizational data</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                   | <p>Public Service Agency:</p> <ul style="list-style-type: none"> <li>Human Resources Management Systems</li> </ul>                                                          | <p>March 2012</p> |



| Medium Term Deliverables – November 1, 2011 – August 31, 2012                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                      |             |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|
| Current Status                                                                                                                                              | Action Plan                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Assigned To                                                                                                                                                                                                                                                                                                          | Target Date |
| <b>Key Deliverable: Corporate Data Use and Sharing Opportunities</b>                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                      |             |
| <p>Corporate Data Utilization:</p> <ul style="list-style-type: none"> <li>Identify the uses of the data, and sharing opportunities and channels.</li> </ul> | <ul style="list-style-type: none"> <li>"As is state" for sector: what is broken (reference notes from October 7 meeting)</li> <li>Meetings with HR, IT, Finance and other stakeholders to gather business needs for employee and organizational data</li> <li>Needs Analysis for future:               <ul style="list-style-type: none"> <li>Agency</li> <li>Sector</li> <li>BC Public Service</li> </ul> </li> <li>Broader public service (TBD)</li> </ul> | <ul style="list-style-type: none"> <li>Public Service Agency</li> <li>Integrated Workplace Solutions</li> <li>Business Workforce Transformation</li> <li>Information Management Branch</li> <li>BC Stats</li> <li>Steering Committee includes: Service Sector solution architects from Shared Services BC</li> </ul> | August 2012 |
| <b>Key Deliverable: Automated Reorganization</b>                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                      |             |
| Automated Reorganization                                                                                                                                    | <p>An automated process to enable the movement of staff and modification of organizational structures due to realignment or changing business needs that can be maintained and managed directly by affected ministries. Planning for phase two of Automated Reorganization includes information related to real-estate/facility occupancies and asset consumption/transfer managed by Citizen Services (SSBC).</p>                                           | <ul style="list-style-type: none"> <li>Human Resources Management Systems</li> <li>Citizen Services (Client Service Division and Integrated Workforce Solutions)</li> </ul>                                                                                                                                          | August 2012 |





# FY 2012 – 2013 BC Public Service Agency, Technology and Transformation Plan

| Key Deliverable: Policy and Governance                        |                                                                                                                                                                                     |                                                                                                                                               |             |
|---------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------|-------------|
| Establish a sector-wide governance structure:                 | Legislation and Policy: <ul style="list-style-type: none"> <li>• Consultations on the draft employee and organizational data policy</li> <li>• Communicate and implement</li> </ul> | Public Service Agency: <ul style="list-style-type: none"> <li>• Business Performance</li> <li>• Human Resources Management Systems</li> </ul> | August 2012 |
| Establish sector-wide governance structure with clear mandate | Establish Governance: <ul style="list-style-type: none"> <li>• Establish sector-wide governance group</li> <li>• Define mandate of governance group</li> </ul>                      | Public Service Agency: <ul style="list-style-type: none"> <li>• Human Resources Management Systems</li> </ul>                                 | August 2012 |

| Long Term Deliverables – November 1, 2011 – March 31, 2013 and beyond                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                            |             |
|----------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|
| Current Status                                                                                                                                     | Action Plan                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Assigned To                                                                                                                                                                                                | Target Date |
| <b>Key Deliverable: Vision and Stakeholder Management</b><br><br>Define a 5 – 10 year vision for corporate use of employee and organizational data | <u>The Vision</u> <ul style="list-style-type: none"> <li>• Map inter-relationships between all stakeholders from a corporate systems perspective</li> <li>• For example, embrace the BC Services Card (Smart Card Technology) in conjunction with Office of the Chief Information Officer's office</li> <li>• Draft a vision</li> <li>• Identify potential impacts to current applications at end state of vision</li> <li>• Citizen services card project</li> </ul> Authoritative source of data – Standards | Public Service Agency: <ul style="list-style-type: none"> <li>• Business Performance</li> <li>• Human Resources Management Systems</li> <li>• Shared Services BC</li> <li>• Solution Architects</li> </ul> | March 2013  |



# FY 2012 – 2013 BC Public Service Agency, Technology and Transformation Plan

|                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                             |     |
|-------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|-----|
| <ul style="list-style-type: none"> <li>Set procedures</li> <li>Set priorities for conversion</li> <li>Action</li> </ul> | <p><u>Action:</u> Work with stakeholders to action data utilization of new applications using employee and organizational data</p> <ul style="list-style-type: none"> <li>Set procedures for all applications to follow when using employee and organizational data</li> <li>Work with Office of the Chief Information Officer to establish priority applications for conversion to employee and organizational data standards</li> <li>Work with stakeholders to action the data conversion</li> <li>Authoritative Source Interface Development</li> </ul> | <ul style="list-style-type: none"> <li>Public Service Agency</li> <li>Service Sector Solution Architects from Shared Services BC</li> </ul> | TBD |
| <b>Key Deliverable: Policy, Governance and Sustainment</b>                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                             |     |
| Establish a sector-wide governance structure:                                                                           | <ul style="list-style-type: none"> <li>Consultations on the draft employee and organizational data policy</li> <li>Communicate and implement</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                     | Public Service Agency: <ul style="list-style-type: none"> <li>Business Performance</li> <li>Human Resources Management Systems</li> </ul>   | TBD |
| Establish sector-wide governance structure with clear mandate                                                           | <p><u>Establish Governance:</u></p> <ul style="list-style-type: none"> <li>Establish sector-wide governance group</li> <li>Define mandate of governance group</li> </ul> <p>Formalize the governance group for employee and organizational data</p>                                                                                                                                                                                                                                                                                                         | <ul style="list-style-type: none"> <li>Human Resources Management Systems</li> </ul>                                                        | TBD |
| Sustainment                                                                                                             | <p><u>Sustainment:</u></p> <ul style="list-style-type: none"> <li>Develop Agency sustainment model responsible for maintaining and monitoring the employee and organizational data (per scope phase): people, processes and tools</li> <li>Implement Agency sustainment model: people, processes and tools</li> </ul>                                                                                                                                                                                                                                       | Public Service Agency                                                                                                                       | TBD |



# OFFICE SPACE STRATEGY VICTORIA

DMCTT – July 12, 2011

CONFIDENTIAL FOR DISCUSSION PURPOSES ONLY



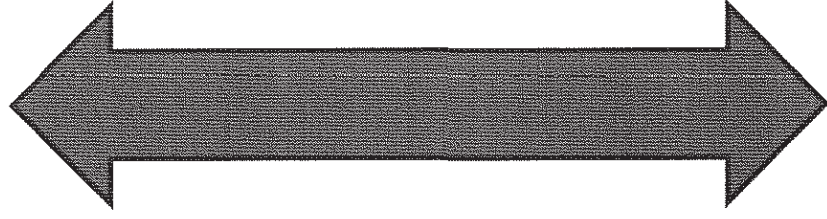
# **OFFICE SPACE STRATEGY - VICTORIA**

## **AGENDA**

- 1. Leading Workplace Strategies – Portfolio Context**
- 2. Leading Workplace Strategies – Content Education**
- 3. Victoria Office Space Strategy - Overview**

# REAL ESTATE OFFICE STRATEGY – CONTEXT

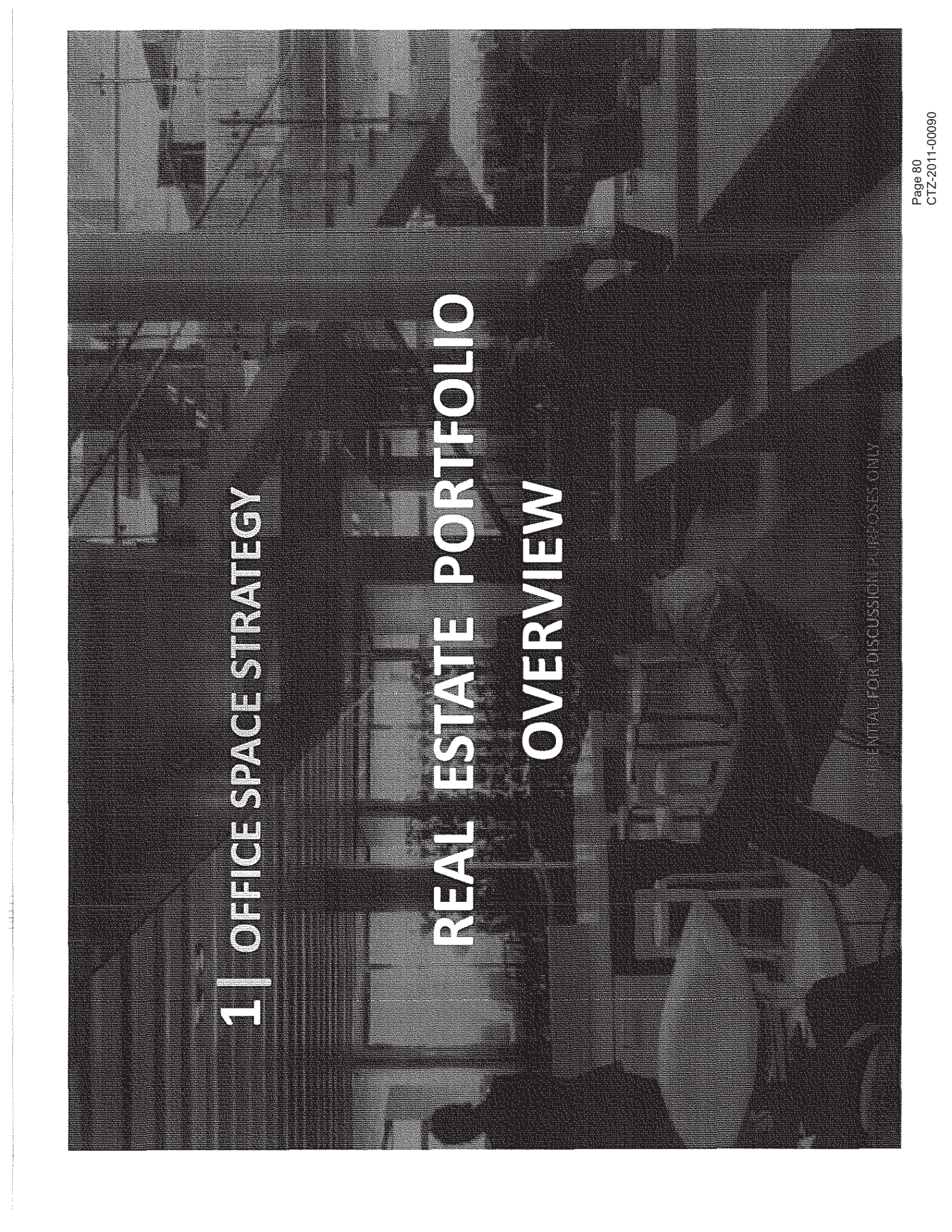
October, 2010



June, 2011

- SSBC Environmental Scan to DMCTT
- Real Estate Working Group established
- Develop RE Strategy as companion document to “Citizen’s at the Centre: Gov 2.0”
- Focus on Office Space Strategy
- Develop LWS (Victoria Office) concept





# 1 | OFFICE SPACE STRATEGY

# REAL ESTATE PORTFOLIO OVERVIEW

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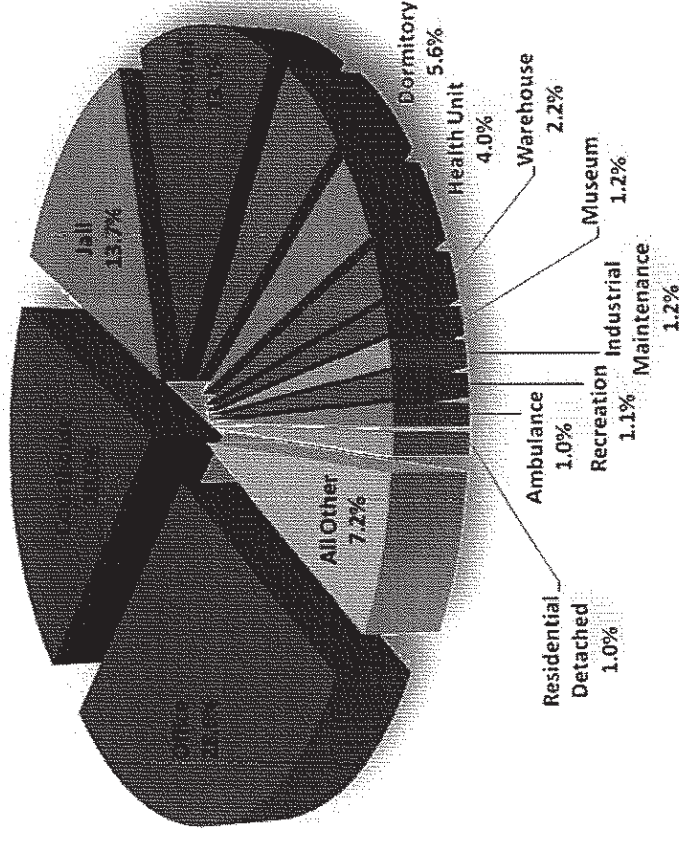


# LWS – PORTFOLIO CONTEXT

## SSBC OWNED PORTFOLIO

### Dimensions:

- 660 buildings
- 9.6 million square feet of space
  - 27 buildings > 100,000 sf
  - 20 buildings between 50,000 & 100,000 sf
  - 120 buildings between 10,000 & 50,000 sf
  - 490 buildings under 10,000 sf
- Presence in 102 communities

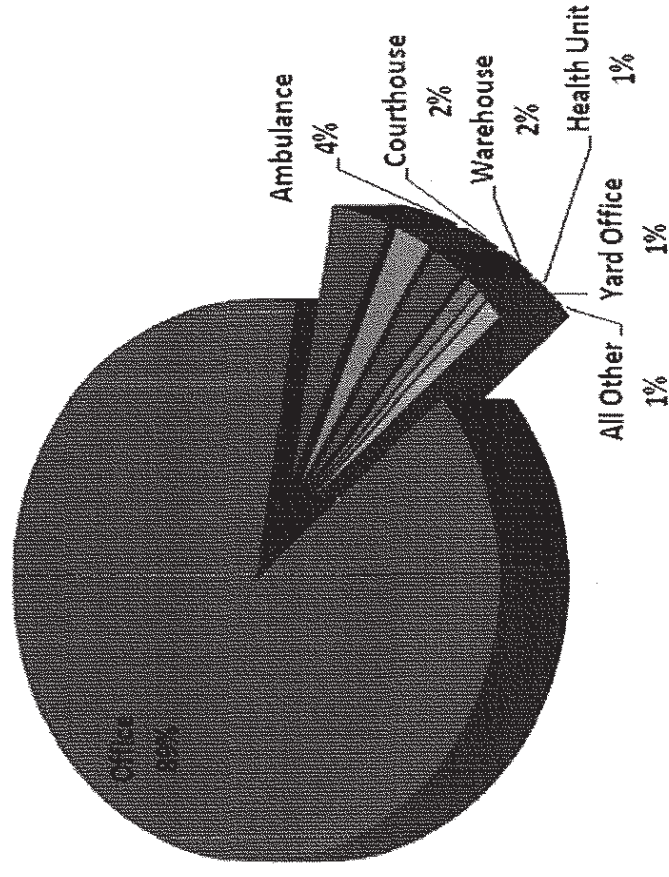


# LWS – PORTFOLIO CONTEXT

## SSBC LEASED PORTFOLIO

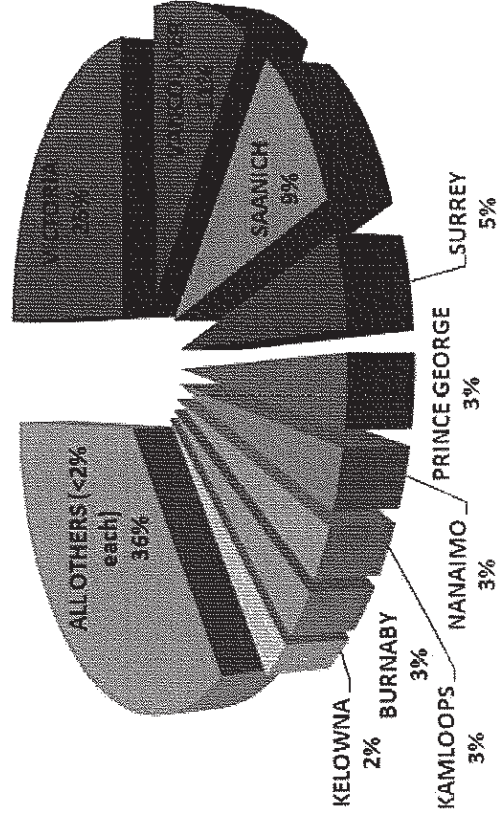
### Dimensions:

- +/- 1000 leases (excluding land leases)
- 7.4 million square feet of space
- Predominantly office space
- Typical lease term is five years
- Annual payments to Landlords \$165M
- Additional WSI provided O&M \$26M



# LWS – PORTFOLIO CONTEXT

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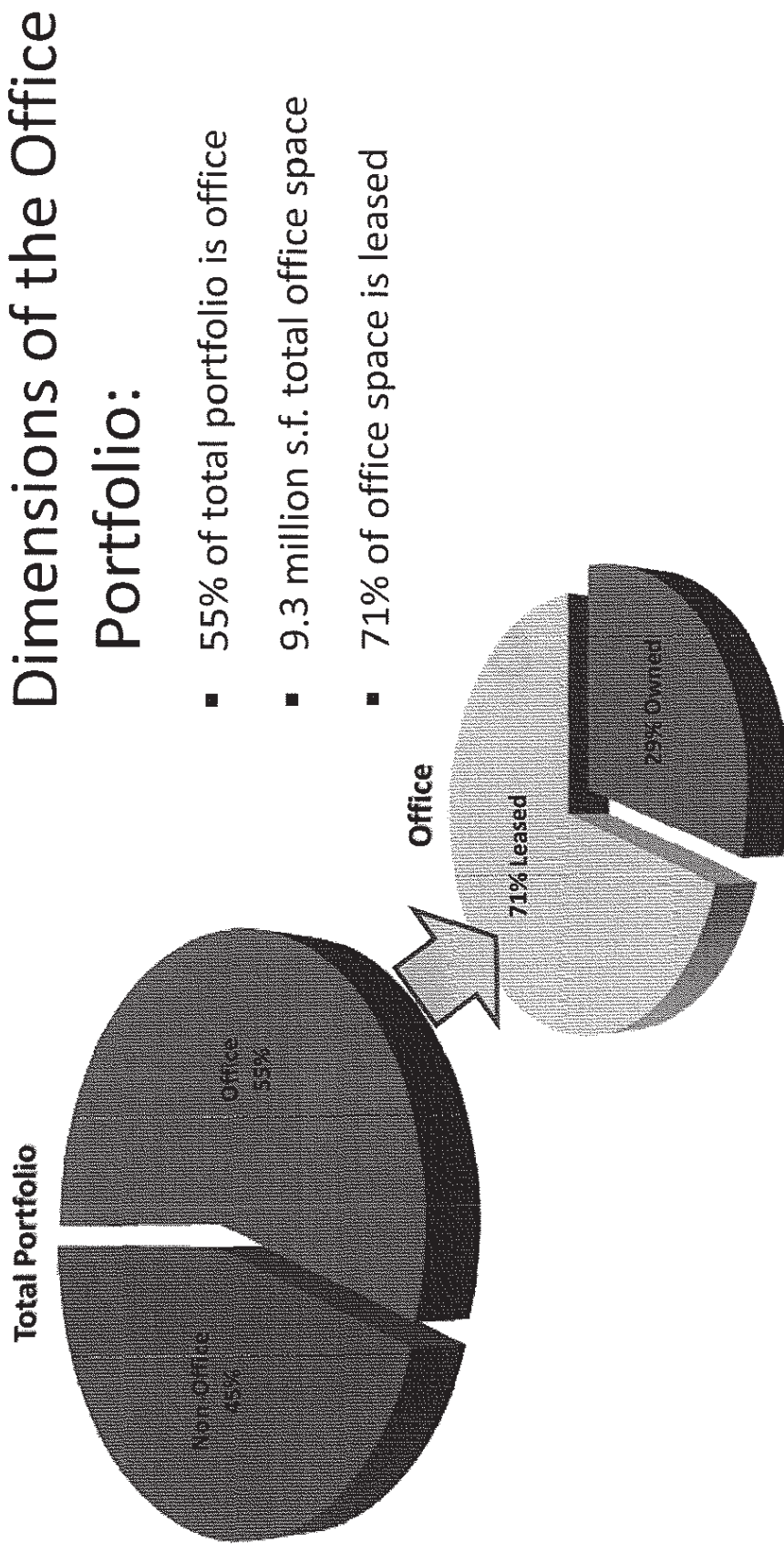


### Characteristics:

- Holdings in 164 communities
- Highest concentrations in Greater Victoria, followed by regional centres
- Typical Victoria lease +/- 14,000 s.f.
- Typical lease in rest of province +/- 5000 s.f.

# LWS – PORTFOLIO CONTEXT

## OFFICE PORTFOLIO

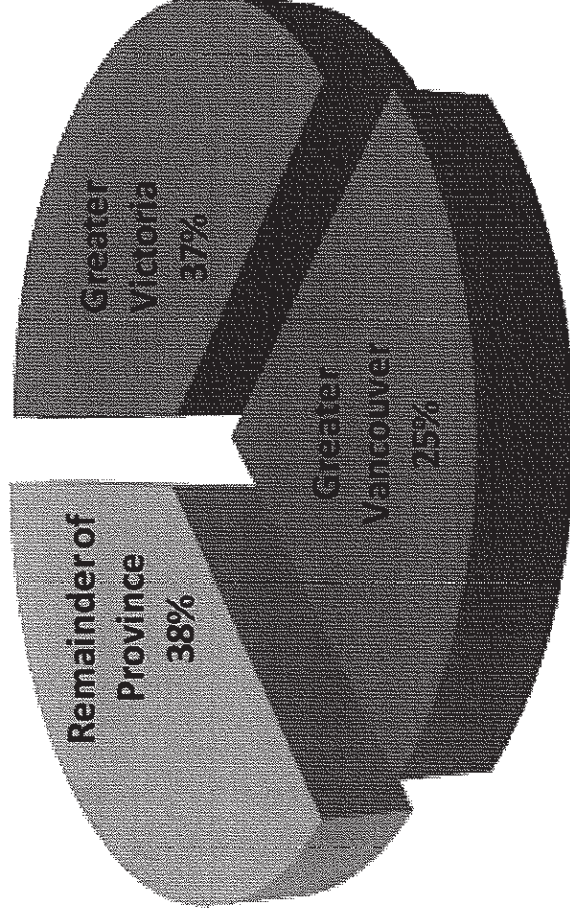




# LWS – PORTFOLIO CONTEXT

## OFFICE LEASE DISTRIBUTION

Greater Victoria and Greater Vancouver dominate leased holdings.



# LWS – PORTFOLIO CONTEXT

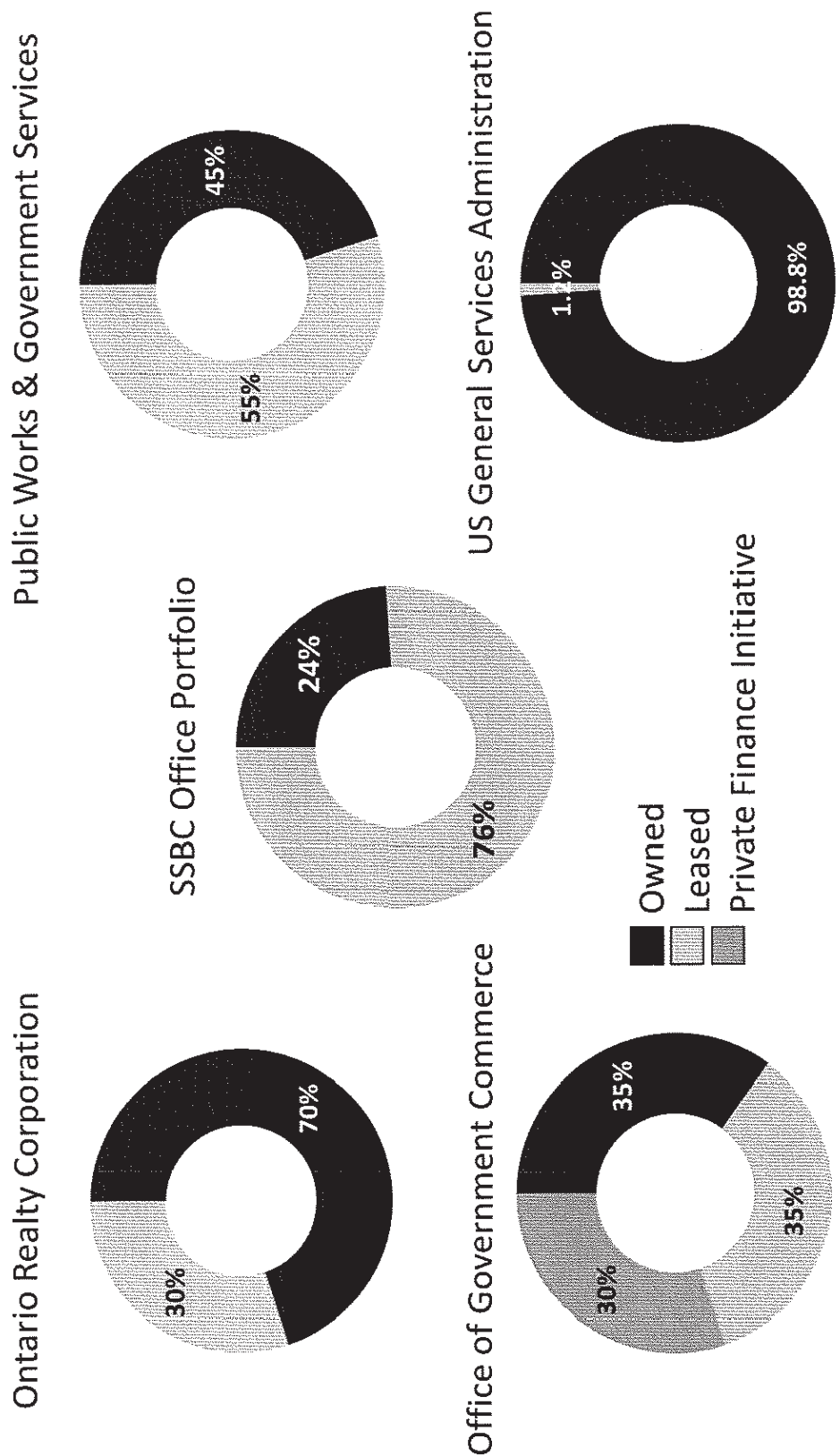
## LEASE COST PROFILE

S17

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# LWS – PORTFOLIO CONTEXT

## OFFICE PORTFOLIO COMPOSITION



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## 2 | LEADING WORKPLACE STRATEGIES

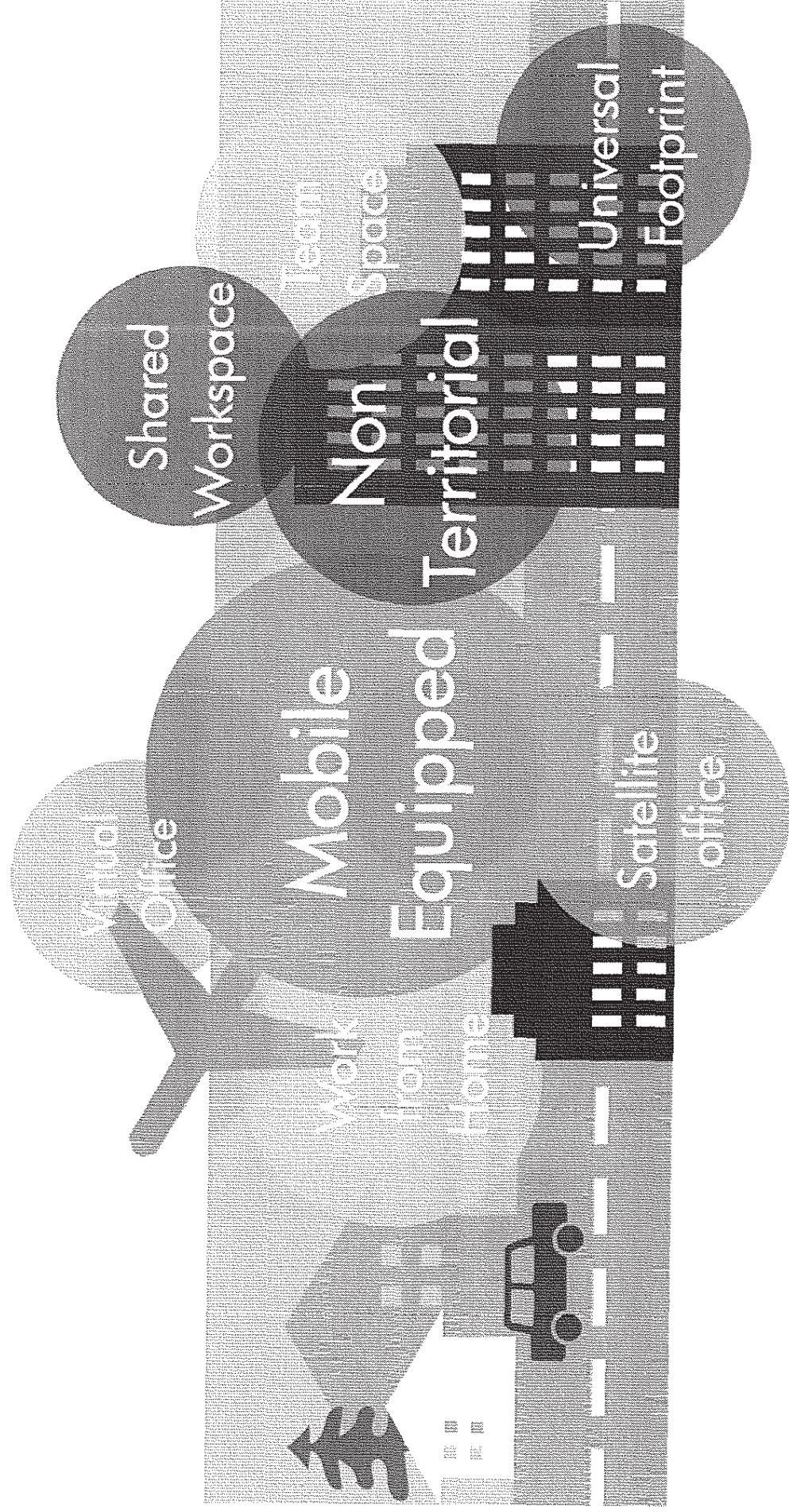
Work is what you do, not a place you go. The next generation of workforce will know that and be ready and able to work anywhere.

-SIR GUS O'DONNELL,  
CABINET SECRETARY AND HEAD OF THE HOME CIVIL SERVICE, UK



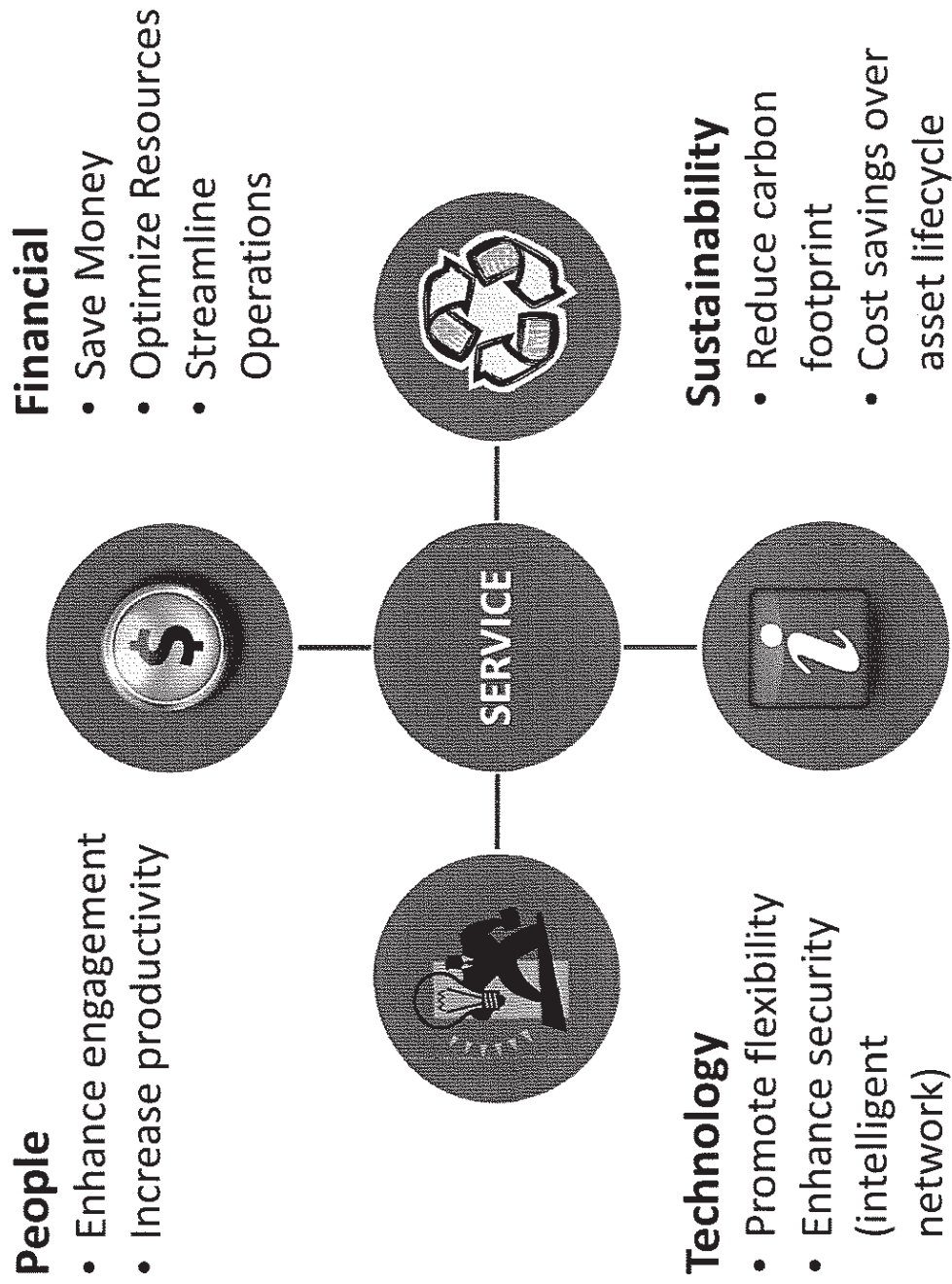
# LEADING WORKPLACE STRATEGIES (LWS)

*A Continuum of Work settings to support evolving workstyles*



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# RESEARCH - DRIVERS FOR CHANGE





# KEY LESSONS LEARNED

## Telecommuting

### *Telecommuting*

Work typically performed from home 2-3 days per week with the remaining time spent at the central office.

### **Works best when...**

- Program is voluntary & understood as a privilege not a right
- Candidate already has positive performance evaluations
- Candidate has clear work functions with measurable outputs
- Supervisors & team culture are supportive
- Personal style is suited to remote work
- Home work environment suits telework
- Enabling technology available

# KEY LESSONS LEARNED

## Non-Territorial Working (NTW)

### Non Territorial Working

Strategy where workspace is not dedicated to any one individual.

### Works best when...

- Voluntarily applied
- Mobility tools are available: e.g. laptop smart phones
- Staff are ‘untethered’ from hard files, speciality furniture/tools or other staff
- Work benefits from greater collaboration
- Work-setting choices are available to support work needs of the day (e.g. quiet rm., team space, work from home)



## LWS WORKS

Portfolio reductions save operating dollars

- **PWGSC (Canada)** – 20% space use reduction
- **BIRMINGHAM** – From 1m SF to 650k SF supporting the same workforce (9,100 people). Net £100m over 20 years
- **OFFICE GOVERNMENT COMMERCE** - 40% reduction in London Estate; Cost Savings £10 Million per annum
- **TELUS** – Building footprint reduced by 50%
- **CISCO** – Reduction in RE costs: 37%
- **AMEX** – 350,000 sq ft avoided
- **CITIGROUP** - \$64M reduction in global real-estate costs ('08)
- **RIO TINTO** – 35% Portfolio Reduction

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## LWS WORKS

Remaining real estate can be better utilized

### Area per Employee (USM)

#### Pre LWS      Post LWS

Public Works (Can) - 19.5m2

Office Gov. Commerce(UK) – 20.8m2

Birmingham - pending

CISCO - 17.5m2

British Petroleum – 20.0m2

SSBC Client Services – 16.0m2

BC Govt Average – 18.0m2

16.5m2

14.4m2

8.5 m2

11.0m2

13.2m2

13.5m2

?

# LWS WORKS

Supports attraction and retention of employees

- **89%** - employees saying flex work make a company more attractive.
- **67%** - employees saying they'd be more loyal to a company that offered the benefit.
- **73%** - indicate positive impact on productivity
- **56%** - employees saying flexible work options would motivate them to work harder.

-HARRIS DECIMA, Survey of 103 Companies worldwide



## KEY LESSONS LEARNED

Multiple strategies form part of solution

Strategies should be tailored to meet customer business drivers, functional needs and culture.

LWS Strategies Used

|                      | Telework                            | Non-Territorial                     | Activity Centres                    | Satellite Office                    | Team Space                          | Universal Footprint                 | Mobile Equipped                     | Shared Assigned                     | Partnering                          |
|----------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|
| Cabinet Office (OGC) | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| PWGSC                | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| Birmingham           | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
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| Cisco                | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| Nortel               | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| Citi Group           | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| Capital One          | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| American Express     | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| Strategy Used        | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |

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# KEY LESSONS LEARNED

## Three common work-styles inform planning

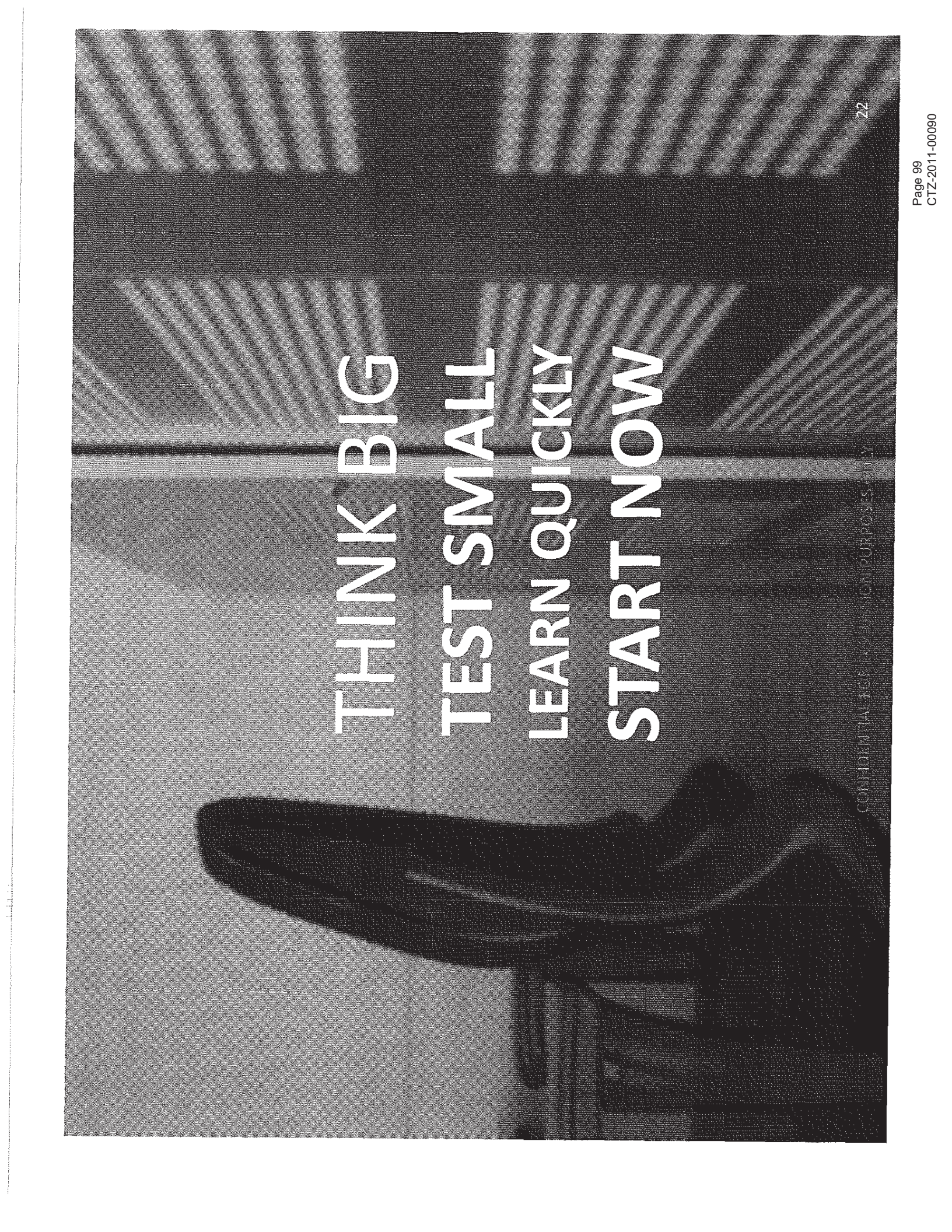
| RESIDENTS                                                                                                                                                                                                                                | INTERNALLY MOBILE                                                                                                                                                                                                                                                                                                 | EXTERNALLY MOBILE                                                                                                                                                                                                                                     |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"><li>• At their desk more than <b>60%</b> of the work day</li><li>• Requires a uniquely assigned workstation to function effectively.</li><li>• Spends most of time working at their computer</li></ul> | <ul style="list-style-type: none"><li>• At their desk less than <b>40%</b> of the work day</li><li>• Majority of time out of the office with clients or colleagues</li><li>• Requires some space to maintain office identity</li><li>• Rely on technology rather than location to function effectively.</li></ul> | <ul style="list-style-type: none"><li>• Nature of work does not require a dedicated office workstation</li><li>• Periodically spends short amounts of time in the office</li><li>• Does not use a workstation as the main point of contact.</li></ul> |

## **KEY LESSONS LEARNED**

Common themes from the Global Community

- ☒ **It's not just about space: have a Change Strategy**
- ☒ **Engage employees on opportunities**
- ☒ **Understand job functions, work patterns & personal circumstance (telework)**
- ☒ **Understand real estate opportunities**
- ☒ **Establish work tools & wireless capability**
- ☒ **Develop a change & communications plan**
- ☒ **Conduct pilots**





THINK BIG  
TEST SMALL  
LEARN QUICKLY  
START NOW

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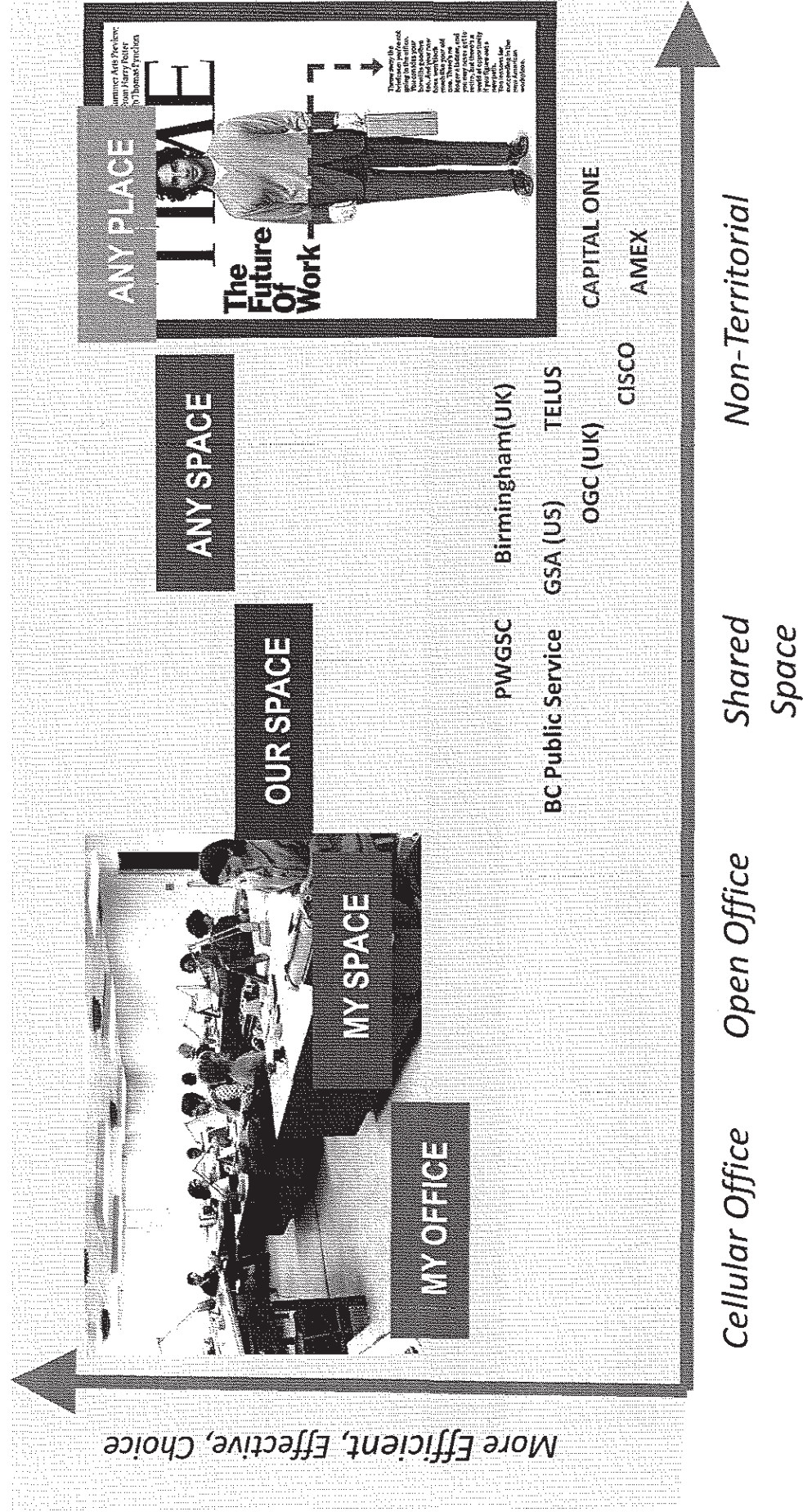
### 3 | VICTORIA OFFICE SPACE STRATEGY

...government and the civil service  
do not need more office space but  
instead **better workplaces** more  
intelligently distributed and far  
**more intensively used.**

-FRANK DUFFY, Co-founder of DEGW



# EVOLUTION OF THE WORKPLACE



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# OFFICE SPACE STRATEGY

## SSBC will Continue to....

| FOCUS on...                                                                      | To ACHIEVE.....                                                                                                                                          |
|----------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------|
| MANAGING LEASED AND OWNED PORTFOLIO                                              | <p>Minimized vacant space</p> <p>Optimal workspace for client programs</p> <p>Effective environmental stewardship of the portfolio</p>                   |
| MANAGING OPERATING AND CAPITAL EXPENDITURES                                      | <p>Reduced cost to accommodate</p> <p>Increased staff attraction, retention</p> <p>Cost and Service optimization in day to day facilities operations</p> |
| REGIONAL OFFICE STRATEGIES & SERVICE LOCATION INITIATIVES                        | <p>Improved work settings for service collaboration and delivery</p> <p>Increased alignment of facility decisions with services to citizens</p>          |
| CONDUCT MINISTRY DRIVEN PILOTS AS REQUIRED: INFORMATION TECHNOLOGY & REAL-ESTATE | <p>Improved choice in service offerings</p> <p>Reduced costs of services</p>                                                                             |



# OFFICE SPACE STRATEGY

## Key Shifts Required

| FROM a focus on...                 | TO strategies and policies that support .....                                                                                                                        | That ACHIEVE.....                                                                                                                      |
|------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------|
| MANAGING INDIVIDUAL SPACE REQUESTS | <b>CORPORATE DECISIONS MADE COLLABORATIVELY WITH MINISTRIES</b> that enable citizen and customer services <i>while</i> optimizing government's real-estate portfolio | <p>Reduced cost to accommodate</p> <p><b>Improved</b> quality, flexibility, sustainability of accommodation</p>                        |
| STANDARDS DRIVEN OFFICES           | <b>FUNCTION DRIVEN</b> integrated real-estate , technology and HR solutions that deliver more effective and efficient workspace and work-style outcomes              | <p>Reduced cost</p> <p><b>Improved</b> work/life balance</p> <p><b>Improved</b> productivity</p>                                       |
| TRADITIONAL OFFICE SOLUTIONS       | <b>'AGILE OFFICING'</b> that supports BEST SPACE, BEST PLACE, BEST TOOLS to get work done                                                                            | <p>Reduced cost to accommodate</p> <p><b>Increased</b> staff attraction, retention,</p> <p><b>Increased</b> sustainability benefit</p> |

# OFFICE SPACE STRATEGY

## Key Shifts Required

| <i>FROM</i> a focus on...              | <i>TO</i> strategies and policies that support .....                                                                                                                                                                              | That <b>ACHIEVE</b> .....                                                                                                                                                        |
|----------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| LEASED SPACE FOR HEAD OFFICE FUNCTIONS | <b>BETTER USE OF EXISTING REAL-ESTATE</b> in the Victoria portfolio to accommodate longer term government demand                                                                                                                  | <p><b>Reduced</b> Victoria Portfolio</p> <p><b>Reduced</b> cost to accommodate</p> <p><b>Increased</b> sustainability benefit</p>                                                |
| ANNUAL FUNDING MODELS                  | <p><b>FUNDING MODELS THAT INCENT MODERNIZATION</b> of the workplace/workspace by reinvesting savings from lease-drops &amp; earnings from surplus real-estate sales into technology &amp; more efficient, effective workspace</p> | <p><b>Improved</b> capital planning for multi-year initiatives &amp; projects</p> <p><b>Reduced</b> cost to accommodate</p> <p><b>Effective</b> management of cost pressures</p> |
| TRADITIONAL SERVICE OFFICE SOLUTIONS   | <b>CITIZEN CENTRIC, MULTI-CHANNEL SERVICES</b> where RE and IT decisions are aligned to enable choice and ease of citizen access to services they require.                                                                        | <p><b>Improved</b> ease of access to service locations</p> <p><b>Improved</b> service staff collaboration</p> <p><b>Enhanced</b> Citizen service experience</p>                  |



# OFFICE SPACE STRATEGY – VICTORIA (LWS)

S13, S17

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# **OFFICE SPACE STRATEGY – VICTORIA (LWS)**

## **APPROACH**

### **Ministry-driven pilots:**

- Demonstrate outcomes on business case and employee engagement

### **Link to HR initiatives:**

- Training for supervisors to manage remotely
- Link to performance management - mobile work not an entitlement.

### **Link to lease expiries:**

- Realize savings – Link LWS to lease expiries

# OFFICE SPACE STRATEGY – VICTORIA (LWS)

## WHY NOW

Enabling Technology un-tethering work

## HOW

- Increased **mobility** through expanded wireless, wireless integration, virtualization and unified communications
- Increased **choice** of smart phones, tablets/laptops BYOD
- Increased **security** through intelligent networks



# OFFICE SPACE STRATEGY – VICTORIA (LWS)

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# OFFICE SPACE STRATEGY – PORTFOLIO OPTIMIZATION

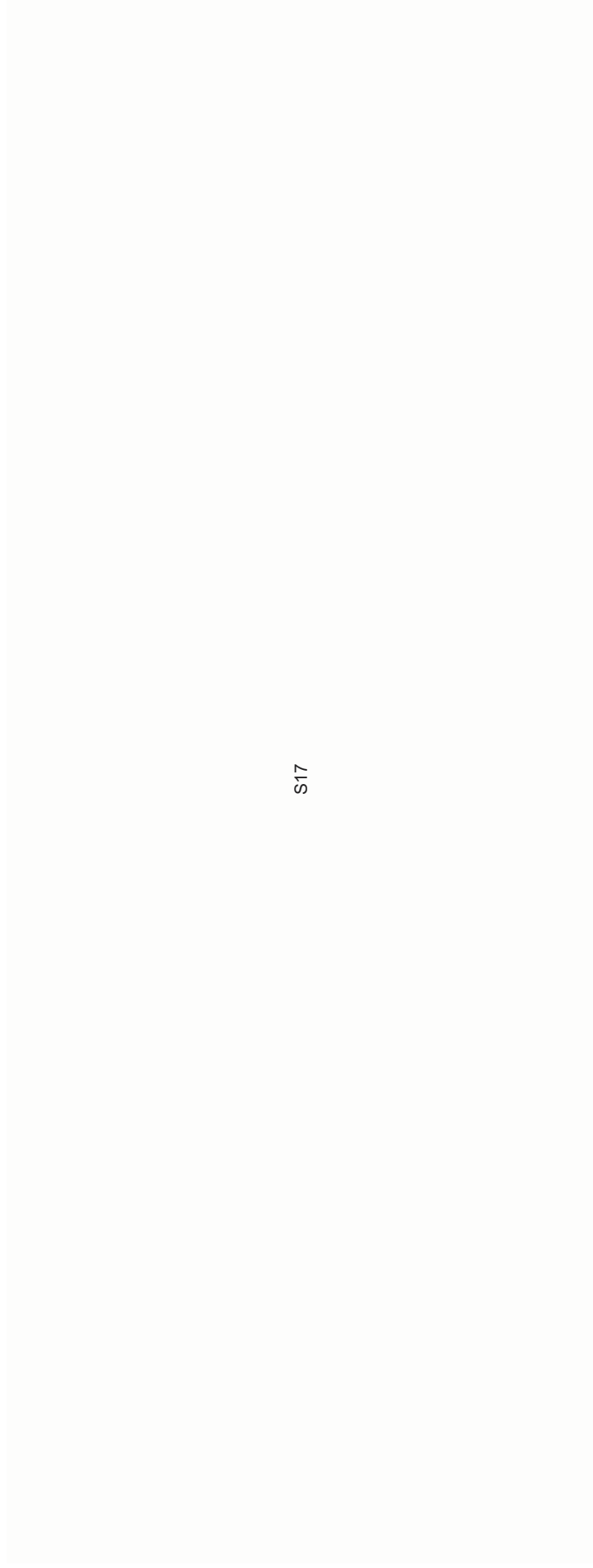
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# OFFICE SPACE STRATEGY – VICTORIA (LWS)

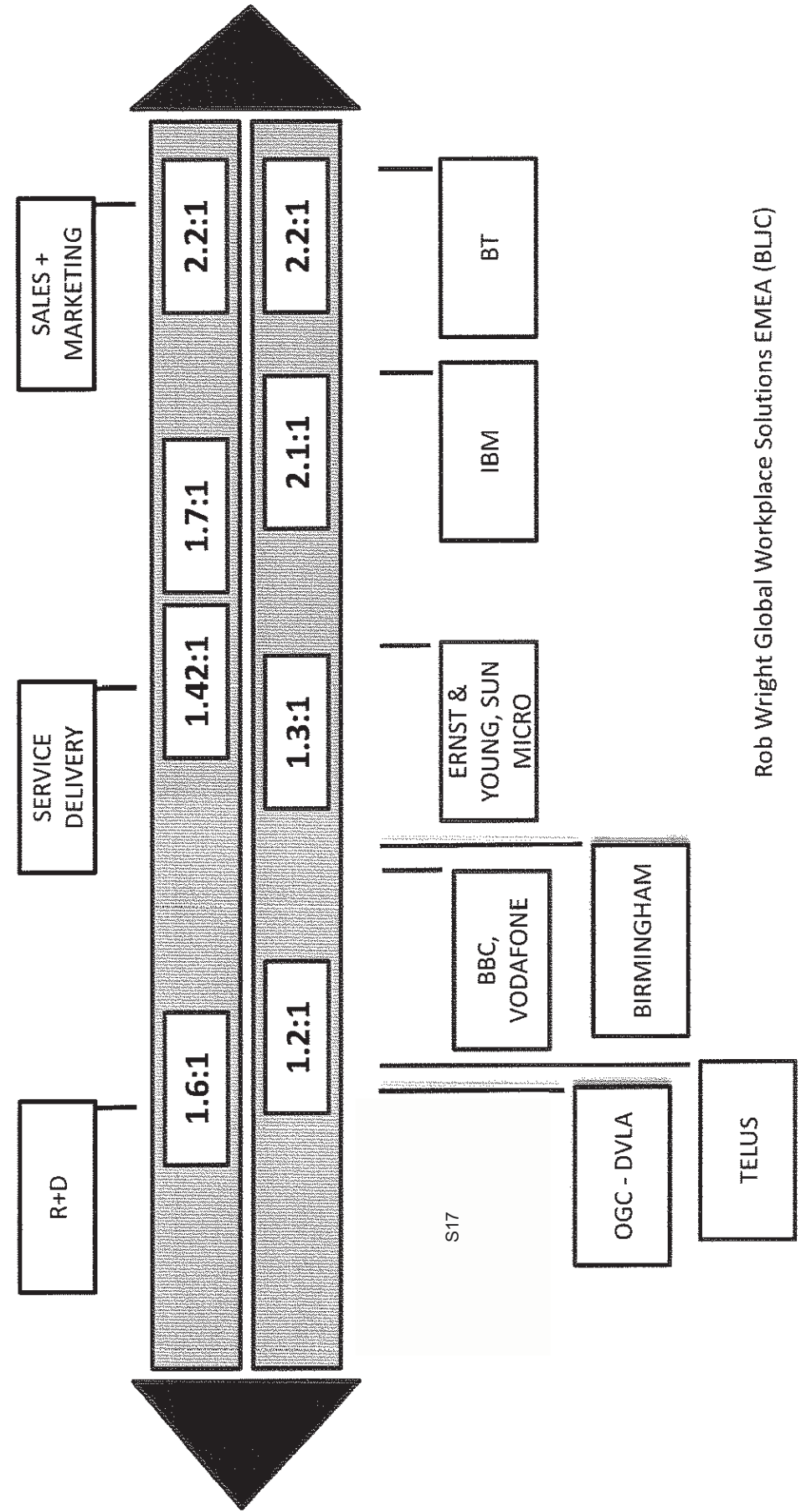
## Impact of LWS on Office Space



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# OFFICE SPACE STRATEGY – VICTORIA (LWS)

## COMPARING UTILIZATION GOALS





# OFFICE SPACE STRATEGY – VICTORIA (LWS)

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# OFFICE SPACE STRATEGY – VICTORIA (LWS)

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# OFFICE SPACE STRATEGY – VICTORIA (LWS)

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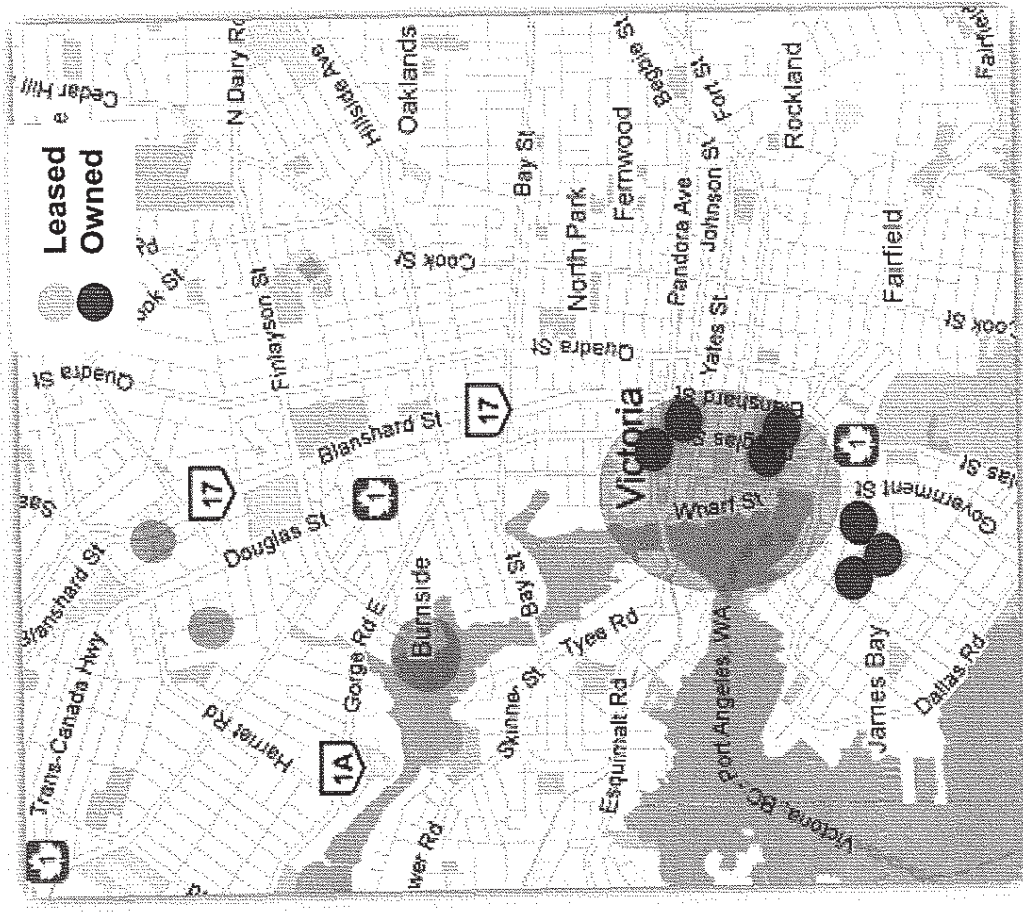
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# OFFICE SPACE STRATEGY – VICTORIA (LWS)

# RETAIN THE 'RIGHT' MIX

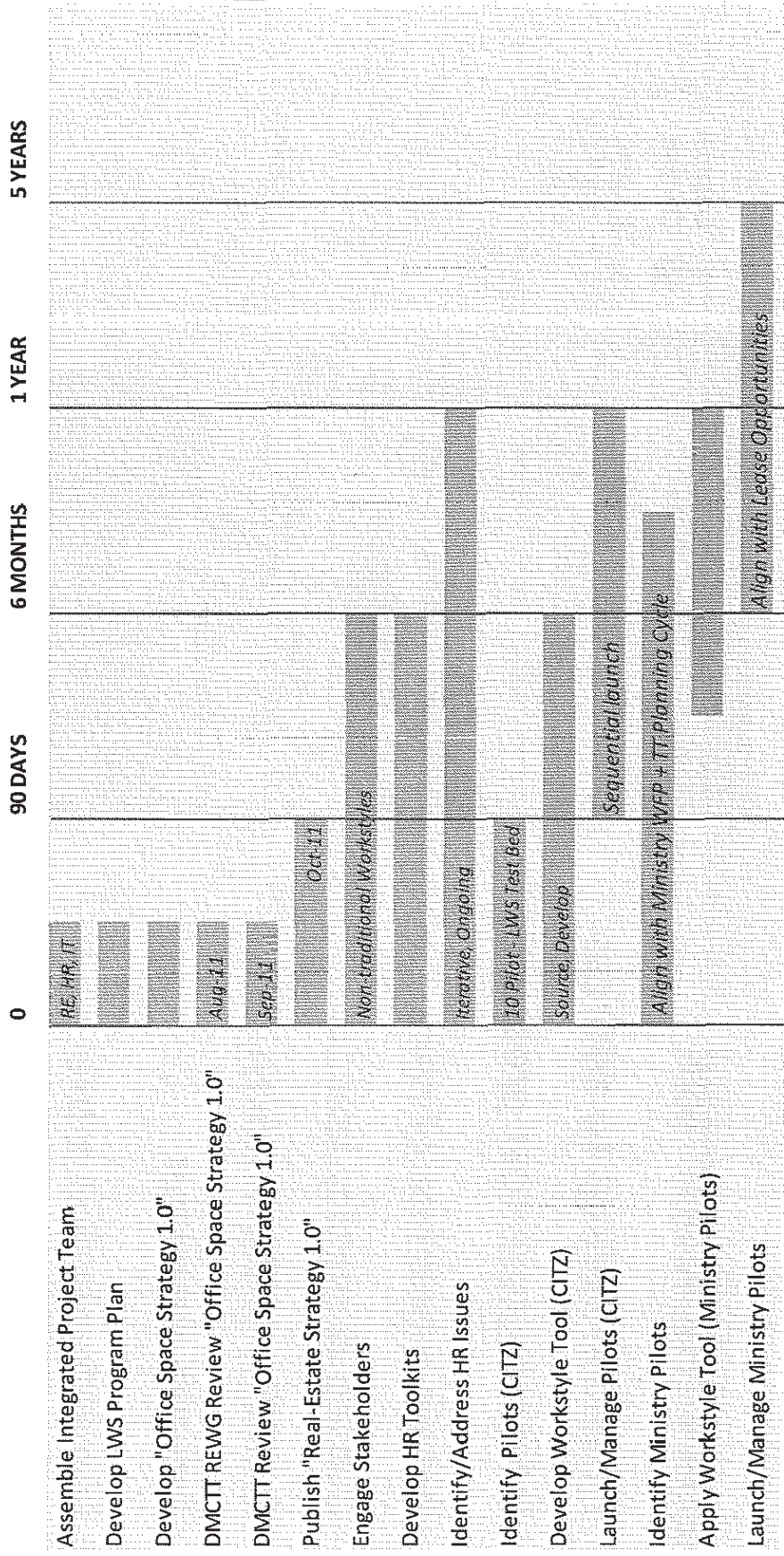
- Financial savings to address infrastructure cost pressures
- Retain a balance of core owned & *quality* leased facilities in Downtown, Jutland, Seymour
- Move towards a more modernized ‘flexible’, sustainable portfolio.





# NEXT – LWS VICTORIA

## LEADING WORKPLACE STRATEGIES Victoria



# OFFICE SPACE STRATEGY – VICTORIA (LWS)

## DECISIONS REQUESTED

### 1. Office Space Strategy Publication – Key Elements

- Context for the evolution of the workplace
- Orientation to the three common work styles
- Provision of a continuum of work settings to enable work styles
- Making the Shift – a public service of trusted professionals
- Inter-relationship to flexible tools and initiatives like tele-presence
- Victoria Office Strategy - ministry driven pilots
- Emphasis on the citizen-centric service delivery piece for regions

# OFFICE SPACE STRATEGY – VICTORIA (LWS)

## DECISIONS REQUESTED

### 2. Proceed with LWS as a Corporate Initiative

- Emphasis on Human Resources tools and Change management
- Initial focus on Victoria office space
- Seek ministry driven early adopters in 2011/12

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- Assess and adjust NTW/Tele-work Goals in year 2012/13

### 3. Approve LWS Conceptual Work-plan

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# WORKPOINT

Rethinking How and Where We Work in the BC Public Service



Where ideas work



## INTRODUCTION

Since 2006, the BC Public Service has been transforming its approach as an employer in response to the reality of changing labour force demographics, changing citizen needs and expectations and changing technology. Our progress and process have been set out each year in *Being the Best*, the Corporate Human Resource Plan for the BC Public Service. In 2010, the companion Gov 2.0 Strategy, *Citizens @ the Centre*, built on this with a vision for modernizing and improving government operations and the delivery of services to the public in response to the same prevailing forces.

This strategy, *WorkPoint*, now draws on those two plans with a focus on how and where we work in the public service. Specifically, it sets out initial steps for how the BC Public Service can adapt to and benefit from changes in technology and organizational culture to promote greater flexibility and mobility in public service work styles. Doing so will result in a more engaging and competitive employment experience, improved environmental stewardship, and improved financial performance. Seen in that context, this approach is essential to advancing the true "triple bottom-line" sustainability of service delivery to the public in B.C.

The idea of mobility and flexibility in the workplace is addressed in both *Being the Best* and *Citizens @ the Centre*, with specific commitments related to promoting a supportive corporate culture and providing appropriate technology solutions. *WorkPoint* explores in more detail how these commitments and others will be applied to pilot a new approach to working that reflects the potential of current technology, employee expectations and employer attitudes. But it also acknowledges that to achieve the greatest benefits mobility and flexibility must be pursued as part of a broader vision for how government manages its real estate inventory.

The ideas outlined here are more than just a view to how we use space. They represent a massive shift in how we work individually and together in the years ahead. In many ways, this shift to new ways of working is complex and potentially difficult. It challenges traditional management approaches and entrenched attitudes about the workplace and our work environment. It requires a willingness to try something new and the courage to trust that changing how we work can yield real benefits. But, as with all the steps taken since 2006, it offers up the potential to make us better as a public service dedicated to meeting the needs of the more than four million British Columbians we all serve.

## The Changing Nature of Work

For a growing number of people, work is now defined less by where we are and more by what we do. Technological innovation, changing employment cultures and business needs are all colliding to redefine where, when and how work happens.

### Technology

Work used to be a place you went because the equipment and resources needed to do your job were there. For many workers, that will always be true because our work requires us to serve a particular purpose in a particular place at a particular time. But for many others, the rapid rise of mobile technologies is rendering the concept of work as a place less relevant. Even the once innovative idea of working from home as the only real alternative to working at an office is now becoming outdated. In the wired world, technology connected locations. In the wireless world it connects people regardless of location. For employees whose primary resource and output is knowledge, the "office" is no longer a defined space and dedicated desk but instead a set of tools as portable as their skills and ideas.

Untethered from a physical office, work is instead defined by connections, both technological and human. As a result, for a growing cadre of mobile workers the work environment is no longer a designated place but rather a network of work points – temporary locations from which they interact virtually or in person with colleagues or clients in whatever way is most effective. These work points may be within a traditional office facility, in our homes, in public spaces or half way around the world, limited only by preference, appropriateness and connectivity. The mobile worker is no longer limited to a choice between office and home but instead has a continuum of options.

But technology is not just separating work from space. It is also separating work from time. Armed with smartphones and tablets and laptops, we are always connected whether for personal or professional purposes. The idea of "going online" is rapidly becoming as dated as "going to work" because we are always online. The accessibility provided by mobile technology like smartphones and social networks can further blur the already fading line between our professional and personal lives. This comes with its risks as we learn to manage expectations of availability and the temptation to work more. But, when enabled by effective flexible work practices, constant and ubiquitous connectivity is also making the idea of work-life balance a more real possibility.

Moreover, we are increasingly technology literate. Where once the technology we had at work far surpassed that available to us at home, today many of us have more current and flexible personal devices than are found in their work environment. Where their employer has failed to keep technology current, employees in many organizations are now bringing their own devices if they feel that allows them to do their jobs more effectively. The end result is that many employees are embracing mobility even if their employers are not keeping pace. That is as true in the public service as anywhere else.

#### [INFOGRAPHIC] The Rise of Mobile Work

- 3 in 5 employees say they don't need an office to be productive.
- Only 46% say the office is where they are most productive.
- 20% of BC Public Service employees have a work-issued smartphone.
- 23% of BC Public Service employees have work-issued laptop or tablet computer.



## Culture

Complementing the technological shifts is an equally significant trend in organizational culture. Recognizing that enabling more mobile work styles enhances employee engagement and that engagement improves business outcomes, employers are seeking to encourage mobility. This can be a challenge in established corporate cultures where more traditional "I can't manage my staff if I can't see them" management practices prevail and employees see dedicated workspace as an entitlement or a symbol of their status in the organization.

At its core, mobility and flexibility demand a culture of trust – one in which employees are explicitly trusted to conduct themselves professionally with the freedom to work in ways that allow them to be as effective as possible. For many organizations, particularly in government, this is a major departure from the established culture of risk aversion. Concerns inevitably arise around issues like performance management and information security. But the business imperatives are too significant to ignore.

Research shows that workers, including supervisors, entrusted with flexibility are more engaged, more productive and often more collaborative in their work – all of which yield improved results. Conversely, disengaged workers are more likely to leave their jobs, have higher rates of absenteeism, are less productive and more stressed – all of which come with real costs to their employers. Moreover, flexibility and mobility are now viewed by prospective employees as competitive advantages that separate top employers from the rest. As we embrace new technologies and the flexibility they provide in our personal lives, many of us also desire access to the same tools in our work because we see their potential to help us do our jobs better. Despite common perception, this attitude is not limited to younger workers. But it will become an even more powerful business driver as younger workers come to dominate the workforce.

But while mobility and flexibility may be seen by employees as "perks" or benefits, smart employers are approaching these concepts as valuable business assets that do much more than help attract talent. A mobile workforce by its very nature requires less physical work space, which translates into lower business costs and can help meet other goals such as reduced environmental impacts.

The environmental benefits of mobile working are increasingly relevant for many organizations where offering a "green" employer culture is a competitive advantage. Many employees are drawn to an employer that works to reduce its carbon footprint, as well as the potential to reduce their own footprint by not having to commute to an office on a daily basis.

Mobility and flexibility don't suit many types of work. But where they can be applied, culture is often either the greatest driving force or the greatest obstacle. A more mobile and flexible culture requires more than just supportive technology and human

### [INFOGRAPHIC] Mobility and Engagement

- Mobile workers are 55% more engaged than those who don't have flexibility.
- 89% of workers say flexible work options make a company more attractive
- 67% say they would be more loyal to a company that offers flexible options.
- 73% say flexibility improves their productivity

resource practices, as essential as those are. It requires a different corporate attitude to work on the part of employees, where the often traditional attachment to our work space instead shifts to focus on our work itself.

| [INFOGRAPHIC] Changing Culture                       |                                                           |
|------------------------------------------------------|-----------------------------------------------------------|
| From a culture of                                    | To a culture of                                           |
| Risk aversion                                        | Trusted professionals                                     |
| Desktop computers and landline phones as the default | Highly mobile devices as the default                      |
| Innovation as a threat to the status quo             | Innovation as a path to better results                    |
| Rigid work hours and styles                          | Flexibility and effective performance management          |
| Every employee is the same                           | Inclusiveness recognizing different work styles and needs |
| Personal attachment to work space                    | Personal attachment to work                               |
| Flexibility/Mobility as a perk or entitlement        | Flexibility as a business asset                           |
| Managing space to meet individual needs              | Managing space corporately                                |

## Space

Taken together, these related cultural and technological transformations create the potential to completely rethink how organizations manage their physical work environments. Despite the trends, it remains true that many jobs are still best suited to a traditional dedicated workspace. Moreover, as important a consideration as it is, individual employee preference and needs alone can't determine flexibility and mobility. The nature of the work and the needs of clients or broader work units may make mobility and flexibility less viable options. But where they are options, they can be enhanced by changes to the physical work space that also offer the added benefit of ongoing lower costs or cost avoidance to the employer.

Even in many traditional office settings, a significant portion of desks sit empty at any given time as we work elsewhere, attend meetings or serve clients. Greater mobility and flexibility doesn't mean simply taking people out of this office setting on a permanent or part-time basis, leaving space empty even more often. Instead it creates an opportunity to optimize the use of that office space to meet functional, financial and human resource objectives. For example, some dedicated desks and work spaces may remain for non-mobile employees, but others can be replaced with "non-territorial" work points that are used as needed by mobile employees. Shared team and meeting spaces become more valuable, reflecting the change in work styles and acknowledging that face-to-face collaboration can be highly productive.

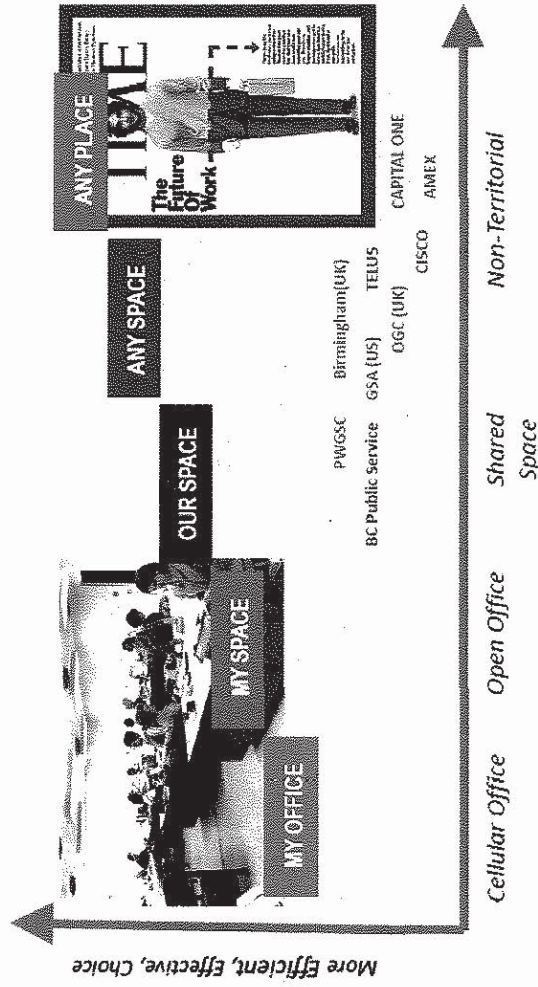
This approach generally allows for greater density, with more employees based in a smaller overall space because many of them are not there on a regular basis. This, in turn, allows employers to re-evaluate their overall real estate footprint with an eye to either reducing their space or allocating it more efficiently. Where mobile work styles have been embraced, many public and private sector organizations have achieved significant reductions in space and associated costs – in some cases, as much as a 50 per cent reduction. As they reassess their space needs, organizations can also identify opportunities to relocate to places that better meet their clients' needs, achieving additional business benefits.



All of these factors – technological change, evolving workplace cultures and the impact of both on work space – are increasingly redefining how and where we work. Our work environment is moving away from the models that have been in place for the better part of the last century. The traditional concept of telecommuting is being replaced by an entire continuum of mobile options. Enabled by a trusting work culture, it is a no longer just a choice between working in the office or working from home. It is now a choice of working from virtually anywhere.

**[VERSION OF THIS INFOGRAPHIC]**

## EVOLUTION OF THE WORKPLACE



## The BC Public Service Context

Within this context, the BC Public Service has defined a profound cultural and operational shift that will enable greater mobility and flexibility among its almost 30,000 employees because it will help address four corporate priorities that align with a balanced triple bottom line approach:

1. Improving employee engagement and our competitiveness as an employer to address future recruitment and retention pressures.
2. Managing an increasingly tight fiscal reality in ways that reduce operational costs so resources can be focused on service delivery to citizens.
3. Delivering services in ways that better meet citizens' evolving expectations.
4. Reducing the environmental impact of government operations to further the commitment to be a carbon neutral employer.

The 2010/11 Corporate Human Resource Plan, *Being the Best*, explicitly committed to a culture based in the recognition that the BC Public Service is "a workforce of trusted professionals that embraces open communication, a collaborative work environment, and flexibility and choice in work styles and tools." Within the same plan was the commitment to support all requests for mobile working where an employee is meeting performance expectations and there is no clear impediment to operational requirements. *Being the Best* also reinforces a commitment to supporting inclusiveness in the public service, which includes recognizing the diversity of employee work styles, preferences and requirements.

Similarly, the province's Government 2.0 Strategy, *Citizens @ the Centre*, committed to:

- Encourage better use of the technology tools available to change how the public service works on a day-to-day basis.
- Update policies and supports to more fully enable mobile workers.
- Make the workplace more flexible, both in terms of the physical environment and in terms of workplace policies.

As the wording of these commitments suggests, we are not so much introducing something new as finding ways to do it better. Many of the elements needed to support mobility and flexibility already exist. Collective agreements and current policies clearly support mobility and flexibility, and have done for some time. So embracing a new approach to work is less a shift in policy and more a shift in practice and culture.

Traditionally, the risk-averse operational culture of government has limited flexibility, managing to minimize the potential for errors at the expense of the benefits flexibility can bring. The process for gaining approval has often been complex and employees frequently cite supervisor resistance as a major obstacle with a perception that the default response to requests has always been "no." The commitment made in *Being the Best*, is specifically intended to shift that default to "yes" wherever possible.



Many supervisors are willing to support their employees in adopting new work styles and need support to confidently lead their teams and manage workload in a more mobile environment – one where employees and supervisors themselves can be mobile. As we pursue a more comprehensive approach to mobility and flexibility, supervisors will also be encouraged and empowered to approach mobility and flexibility as a business driver for their area of responsibility, rather than something to be managed on a case-by-case basis.

It is also true that many of us as employees are resistant to adopting a more flexible work style and work environment even if it might be well-suited to our work. As in many organizations, for many employees a dedicated space is a symbol of status and relevance. A particular type of work space has come to be viewed as an entitlement, with what amount to corporate myths about rules that define this entitlement. In reality, those perceived rules aren't written in stone but rather provide guidelines based on function rather than entitlement. With the option to be more mobile, many of us might hesitate out of concern for what it might mean for our perceived performance and our career opportunities. If we are out of sight of leaders, will we also be out of mind and miss out on opportunities as they arise?

Ultimately, the challenge for all of us is to balance any reluctance with the potential opportunities presented by a more mobile and flexible work style. It is not an addition to our current approach but a new approach to work overall – one that improves business outcomes. But mobile individuals and teams will succeed based on the same factors that have always determined success. In fact, adopting new work styles and new approaches the physical work environment can actually strengthen teams by fostering a focus on collaboration, communication and individual accountability.

Where the nature of work makes mobility an option, this does not mean it will be an entitlement any more than a traditional office has ever been an entitlement. The goal is to offer a greater range of work style, tool and space options that meet the needs of individual employees and their work unit's operational requirements. Over time, mobility is expected to become the norm – neither perk nor entitlement nor privilege but rather just a part of how the public service works. And it will become a part of everyone's work environment. Even those who work in a traditional assigned space will increasingly interact with mobile colleagues through video conference and other means during their daily work. More than just a technological or space change, it is a fundamental change to the experience of working in the public service.

This shift is ultimately a response to the same factors that have driven the Corporate Human Resource plan since 2006. As the population ages and retirement rates rise in the years ahead, analysis shows that the BC Public Service will be unable to fill all the vacancies that arise because of increasingly competitive labour market conditions. This means we will inevitably have fewer employees, which means we will need less space. At the same time, work is underway to improve services to citizens across the province by better coordinating and, where beneficial to government and citizens, consolidating front-line service delivery.

As a result, there is a need to plan for how to consolidate the real estate footprint where it makes sense. Promoting mobility and flexibility will allow for greater consolidation, which in turn reduces costs and allows money to be reallocated to other priorities. It also reduces government's carbon footprint, further advancing the progress made in recent years toward greater environmental sustainability. The goal is not only to use less space, but to also make better use of that space in ways that

improve productivity, engagement and client satisfaction. This will, in turn, also ensure the BC Public Service continues to develop as a highly competitive employer that is able to recruit and retain the talent needed to deliver quality services to citizens.

The progress made in the BC Public Service as an employer over the past five years has been motivated by the understanding that building employee engagement makes good business sense. Encouraging a more mobile workforce supports that engagement, with the benefit of also generating additional business improvements. It effectively contributes to the achievement of a greater degree of social, fiscal and environmental sustainability essential to supporting the future delivery of services to citizens.



### **Where It Starts: The Leading Workplace Strategies Pilot**

Building on the specific commitments made in *Being the Best* and *Citizens @ the Centre*, beginning in the fall of 2011 the BC Public Service began piloting Leading Workplace Strategies (LWS), a coordinated corporate initiative designed to promote mobile working and ultimately help ensure more efficient use of government real estate.

Drawing on the experience of other organizations that have implemented similar mobility strategies, LWS is beginning with a series of pilot projects across several ministries to demonstrate the benefits and establish an effective support and provisioning process. This pilot period will also allow an opportunity to:

- Develop and test a suite of training materials, guidelines and other resources designed to help supervisors and mobile workers establish successful mobile working experiences.
- Ensure technology provisioning aligns with planning for a number of other related initiatives, including telepresence services, "bring your own device" smartphone and computer concepts, and the planned U3 corporate computer refresh project.
- Have ministries identify their opportunities to support mobility/flexibility as part of the current Transformation and Technology planning cycle.

A mobile and flexible work approach won't be successful if it is adopted blindly and without thoughtful preparation and consideration of its impact on individual work styles and team dynamics. Under the LWS approach, employee work styles, requirements and preferences can be assessed to determine which of three categories of worker is most appropriate for the individual:

#### **[INFOGRAPHIC on these categories or on different types of space]**

1. **Resident:** an employee who is at their desk at least 60 per cent of their day working on a computer, and requires a designated space with specialized IT infrastructure or access to physical shared resources to achieve work objectives.
2. **Internally Mobile:** an employee who is at their desk less than 40 per cent of the work day, does not have a dedicated workspace but does require access to a physical space in the office to interact with direct reports or clients.
3. **Externally Mobile:** an employee whose work does not require a dedicated work space, spends short amounts of time in the office in favour of working from home or other external locations, and uses mobile devices as their main point of content.

This may include more traditional scenarios in which the employee works primarily from their home.

The work styles and preferences of the employees within a work group can then be evaluated to determine the best configuration of their work space. Where there are a high number of resident workers, the work space may remain quite traditional. But where there are a large number of mobile or work-from-home candidates, the space can be reconfigured to provide "non-territorial" work spaces for use on an ad hoc basis by those employees. The mix of space will be tailored to the work style mix within the work group including choice in collaboration and quiet spaces to support different task needs through a work day. Related technology provisioning would also align with each employee's preferred work style. In keeping with the commitment in *Being the Best*, the opportunity to adopt a mobile work style will be subject to satisfactory performance and the ability to support the work group's operational needs.

The initial pilots of LWS are focused on Victoria because it has the largest concentration of public service employees and so presents the greatest opportunity to prove the benefits of the approach. There are approximately 11,000 employees working in Victoria. Actuarial projections done in support of the Corporate Human Resource Plan suggest that population will decrease to approximately 9,500 by 2020 due largely to retirements. This presents a need to manage reduced space demands and a corresponding opportunity to consolidate space. Moreover, as government seeks to fill those pending vacancies, the availability of mobile and flexible work options will make the public service a more competitive employer in its core.

Victoria also has a high concentration of headquarters and "back office" staff whose work requirements are potentially better suited to flexible options than frontline service delivery roles which often require a more customized accommodation strategy. That doesn't mean frontline staff can't benefit from mobility and flexibility as well, but rather that we will focus initially where there is greatest potential for improvement in the short-term. The diversity of experience and requirements for frontline staff will require more time and planning to define the best approach, but doing so will be part of the longer-term objective.

However, as the LWS pilots proceed, a strategy is also being developed to improve the regional and community-based real estate footprint. This process of determining the optimal breadth and depth of government's service footprint will be a collaborative effort involving local/regional representatives of the ministries/organizations providing person-to-person services and will be led by the Ministry of Citizens' Services and Open Government. It will consider opportunities to integrate service delivery, rationalize facility investments, provide consistent and convenient citizen access, promote future flexibility and support excellence in professional service delivery. As with LWS and overall approach to real estate management, this will be approached from a corporate as opposed to a ministry-by-ministry model.



## **Where It Will Lead: A More Sustainable Public Service**

The LWS pilots will focus primarily on how we will deploy and support a more mobile and sustainable approach to working. Ultimately the concept of mobility and flexibility in how we work will eventually become the norm. It is not a question of if we should do LWS but how we do it most effectively. It is essential that we get the how right because our ability to support a mobile workforce is not an end unto itself. Instead it is a critical component of a broader transformation being planned for how government manages its real estate portfolio across the province. And that real estate strategy will address not only improving the employment experience but also reducing costs, supporting effective service delivery and minimizing our impact on the environment.

Core government owns a total of 9.6 million square feet of property in 660 buildings in 102 communities across the province, including facilities such as corrections centres and courts. But approximately 29 per cent of that owned portfolio is office space. In addition, the province leases another 7.4 million square feet of space, 89 per cent of which is office space. The average lease period is five years and annual lease costs total \$165 million.

## **[POSSIBLE INFOGRAPHIC VISUALIZING THESE \$S AND/OR GHG REDUCTION EXMAPLES]**

This means that in total the public service occupies 9.3 million square feet of office space alone, the majority of which is leased. And that means the consolidation and reduction of office space offers the greatest short-term opportunity to reduce costs by reducing the amount of leased property.

To realize that benefit, we will need to be highly strategic in how we manage our allocation and use of space in the years ahead. Management of a large real estate portfolio is a highly complex endeavour involving much more than just maintenance and the day-to-day challenge of "keeping the lights on." It must also take into account important factors such as financial and operational requirements, current and forecast demands, environmental management and much more.

But underlying all this there are also less tangible considerations. Government's physical presence in a community often represents the "face" or local embodiment of government, meaning in some ways its value is as symbolic as it is real. And its greatest role is as a platform for the delivery of services to citizens. That multi-faceted value of real estate is precisely why it is so important for the portfolio to be guided by a thoughtful, principled and comprehensive strategy.

The real estate strategy under development, along with the assessment of regional and community service delivery, will help shape future decisions about issues such as the strategic management of leases to meet corporate goals. As leases expire, decisions on whether to renew them will be based on the corporate need. The move to a more mobile workforce should result in consolidation of space over time and an overall reduction in leased space.

It will also look at the relationship between purpose and location with the view that where a government office is located should be determined, when possible, by the purpose it serves. Where the primary function, for example, is frontline service delivery

then those offices should be located where it makes most sense for clients. But where the primary function is "back office" work, it makes more sense for the location to be guided by employee needs – for example, easy access to public transportation to encourage green commuting options, more effective access to work-related information and flexibility in work schedules.

The LWS model will be an important influence in this longer-term planning. It will see existing space reconfigured to support new, more productive work styles and consolidate employees in new locations. This will be supported by broader implementation of supporting technology infrastructure, such as wireless networks, and improved availability and choice of mobile devices.

The LWS approach to non-territorial space also means a particular location need not necessarily be open only to employees of a particular ministry. Planning could allow for the allocation of space based less on organizational lines and more on types of work. And the non-territorial work areas could be opened up to mobile employees from across government, offering the indirect benefit of greater collaboration and silo-breaking. This approach would also help minimize the impact of government reorganizations because space is no longer necessarily attached to a particular employee or ministry.

The important point is that LWS is part of a much bigger picture. It supports not only our vision for the BC Public Service as an employer, but the broader transformation of the public service culturally and operationally. For many of us it will be the most tangible manifestation of that transformation, changing how and where we work. Even for those whose work is not suited to a more mobile and flexible work style, it will help shape government's broader approach to managing its physical footprint in communities across the province. The result will be an improved employment experience for the public service and better service delivery for the citizens of B.C.

Faced with changing demographics, rapidly evolving mobile technologies that enable entirely new approaches to work, and an employee population that increasingly wants to work differently, it is clear that government does not need more office space. What it needs is space that is used more effectively to support the changing culture of work and the needs and expectations of a modern workforce and citizenry.

### **What We Will Do First**

This strategy marks the first step in a new approach to how we work and how we manage our work space. Initial actions over the next year include:

- Conduct a series of Leading Workplace Strategies pilots in Victoria to establish effective deployment and support processes for a broader corporate implementation in future years.
- Support the pilots with an online tool that provides assessment of employee work styles and analytics to identify the potential for mobile work styles within work groups and organizations.
- Develop improved resources and supports for supervisors and employees to ensure the successful adoption of more mobile and flexible work styles where appropriate.
- Align work space and work tool provisioning to better support mobility and flexibility.



- Continue developing a long-term corporate real estate strategy to provide clear direction for managing government's real estate portfolio.
- Update relevant human resource, space and technology policies and guidelines to ensure they consistently support modern work styles, including revising the existing Government Office Space Standards.
- Continue to manage the real-estate portfolio to leverage LWS opportunities to achieve greater efficiencies, realize cost savings and reduce the carbon footprint.

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## **FY 2012/13 LCTZ Transformation and Technology Plan**

### **Update on Identity Information Management**

#### **From Shared Services BC**

The Ministry of Citizens' Services and Open Government has been asked to respond to the following as part of the Ministry Specific Instructions –

*"Identify its strategies for delivering on the major components of the Identity Management framework over the next year."*

#### **Introduction**

Shared Services BC (SSBC) is actively pursuing all three Identity Information Management (IDIM) strategies described in the IM/IT Enablers Strategy.

- *Establish Corporate Trusted Identity Services* - positions the BC government and the broader public sector to meet citizen demands and expectations for high value on-line services.
- *Establish Corporate Identity and Role Provisioning Services*<sup>1</sup> - provides a streamlined process for granting and managing workers (employees and contractors) entitlements. The solution will build on existing IDIR service to provide stronger, more secure access to government resources (application/printers).
- *Develop an Identity Federation* – builds on existing federation capabilities to enable technical integration and information sharing across the BC government, the broader public sector (BPS) and service delivery partners.

The past year has seen significant progress and we are now developing detailed plans based on a fuller, and more mature, understanding of priorities, links and dependencies.

#### **Prioritization**

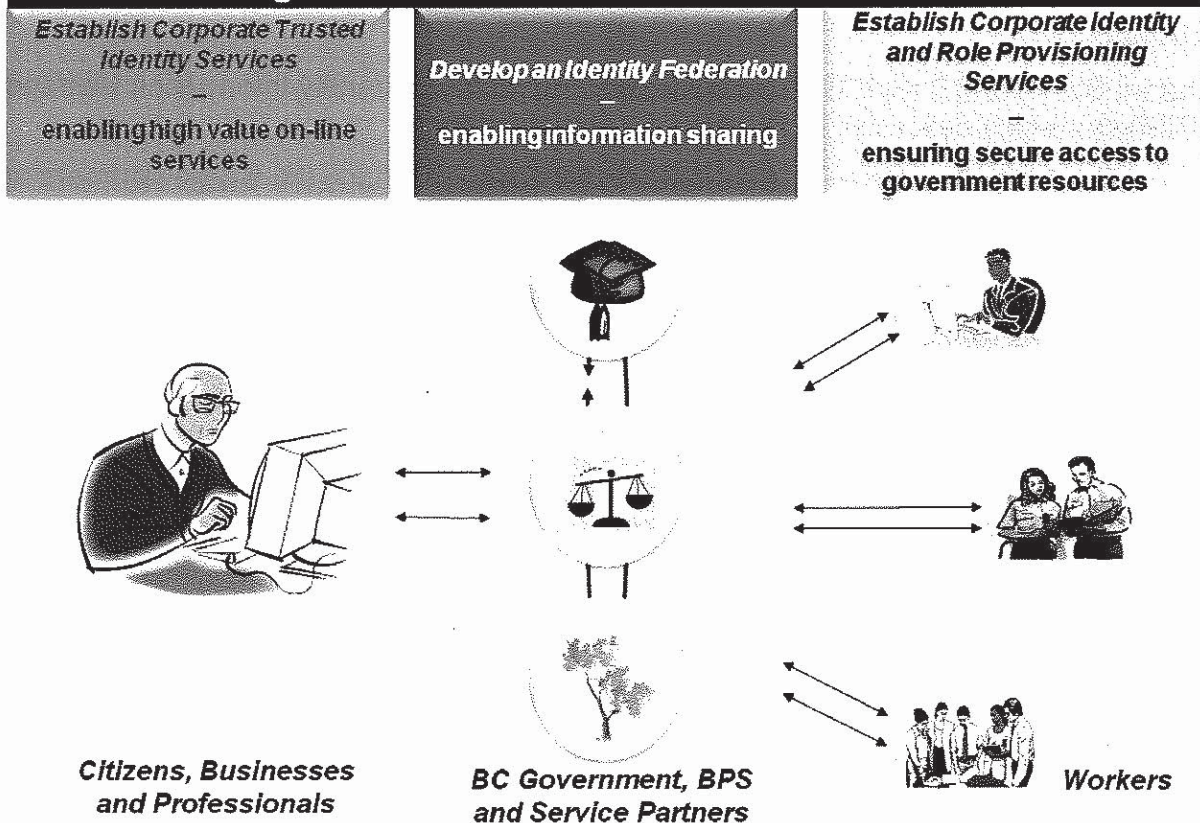
The three IDIM strategies have three very different domains of maximum impact: citizen, service providers or workers (see diagram overleaf). Understanding this alignment has been instrumental in determining priorities. Our priorities are as follows:

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<sup>1</sup> Note: Originally, the introduction of Employee Smartcards was included under "Establish Corporate Trusted Identity Services". We remain committed to this long-term vision, but see a closer alignment with the strategy to "Establish Corporate Identity and Role Provisioning Services", as it is an integral part of worker identity management. We will, therefore, plan and report progress against Employee Smartcards as part of the "provisioning" strategy.

- 1) *Establish Corporate Trusted Identity Services* is all about the **citizen** and given government's commitment to placing the "Citizen at the Centre", the supporting actions under this strategy have been given the highest priority.
- 2) *Establish Corporate Identity and Role Provisioning Services* focuses on **workers** and aligns well with "Being the Best". The supporting actions under this strategy have been ranked next.
- 3) *Develop an Identity Federation* will enable **information sharing** across the organizations delivering services to citizens. The ability to federate exists today and it is expected that the uptake will continue to build over the next few years as other services are launched. The need for a federation framework that establishes a central registry and defines the "rules" for the federation will grow in parallel with that over time and, therefore, the actions under this strategy have been given a lower priority.

### The IDIM strategies and their intent:



### A Release Management Approach

The new Provincial IDIM Program includes both new services and significant extension to existing identity information management services. As the new services are launched, SSBC's goal is to guarantee a high level of service and ensure overall program stability. Accordingly, within the broad priorities identified above, SSBC is adopting a release management approach to implementing the various components of the IDIM program.



With this approach, SSBC will initially build on proven competencies and then grow the IDIM Program through staged, incremental, managed releases.

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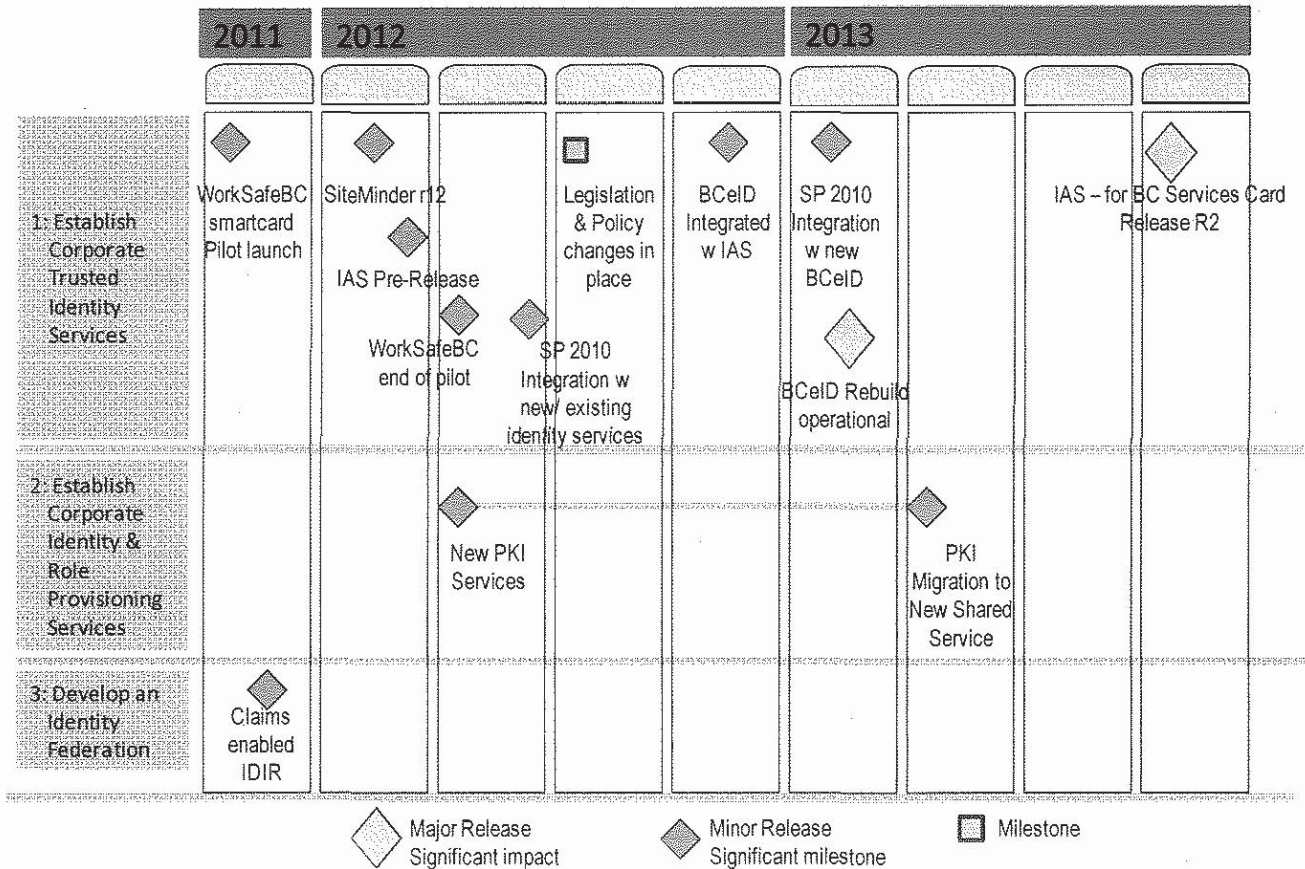
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## Summary Plan

The following roadmap demonstrates the key activities and deliverables over the next 24 months organized by the IDIM strategies outlined in the IM/IT Enablers Strategy.

# IDIM Roadmap – October 2011



## Transformation and Technology Planning Instructions

### Deputy Minister Sign-Off Template

**Deadline: September 15th, 2011**

The September 15<sup>th</sup>, 2011 sign-off is for the following sections:

- IM/IT Investments section
  - IM/IT related operational budgets spreadsheet by ministry by vote
  - IM/IT business cases and plans (business case template and IM/IT projects spreadsheet)
  - Free form response for status updates for current IM/IT capital projects
  - **Does not include** the IM/IT Application Health Check workbook
- Corporate Infrastructure section
  - Corporate Infrastructure Forecast Report (template) for previously approved IM/IT investments
  - Corporate Infrastructure Request Details for new IT infrastructure (spreadsheet)

Please post completed sign-off sheet to the "Final Folder" of the sector or ministry sub-site.

**Deputy Minister:** Kim Henderson, Citizens' Services and Open Government

**Ministry:** Labour, Citizens' Services and Open Government

**DM Signature:** \_\_\_\_\_

**Date Signed:** September 16, 2011

Please indicate total number of Deputy Minister sign-off sheets included with your sector submission:

**Total:** \_\_\_\_\_ of \_\_\_\_\_

## Transformation and Technology Planning Instructions

### Deputy Minister Sign-Off Template

**Deadline: November 4th, 2011**

The November 4<sup>th</sup>, 2011 sign-off is for the following sections:

- Vision, Business Context, and Alignment to Strategic Shifts section
  - Free form and template responses to general and ministry specific instructions
- IM/IT Investments section
  - IM/IT Application Health Check workbook

Please post completed sign-off sheet to the "Final Folder" on the T&T site.

**Deputy Minister:** Kim Henderson, Deputy Minister of Citizens' Services and  
Open Government

**Ministry:** Labour, Citizens' Services and Open Government

**DM Signature:**



**Date Signed:**

Nov 1/11

Please indicate total number of Deputy Minister  
sign-off sheets included with your sector submission:

Total: 1 of 1



| Online Transactional Services – Please answer the following to describe the nature of each of your online transactional services. |                                                                                                                                                                                         |                                                                                                                                        |                                                                                                                         |
|-----------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------|
| Service Name                                                                                                                      | Purpose and Description                                                                                                                                                                 | Delivery method                                                                                                                        | What is the business value of the service?                                                                              |
| he common name used to describe the service (i.e. Student Loan Online Application).                                               | Please provide a short description of the service and its purpose (i.e. The service allows students to apply online for a student loan and to track the progress of their application.) | Please indicate how users interact with the service (i.e. online form, online form submission, application, authenticated application) | What is the value of the service (i.e. critical to citizens, legislated, cost savings)? Please describe in a few words. |

| Service BC (13)            |                                                                                                                                                      |                                              |                                                                                                                                                                                                     |
|----------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Regional Operations - none |                                                                                                                                                      |                                              |                                                                                                                                                                                                     |
| BC OnLine                  | BC OnLine provides online access to information products and services on behalf of 25 government, broader public sector and private sector partners. | Authenticated access, RACF on the mainframe. | BC OnLine is the exclusive online access to information products from organizations such as: the Land title and Survey Authority, Personal Property Registry, Corporate Registry and BC Assessment. |



Online Transactional Services – Please answer the following to describe the nature of each of your online transactional services.

| Service Name                                                                         | Purpose and Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Delivery method                                                                                                                        | What is the business value of the service?                                                                              |
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| Corporate Online<br>(www.corporateonline.gov.bc.ca)                                  | Online application for the public to complete the following filings electronically, as required under the Business Corporations Act: incorporate a BC company or BC unlimited liability company; register a foreign entity (formed in Canada) as an extraprovincial company in BC; file a BC or extraprovincial annual report; file a corporate change of address or change of directors; file a notice of alteration to the Notice of Articles; amalgamate two or more companies (unless one of the amalgamating companies is a foreign corporation); continue a foreign corporation into BC; voluntarily dissolve a company in BC; file an application to transition a BC company incorporated prior to March 29, 2004; reprint a previous filing; request a Certificate of Good Standing; password and email updates; and submissions with Alberta under the Trade, Investment and Labour Mobility Agreement (TILMA). | Online real time application, authenticated application                                                                                | legislated                                                                                                              |
| Name Requests Online                                                                 | Online application for the public to submit a Name Approval Request electronically to the Registries Name Reservation Unit for examination.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Online real time submission                                                                                                            | legislated                                                                                                              |



Online Transactional Services – Please answer the following to describe the nature of each of your online transactional services.

| Service Name                                                                                                                 | Purpose and Description                                                                                                                                                                                                                                                                                                                                  | Delivery method                                                                                                                        | What is the business value of the service?                                                                              |
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| BC Registry Services Menu (link via <a href="http://www.bconline.gov.bc.ca">www.bconline.gov.bc.ca</a> )                     | Link to online application for BC Online deposit account holders ONLY. In addition to services listed above for Corporate Online and Name Requests Online, this application provides these clients with search functionality for corporations, firms, societies and firm individuals.                                                                    | Online real time application, authenticated application                                                                                | legislated                                                                                                              |
| Search Coops and Miscellaneous Legal Entities (link via <a href="http://www.bconline.gov.bc.ca">www.bconline.gov.bc.ca</a> ) | Link to mainframe for BC Online deposit account holders ONLY for search of cooperative associations and miscellaneous legal entities.                                                                                                                                                                                                                    | Online real time application, authenticated application                                                                                | legislated                                                                                                              |
| Personal Property Registry (link via <a href="http://www.bconline.gov.bc.ca">www.bconline.gov.bc.ca</a> )                    | Link to mainframe for BC Online deposit account holders ONLY for registration, update or verification of a financing statement; renewal of a financing statement; discharge of a financing statement; search request; transfer or release of debtors, collateral or secured parties to financing statement; and registration of amendments/court orders. | Online real time application, authenticated application                                                                                | legislated                                                                                                              |



Online Transactional Services – Please answer the following to describe the nature of each of your online transactional services.

| Service Name                                                                                              | Purpose and Description                                                                                                                                                                                                                                                                                                                                                       | Delivery method                                                                                                                        | What is the business value of the service?                                                                              |
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| The common name used to describe the service (i.e. Student Loan Online Application).                      | Please provide a short description of the service and its purpose (i.e. The service allows students to apply online for a student loan and to track the progress of their application.)                                                                                                                                                                                       | Please indicate how users interact with the service (i.e. online form, online form submission, application, authenticated application) | What is the value of the service (i.e. critical to citizens, legislated, cost savings)? Please describe in a few words. |
| Manufactured Home Online (link via <a href="http://www.bconline.gov.bc.ca">www.bconline.gov.bc.ca</a> )   | Link to mainframe for searches and transport permits for all BC Online users, manufacturers, qualified suppliers and Service BC Centres ONLY; transfers of ownership via Bill of Sale for manufacturers and qualified suppliers ONLY; registration of new manufactured homes for manufacturers ONLY; and registration of residential exemptions for qualified suppliers ONLY. | Online real time application, authenticated application                                                                                | legislated                                                                                                              |
| Manufactured Home Registry (link via <a href="http://www.bconline.gov.bc.ca">www.bconline.gov.bc.ca</a> ) | Link to mainframe for Service BC Centres ONLY for manufactured home searches; registration of a manufactured home; application for a transport permit; transport permit reprint; and transport permit correction.                                                                                                                                                             | Online real time application, authenticated application                                                                                | legislated                                                                                                              |
| OneStop Business Registry                                                                                 | The service allows for new business registration, CRA registrations, WorkSafeBC registration, Liquor licence registration and renewal, BCeID registration, 79 Local Government Business Licence registration.                                                                                                                                                                 | Online real time application, plus authenticated application                                                                           | Compliance, Cost saving to business                                                                                     |
| Change of Address Service                                                                                 | Online application for MSP and ICBC request for change of address                                                                                                                                                                                                                                                                                                             | Online application                                                                                                                     | Compliance                                                                                                              |
| Advisory Council on SE SharePoint - none                                                                  |                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                        |                                                                                                                         |



Online Transactional Services – Please answer the following to describe the nature of each of your online transactional services.

| Service Name                                                                         | Purpose and Description                                                                                                                                                                 | Delivery method                                                                                                                        | What is the business value of the service?                                                                              |
|--------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------|
| The common name used to describe the service (i.e. Student Loan Online Application). | Please provide a short description of the service and its purpose (i.e. The service allows students to apply online for a student loan and to track the progress of their application.) | Please indicate how users interact with the service (i.e. online form, online form submission, application, authenticated application) | What is the value of the service (i.e. critical to citizens, legislated, cost savings)? Please describe in a few words. |

|                                      |                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                    |
|--------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Web-based surveys                    | The user can fill out an online survey                                                                                                                                                                                                                                                    | Online form, following a unique link that was received via email                                                                                                                                                                                                                                                              | Shared service that is used by all other ministries                                                                                                                                                                                                |
| BC Student Outcomes Reporting System |                                                                                                                                                                                                                                                                                           | There are two interactive reporting systems associated with the Outcomes website. One for reporting tools is targeted to the general public and the other one is for authenticated users. Authentic users must be associated with a participating BC public post-secondary institution or the Ministry of Advanced Education. | SORS is critical to public post-secondary institutions and AVED. It allows users from 25 participating institutions and AVED to access over ten years of outcomes survey data and generate reports based on their internal reporting requirements. |
|                                      | SORS is a web-based, interactive reporting tool that allows to generate reports and access multiple years of survey data.                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                    |
| <b>SSBC (13)</b>                     |                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                    |
| 7 Online Shopping Carts              | We offer a wide selection of information published by the Government of British Columbia on the Publications Store, BC Made Products on the British Columbia Magazine Store, Office Supplies and Forms on the DCV Store, Medical Supplies Uniforms etc on the PDC Store, a BC Parks Store | Publications are accessed online. Many publications can be viewed and downloaded free of charge. Publications can be ordered online, by fax, email or phone.                                                                                                                                                                  | For inward facing stores it is about the efficiency of electronic ordering and the up to date electronic catalogue. For outward facing stores it is product information and secure payment                                                         |
|                                      | Features of this site include:                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                    |
|                                      | A quick simple search.                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                    |
|                                      | Advanced Search with drop down menu's for Categories, Ministries, Word groupings, and Relevance/Alphabetical listings.                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                    |



## Online Transactional Services – Please answer the following to describe the nature of each of your online transactional services.

| Service Name                                                                         | Purpose and Description                                                                                                                                                                                                                                                                | Delivery method                                                                                                                                               | What is the business value of the service?                                                                                                                                     |
|--------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| The common name used to describe the service (i.e. Student Loan Online Application). | Please provide a short description of the service and its purpose (i.e. The service allows students to apply online for a student loan and to track the progress of their application.)                                                                                                | Please indicate how users interact with the service (i.e. online form, online form submission, application, authenticated application)                        | What is the value of the service (i.e. critical to citizens, legislated, cost savings)? Please describe in a few words.                                                        |
|                                                                                      | Refine Search offers the ability to search by keyword within Sub-categories                                                                                                                                                                                                            |                                                                                                                                                               |                                                                                                                                                                                |
|                                                                                      | Publications can either be purchased on-line (Internet Payment Program secured) or viewed by a web site link. All transactions are in Canadian dollars.                                                                                                                                |                                                                                                                                                               |                                                                                                                                                                                |
| BC Laws                                                                              | We provide free public access to the unofficial consolidations of provincial statutes and regulations in a searchable format.                                                                                                                                                          | Current statutes and regulations are accessed online. Legislation can be viewed and downloaded free of charge or official versions can be purchased in print. | Provides the citizens of British Columbia free access to current provincial statutes and regulations                                                                           |
| BC Codes                                                                             | We provide a subscription based service to the public to access the BC Building, Plumbing and Fire Codes online in a searchable format.                                                                                                                                                | Codes can be accessed online and in print. Codes can be ordered online, by fax, phone or email.                                                               | Provides the public with access to the BC Building, Plumbing and Fire Codes by paid subscription. We also offer free public access to the BC Codes in all BC public libraries. |
| QP LegalEze                                                                          | We provide a subscription based service to the public to access the current and historical provincial statutes, regulations, Gazette Part 1 and 2, Corporate Registry Notices, Orders in Councils, Ministerial Orders, and other legislative information in a fully searchable format. | Current and historical provincial legislative data can be viewed online. Subscriptions can be ordered online, by phone, fax or email.                         | Provides the public with access to current and historical provincial legislation. We also offer free public access to QP LegalEze in BC public libraries.                      |
| Online Journals of the House                                                         | We provide public access to the Journals of House from pre-confederation to 2009 in a fully searchable format.                                                                                                                                                                         | Historical Journals of House are access for free online.                                                                                                      | Provides public access to the Journals of House in a searchable format online.                                                                                                 |



Online Transactional Services – Please answer the following to describe the nature of each of your online transactional services.

| Service Name                                                                         | Purpose and Description                                                                                                                                                                 | Delivery method                                                                                                                        | What is the business value of the service?                                                                              |
|--------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------|
| The common name used to describe the service (i.e. Student Loan Online Application). | Please provide a short description of the service and its purpose (i.e. The service allows students to apply online for a student loan and to track the progress of their application.) | Please indicate how users interact with the service (i.e. online form, online form submission, application, authenticated application) | What is the value of the service (i.e. critical to citizens, legislated, cost savings)? Please describe in a few words. |
| BC Budget and Services Plans                                                         | Publish the BC Budget and Service Plans online accessible by the public. We host this site.                                                                                             | BC Budget and Services plans are accessed free of charge online.                                                                       | Provides public access to the BC Budget and Services Plans.                                                             |
| Lieutenant Governor's Website                                                        | We publish, maintain and host the Lieutenant Governor's website online.                                                                                                                 | The Lieutenant Governor's website is accessed online.                                                                                  | Provides public access to the LG's website online.                                                                      |
| Properties for Sale                                                                  | Service allows real estate community to register for notification of properties for sale and updates.                                                                                   | application                                                                                                                            | cost savings. (note this application is listed independantly in the Applications T&T Plan                               |
| Lease Requirements                                                                   | Service allows Leasing community to register for notification of lease requirements.                                                                                                    | application                                                                                                                            | cost savings. (note this application is listed independantly in the Applications T&T Plan                               |
| Lease Surplus                                                                        | Service allows Leasing community to register for notification of lease requirements.                                                                                                    | application                                                                                                                            | cost savings. (note this application is listed independantly in the Applications T&T Plan                               |
| Superintendent Inquiry                                                               | Look up and search tool for locating building superintendents and WSI facility managers across the province                                                                             | application                                                                                                                            |                                                                                                                         |



Please describe which web technologies are used to manage, host and deliver your web presence and online services

| Technology                                                                              | Primary function                                                                                                                                                                                                                                                                                                                        | Provider                                                                                                                                      | Service or owned infrastructure                                    | Access                                                     | Virtual private hardware / licenses                                                                                    | Capacity                                                                                   | Technology Currency                                                                      | Service owner / manager                                                                                                                              | Support which web products / service organizations                                                                                                                                                                                                                                                                                      |
|-----------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------|------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| The common name used to describe the technology (i.e. SharePoint, Teamsite, Websphere). | Please describe the primary function(s) of the technology (i.e. content management, web hosting, application servers).                                                                                                                                                                                                                  | Please provide the name of the organization that supports this service (i.e. HP Hosting, Shared Services BC, Corporate Data and Web Services) | Please indicate whether this is a service or owned infrastructure. | Please indicate the number of servers required to support. | Please indicate if these are license, physical hardware or virtual hardware (i.e. 4 CMS licenses, 4 physical servers). | Please indicate the occupancy, if applicable, in gigabytes (i.e. 60 GB)                    | Please indicate where in its lifespan the technology is (i.e. new, mature, end of life). | Please indicate who is responsible for managing this service on behalf of the organization (i.e. Walter Moser, Director, Online Technology Services) | Please indicate what is supported by the technology (i.e. The technology provides content management and publishing functionality to support gov.bc.ca and numerous sites across government.)                                                                                                                                           |
| <b>Office of the CIO</b>                                                                |                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                               |                                                                    |                                                            |                                                                                                                        |                                                                                            |                                                                                          |                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                         |
| <b>CDaWS - Web Hosting</b>                                                              |                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                               |                                                                    |                                                            |                                                                                                                        |                                                                                            |                                                                                          |                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                         |
| Apache, Tomcat, Oracle                                                                  | web hosting, application, database                                                                                                                                                                                                                                                                                                      | Corporate Data and Web Services                                                                                                               | Owned                                                              |                                                            | 12 Virtual, 4 Physical, 4 Oracle Licenses                                                                              | www.cio.gov.bc.ca - 307.17 MB<br>www.networkbc.gov.bc.ca - 674.21 MB                       | Mature                                                                                   | Walter Moser, Director, Online Technology Services                                                                                                   | Provides web hosting functionality to support gov.bc.ca and numerous sites across government                                                                                                                                                                                                                                            |
| <b>CDaWS - Content Management</b>                                                       |                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                               |                                                                    |                                                            |                                                                                                                        |                                                                                            |                                                                                          |                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                         |
| TeamSite                                                                                | content management                                                                                                                                                                                                                                                                                                                      | Corporate Data and Web Services                                                                                                               | Owned                                                              |                                                            | 3 Virtual, 1 Physical, 4 CMS 4 Licenses                                                                                | www.cio.gov.bc.ca - 307.17 MB<br>www.networkbc.gov.bc.ca - 674.21 MB                       | Mature                                                                                   | Walter Moser, Director, Online Technology Services                                                                                                   | Provides content management and publishing functionality to support gov.bc.ca and numerous sites across government                                                                                                                                                                                                                      |
| <b>CDaWS - Web Analytics</b>                                                            |                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                               |                                                                    |                                                            |                                                                                                                        |                                                                                            |                                                                                          |                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                         |
| WebTrends                                                                               | analytics application                                                                                                                                                                                                                                                                                                                   | Corporate Data and Web Services                                                                                                               | Owned                                                              |                                                            | Licensed, 4 Virtual, 2 6 Physical                                                                                      | n/a                                                                                        | Mature                                                                                   | Walter Moser, Director, Online Technology Services                                                                                                   | Provides web usage analysis and reporting functionality to support gov.bc.ca and numerous sites across government                                                                                                                                                                                                                       |
| <b>CDaWS - Search (Ultrasack)</b>                                                       |                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                               |                                                                    |                                                            |                                                                                                                        |                                                                                            |                                                                                          |                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                         |
| Ultrasack                                                                               | search application                                                                                                                                                                                                                                                                                                                      | Corporate Data and Web Services                                                                                                               | Owned                                                              |                                                            | 3 Licensed, 3 Virtual                                                                                                  | n/a                                                                                        | End of Life                                                                              | Walter Moser, Director, Online Technology Services                                                                                                   | Provides web search functionality to support gov.bc.ca and numerous sites across government                                                                                                                                                                                                                                             |
| <b>Service BC</b>                                                                       |                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                               |                                                                    |                                                            |                                                                                                                        |                                                                                            |                                                                                          |                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                         |
| Interwoven (CMS)                                                                        | content management                                                                                                                                                                                                                                                                                                                      | CDWS                                                                                                                                          | owned infrastructure                                               | unknown                                                    | 8 CMS licenses, however only 2 licenses are used to update the Service BC Internet                                     | unknown                                                                                    | mature                                                                                   | CDWS                                                                                                                                                 | The technology provides content management and publishing functionality to support servicebc.gov.bc.ca                                                                                                                                                                                                                                  |
| BC Online operates on a mix of mainframe and server (J2EE) applications and databases.  | The BC Online application supports online access to information products and services belonging to 25 government and non-government organizations and includes authentication/authorization, customer account management, draw down accounts allowing real time payment, customer involving, revenue collection and daily distribution. | Access Point Information Canada Ltd. is the licensed operator of the BC Online service and system on behalf of government.                    | The BC Online service and system belong to the Province.           | 5 virtualized servers.                                     | 5 virtualized servers.                                                                                                 | Mixed model of mainframe and virtualized servers. Unable to provide requested information. | BC Online application launched in 1999. BCOL servers virtualized in 2009/10 and 2010/11. | Access Point Information Canada Ltd. is the licensed operator of the BC Online service and system on behalf of government.                           | The BC Online application supports online access to information products and services belonging to 25 government and non-government organizations and includes authentication/authorization, customer account management, draw down accounts allowing real time payment, customer involving, revenue collection and daily distribution. |



Please describe which web technologies are used to manage, host and deliver your web presence and online services.

| Technology                                                                                                            | Purpose/Function                                                                                                       | Provider                                                                                                                                      | Service/Owner Infrastructure                                       | # Servers                                                  | Form of Physical Hardware / Code                                                                   | Capacity                                                                | Technology Currency                                                                     | Service owner / manager                                                                                                                              | Support which web presence service organizations                                                                                                                                                             |
|-----------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------|------------------------------------------------------------|----------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------|-----------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| The common name used to describe the technology (i.e. SharePoint, Teamsite, Websphere).                               | Please describe the primary function(s) of the technology (i.e. content management, web hosting, application servers). | Please provide the name of the organization that supports this service (i.e. HP Hosting, Shared Services BC, Corporate Data and Web Services) | Please indicate whether this is a service or owned infrastructure. | Please indicate the number of servers required to support. | Please indicate if these are license, physical hardware (i.e. 4 CWS licenses, 4 physical servers). | Please indicate the occupancy, if applicable, in gigabytes (i.e. 60 GB) | Please indicate where in its lifespan the technology is (i.e. new, mature, end of life) | Please indicate who is responsible for managing this service on behalf of the organization (i.e. Walter Moser, Director, Online Technology Services) | Please indicate what is supported by the technology (i.e. The technology provides content management and publishing functionality to support gov.bc.ca and numerous sites across government.)                |
| BC Registry Services Website - uses CWS                                                                               | content management                                                                                                     | Corporate Data and Web Services                                                                                                               | Service                                                            | not available                                              | 2 CWS                                                                                              | Registries application footprint varies from 0.5GB to 3.2GB             | new                                                                                     | Catherine Clarke                                                                                                                                     | Provides content management and links to sites used by citizens and BC business                                                                                                                              |
| Corporate Online - Java running on Oracle application server                                                          | application servers                                                                                                    | HP Hosting                                                                                                                                    | Owned                                                              | 2                                                          | Oracle Application server licences<br>Oracle database licences                                     | Registries application footprint varies from 0.5GB to 3.2GB             | mature                                                                                  | Catherine Clarke                                                                                                                                     | Provides access to the Corporate Business Registry to register corporations and file changes to existing corporations                                                                                        |
| Name Requests Online - Java running on Oracle Application server                                                      | application servers                                                                                                    | HP Hosting                                                                                                                                    | Owned                                                              | 2                                                          | Oracle Application server licences<br>Oracle database licences                                     | Registries application footprint varies from 0.5GB to 3.2GB             | new                                                                                     | Catherine Clarke                                                                                                                                     | Provides services to register a company name or search a company name                                                                                                                                        |
| BC Registry Services Menu -                                                                                           | application servers                                                                                                    | HP Hosting                                                                                                                                    | Owned                                                              | 1                                                          | Oracle Application server licences<br>Oracle database licences                                     | Registries application footprint varies from 0.5GB to 3.2GB             | new                                                                                     | Catherine Clarke                                                                                                                                     | Provides staff access to all registries filings. Will replace COBS                                                                                                                                           |
| Companies Branch System - MVS                                                                                         | mainframe                                                                                                              | HP Hosting                                                                                                                                    | Service                                                            |                                                            | Mainframe application                                                                              | not available                                                           | end of life                                                                             | Catherine Clarke                                                                                                                                     | Primarily used for director / officer searches. Used internally for name examinations                                                                                                                        |
| Search access only via BC Online Personal Property Registry - mainframe accessed via BC Online web services           | application servers                                                                                                    | HP Hosting                                                                                                                                    | Service                                                            | 2                                                          | Mainframe application                                                                              | not available                                                           | end of life                                                                             | Catherine Clarke                                                                                                                                     | Provides services to register liens and search liens on personal property                                                                                                                                    |
| Manufactured Homes Online via BC Online web services                                                                  | application servers                                                                                                    | HP Hosting                                                                                                                                    | Service                                                            | 2                                                          | Mainframe application                                                                              | not available                                                           | end of life                                                                             | Catherine Clarke                                                                                                                                     | Provides services to register a manufactured home and track its location and movement                                                                                                                        |
| Manufactured Home Registry - MVS                                                                                      | mainframe                                                                                                              | HP Hosting                                                                                                                                    | Service                                                            | 2                                                          | Mainframe application                                                                              | not available                                                           | end of life                                                                             | Catherine Clarke                                                                                                                                     | Provides services to register a manufactured home and track its location and movement                                                                                                                        |
| OneStop Business Registry - Java servlet pages, Java running on Oracle Application Server, WebMethods trading network | application servers                                                                                                    | HP Hosting                                                                                                                                    | Owned                                                              | 4                                                          | Oracle Application server licences<br>Oracle database licences<br>webMethods licences              | Registries application footprint varies from 0.5GB to 3.2GB             | mature                                                                                  | Catherine Clarke                                                                                                                                     | Provides access to a the OneStop Business Registry a public sector partnership offering integrated Business Registration, Business Address Change and Liquor Licensing services based on the Business Number |
| Change of Address Service - Visual Basic                                                                              | application servers                                                                                                    | Shared Services                                                                                                                               | Owned                                                              | not available                                              | Visual Basic/SQL                                                                                   | not available                                                           | end of life                                                                             | Catherine Clarke                                                                                                                                     | Provides and address change service to citizens for drivers licences and health cards                                                                                                                        |
| OneStop Business Registry - SharePoint                                                                                | content management                                                                                                     | Shared Services                                                                                                                               | Service                                                            | not available                                              |                                                                                                    | not available                                                           | end of life                                                                             | Catherine Clarke                                                                                                                                     | Provides access to and shares information among OneStop partners                                                                                                                                             |



Please describe which web technologies are used to manage, host and deliver your web presence and online services

| Technology                                                                              | Purpose / Function                                                                                                     | Provider                                                                                                                                      | Service or owned infrastructure                                    | Work servers                                                                     | Virtual or physical hardware / ICGES                                                                                   | Occupancy                                                               | Technology Current                                                                                                        | Service owner / manager                                                                                                                              | Support which web presence service organization                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|-----------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------|----------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| The common name used to describe the technology (i.e. SharePoint, TeamSite, WebSphere). | Please describe the primary function(s) of the technology (i.e. content management, web hosting, application servers). | Please provide the name of the organization that supports this service (i.e. HP Hosting, Shared Services BC, Corporate Data and Web Services) | Please indicate whether this is a service or owned infrastructure. | Please indicate the number of servers required to support.                       | Please indicate if these are license, physical hardware or virtual hardware (i.e. 4 CMS licenses, 4 physical servers). | Please indicate the occupancy, if applicable, in gigabytes (i.e. 60 GB) | Please indicate where in its lifespan the technology is (i.e. new, mature, end of life).                                  | Please indicate who is responsible for managing this service on behalf of the organization (i.e. Walter Moser, Director, Online Technology Services) | Please indicate what is supported by the technology (i.e. The technology provides content management and publishing functionality to support gov.bc.ca and numerous sites across government.)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Shared Services BC                                                                      | owned infrastructure                                                                                                   | unknown                                                                                                                                       | n/a                                                                | unknown                                                                          | new                                                                                                                    | Shared Services BC                                                      | Provides access to information and a collaboration venue for the advisory council on social entrepreneurship end of life. | DON LAPRISE, Manager of Informatics, BC Stats                                                                                                        | public website:<br><a href="http://www.bcstats.gov.bc.ca/">http://www.bcstats.gov.bc.ca/</a>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| ASP                                                                                     | web hosting                                                                                                            | Shared Services                                                                                                                               | service                                                            | 1 physical web server,<br>2 1 virtual web server                                 | 20GB                                                                                                                   |                                                                         | to be replaced by Sitefinity                                                                                              |                                                                                                                                                      | Interactive charting for<br><a href="http://www.bcstats.gov.bc.ca/DATA/Pop/PeopleData/leaver/Default.aspx">http://www.bcstats.gov.bc.ca/DATA/Pop/PeopleData/leaver/Default.aspx</a><br>Document search and filter for<br><a href="http://www.bcstats.gov.bc.ca/guide.asp">http://www.bcstats.gov.bc.ca/guide.asp</a><br>Data release search and filter for<br><a href="http://www.bcstats.gov.bc.ca/finder.asp">http://www.bcstats.gov.bc.ca/finder.asp</a><br>B.C. Manufacturers' Directory at<br><a href="http://www.made-in-bc.ca/">http://www.made-in-bc.ca/</a><br>B.C. Wage and Salary Survey at<br><a href="http://www.bcstats.gov.bc.ca/databasis/labour/wage/default.asp">http://www.bcstats.gov.bc.ca/databasis/labour/wage/default.asp</a><br>Content management, publishing, interactive report generation for<br><a href="http://outcomes.bcstats.gov.bc.ca/">http://outcomes.bcstats.gov.bc.ca/</a><br>Interactive mapping and charting for<br><a href="http://www.bcstats.gov.bc.ca/databasis/pop/georef/geopages.asp">http://www.bcstats.gov.bc.ca/databasis/pop/georef/geopages.asp</a><br>On demand web-based surveys at various URLs |
| ASP.NET                                                                                 | web hosting, web applications                                                                                          | Shared Services                                                                                                                               | service                                                            | 1 physical web server,<br>1 virtual web server,<br>4 2 Oracle database instances | 50GB                                                                                                                   |                                                                         | mature                                                                                                                    | DON LAPRISE, Manager of Informatics, BC Stats                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| SharePoint CMS<br>Or .NET                                                               | web hosting, web application server, content management, document management                                           | Shared Services, Ministry of Education and Ministry of Advanced Education                                                                     | service                                                            | 1 physical web server,<br>1 virtual web server,<br>5 3 Oracle database instances | 50GB                                                                                                                   |                                                                         | mature                                                                                                                    | CATHY STOCK, Director, Labour & Social Statistics                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| InstantAtlas                                                                            | interactive mapping and charting                                                                                       | Shared Services                                                                                                                               | service                                                            | 1 physical web server,<br>2 1 virtual web server                                 | 1GB                                                                                                                    |                                                                         | mature                                                                                                                    | DON LAPRISE, Manager of Informatics, BC Stats                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Persuas                                                                                 | Web-based surveys                                                                                                      | Shared Services                                                                                                                               | service                                                            | 1 physical web server,<br>2 1 physical database server                           | 10GB                                                                                                                   |                                                                         | end of life, to be replaced by CallWeb                                                                                    | DON LAPRISE, Manager of Informatics, BC Stats                                                                                                        | On demand web-based surveys at various URLs                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| CallWeb                                                                                 | Web-based surveys                                                                                                      | Shared Services                                                                                                                               | service                                                            | 1 physical web server,<br>2 1 physical database server                           | 30MB                                                                                                                   |                                                                         | new                                                                                                                       | DON LAPRISE, Manager of Informatics, BC Stats                                                                                                        | On demand web-based surveys at various URLs<br>Manitoba Bureau of Statistics<br>Information:<br><a href="http://www.mbstats.mb.ca/">http://www.mbstats.mb.ca/</a>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| HTML                                                                                    | web hosting                                                                                                            | Shared Services                                                                                                                               | service                                                            | 1 1 physical web server                                                          | 100MB                                                                                                                  |                                                                         | mature                                                                                                                    | DON LAPRISE, Manager of Informatics, BC Stats                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |



Please describe which web technologies are used to manage, host, and deliver your web presence and online services:

| Technology                                                                             | Purpose/Function                                                                                                      | Provider                                                                                                                                      | Services/Cloud Infrastructure                                      | IP Addresses                                               | Virtual Servers/Hosts/Nodes                                                                                            | Capacity                                                                | Technology Currency                                                                      | Service Owner/Manager                                                                                                                                | Support which web technology service or function                                                                                                                                              |
|----------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------|------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------|------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| The common name used to describe the technology (i.e. SharePoint, Teamsite, Wordpress) | Please describe the primary function(s) of the technology (i.e. content management, web hosting, application servers) | Please provide the name of the organization that supports this service (i.e. HP Hosting, Shared Services BC, Corporate Data and Web Services) | Please indicate whether this is a service or owned infrastructure. | Please indicate the number of servers required to support. | Please indicate if these are license, physical hardware or virtual hardware (i.e. 4 CMS licenses, 4 physical servers). | Please indicate the occupancy, if applicable, in gigabytes (i.e. 60 GB) | Please indicate where in its lifespan the technology is (i.e. new, mature, end of life). | Please indicate who is responsible for managing this service on behalf of the organization (i.e. Walter Moser, Director, Online Technology Services) | Please indicate what is supported by the technology (i.e. The technology provides content management and publishing functionality to support gov.bc.ca and numerous sites across government.) |
| SharePoint                                                                             | web hosting, content management                                                                                       | Shared Services                                                                                                                               | Service                                                            |                                                            | 1.1 SharePoint instance                                                                                                | 10.5GB                                                                  | mature                                                                                   | DON LAPRISE, Manager of Informatics, BC Stats                                                                                                        | Information sharing with external clients (BCEID-authenticated) at https://share.bccstats.gov.bc.ca/                                                                                          |
| <b>CDaWS - Web Hosting</b>                                                             |                                                                                                                       |                                                                                                                                               |                                                                    |                                                            |                                                                                                                        |                                                                         |                                                                                          |                                                                                                                                                      |                                                                                                                                                                                               |
| Apache, Tomcat, Oracle                                                                 | web hosting, application, database                                                                                    | Corporate Data and Web Services                                                                                                               | Owned                                                              |                                                            | 12 Virtual, 4 Physical, 4 Oracle Licenses                                                                              | 23.7 GB                                                                 | Mature                                                                                   | Walter Moser, Director, Online Technology Services                                                                                                   | Provides web hosting functionality to support gov.bc.ca and numerous sites across government                                                                                                  |
| <b>CDaWS - Content Management</b>                                                      |                                                                                                                       |                                                                                                                                               |                                                                    |                                                            |                                                                                                                        |                                                                         |                                                                                          |                                                                                                                                                      |                                                                                                                                                                                               |
| TeamSite                                                                               | content management                                                                                                    | Corporate Data and Web Services                                                                                                               | Owned                                                              |                                                            | 3 Virtual, 1 Physical, 4 CMS Licenses                                                                                  | 23.7 GB                                                                 | Mature                                                                                   | Walter Moser, Director, Online Technology Services                                                                                                   | Provides content management and publishing functionality to support gov.bc.ca and numerous sites across government                                                                            |
| <b>CDaWS - Web Analytics</b>                                                           |                                                                                                                       |                                                                                                                                               |                                                                    |                                                            |                                                                                                                        |                                                                         |                                                                                          |                                                                                                                                                      |                                                                                                                                                                                               |
| WebTrends                                                                              | analytics application                                                                                                 | Corporate Data and Web Services                                                                                                               | Owned                                                              |                                                            | Licensed, 4 Virtual, 2 Physical                                                                                        | n/a                                                                     | Mature                                                                                   | Walter Moser, Director, Online Technology Services                                                                                                   | Provides web usage analysis and reporting functionality to support gov.bc.ca and numerous sites across government                                                                             |
| <b>CDaWS - Search (google)</b>                                                         |                                                                                                                       |                                                                                                                                               |                                                                    |                                                            |                                                                                                                        |                                                                         |                                                                                          |                                                                                                                                                      |                                                                                                                                                                                               |
| Google                                                                                 | search appliance                                                                                                      | Corporate Data and Web Services                                                                                                               | Owned                                                              |                                                            | Licensed, 6 physical                                                                                                   | n/a                                                                     | Mature                                                                                   | Walter Moser, Director, Online Technology Services                                                                                                   | Provides web search functionality to support gov.bc.ca and numerous sites across government                                                                                                   |
| <b>CDaWS - Search (Ultraseek)</b>                                                      |                                                                                                                       |                                                                                                                                               |                                                                    |                                                            |                                                                                                                        |                                                                         |                                                                                          |                                                                                                                                                      |                                                                                                                                                                                               |
| Ultraseek                                                                              | search application                                                                                                    | Corporate Data and Web Services                                                                                                               | Owned                                                              |                                                            | 3 Licensed, 3 Virtual                                                                                                  | n/a                                                                     | End of Life                                                                              | Walter Moser, Director, Online Technology Services                                                                                                   | Provides web search functionality to support gov.bc.ca and numerous sites across government                                                                                                   |
| <b>CDaWS - Blog Hosting</b>                                                            |                                                                                                                       |                                                                                                                                               |                                                                    |                                                            |                                                                                                                        |                                                                         |                                                                                          |                                                                                                                                                      |                                                                                                                                                                                               |
| WordPress                                                                              | blog application                                                                                                      | Corporate Data and Web Services                                                                                                               | Owned                                                              |                                                            | 4.2 Virtual, 2 Physical                                                                                                | n/a                                                                     | Mature                                                                                   | Walter Moser, Director, Online Technology Services                                                                                                   | Provides web application functionality to support blog.gov.bc.ca and numerous sites across government                                                                                         |
| <b>CDaWS - Wiki Hosting</b>                                                            |                                                                                                                       |                                                                                                                                               |                                                                    |                                                            |                                                                                                                        |                                                                         |                                                                                          |                                                                                                                                                      |                                                                                                                                                                                               |



Please describe which web technologies are used to manage, host and deliver your web presence and online services.

| Technology                                                                              | Purpose/Function                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Provider                                                                                                                                      | Service or owned infrastructure                                    | # of servers                                               | Virtual or physical hardware / license                                                             | Occupancy                                                               | Technology currency                                                                      | Service owner / manager                                                                                                                              | Supports which web presence service applications                                                                                                                                              |
|-----------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------|------------------------------------------------------------|----------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------|------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| The common name used to describe the technology (i.e. SharePoint, Teamsite, Wordpress). | Please describe the primary function(s) of the technology (i.e. content management, web hosting, application servers).                                                                                                                                                                                                                                                                                                                                                                                        | Please provide the name of the organization that supports this service (i.e. HP Hosting, Shared Services BC, Corporate Data and Web Services) | Please indicate whether this is a service or owned infrastructure. | Please indicate the number of servers required to support. | Please indicate if these are license, physical hardware (i.e. 4 CMS licenses, 4 physical servers). | Please indicate the occupancy, if applicable, in gigabytes (i.e. 60 GB) | Please indicate where in its lifespan the technology is (i.e. new, mature, end of life). | Please indicate who is responsible for managing this service on behalf of the organization (i.e. Walter Moser, Director, Online Technology Services) | Please indicate what is supported by the technology (i.e. The technology provides content management and publishing functionality to support gov.bc.ca and numerous sites across government.) |
| Mind Touch                                                                              | wiki application                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Corporate Data and Web Services                                                                                                               | Owned                                                              |                                                            | 4 2 Virtual, 2 Physical                                                                            | n/a                                                                     | Mature                                                                                   | Walter Moser, Director, Online Technology Services                                                                                                   | Provides web application functionality to support blog.gov.bc.ca and numerous sites across government                                                                                         |
| <b>CDaWS - Media Streaming</b>                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                               |                                                                    |                                                            |                                                                                                    |                                                                         |                                                                                          |                                                                                                                                                      |                                                                                                                                                                                               |
| Wowza CDaWS - Enterprise Data Services                                                  | media streaming application                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Corporate Data and Web Services                                                                                                               | Owned                                                              |                                                            | 2 Licensed, Virtual                                                                                | n/a                                                                     | Mature                                                                                   | Walter Moser, Director, Online Technology Services                                                                                                   | Provides video streaming functionality to support gov.bc.ca and numerous sites across government                                                                                              |
| Apache Tomcat                                                                           | Application Server                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Enterprise Data Services (CITZ)                                                                                                               | owned                                                              | 1 Delivery<br>1 Test<br>1 Production                       | 3 physical servers                                                                                 |                                                                         | mature                                                                                   | Elaine Dawson CITZ                                                                                                                                   | This technology provides Java Servlet and Java Server Pages functionality to support Internet Mapping Framework-based web mapping applications and the DataBC Mashup Framework.               |
| Oracle Application Server                                                               | Application Server                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Corporate Services Natural Resources (FLNR)                                                                                                   | owned                                                              | 1 Delivery<br>1 Test<br>1 Production                       | Oracle licensing<br>3 physical servers                                                             |                                                                         | mature                                                                                   | Elaine Dawson CITZ and Doug Say CSNR                                                                                                                 | This technology provides Java Servlet and Java Server Pages functionality to support Internet Mapping Framework-based web mapping applications and the DataBC Mashup Framework.               |
| Internet Information Server                                                             | Web Server                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Enterprise Data Services (CITZ)                                                                                                               | owned                                                              | 1 for Delivery and Test<br>1 for Production                | 2 virtual servers                                                                                  |                                                                         | mature                                                                                   | Elaine Dawson CITZ                                                                                                                                   | This technology provides web server support for the ArcGIS Server and Geocortex Essentials stack.                                                                                             |
| <b>SSBC</b>                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                               |                                                                    |                                                            |                                                                                                    |                                                                         |                                                                                          |                                                                                                                                                      |                                                                                                                                                                                               |
| on line stores                                                                          | 7 shopping carts that allow government offices, government funded agencies and the broader public sector to purchase goods online. Products range from standard goods to digital materials to licenses and subscription. The carts are Product distribution Centre (PDC), Distribution Centre Victoria (DCV), Open School BC, Crown Publications, BC Magazine Gift Shop, BC Parks, Act Now BC. The carts are a custom built Electronic Ordering platform with content downloaded from the SAP business system | SSBC                                                                                                                                          | owned                                                              | this shares 6 servers over 3 environments                  | physical servers                                                                                   |                                                                         | new                                                                                      | Craig Randle, Director, Information systems, IMB                                                                                                     | supports online electronic ordering                                                                                                                                                           |
| Queen's Printer Online Printing Requisition                                             | A web application used by customers to specify print jobs such as booklets and brochures                                                                                                                                                                                                                                                                                                                                                                                                                      | SSBC                                                                                                                                          | owned                                                              | this shares 6 servers over 3 environments                  | physical servers                                                                                   |                                                                         | new                                                                                      | Craig Randle, Director, Information systems, IMB                                                                                                     |                                                                                                                                                                                               |



Please describe which web technologies are used to manage, host and deliver your web presence and online services.

| Technology                                                                                                                                                                                                                                                | Purpose/Function                                                                                                                                                                                                | Provider                                                                                                                                      | Service/Owned Infrastructure                                       | # of servers                                               | Virtualization Hardware / Type                                                                                         | Occupancy                                                               | Technology Lifecycle                                                                     | Service owner / manager                                                                                                                              | Supports which web presence / service applications                                                                                                                                            |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------|------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------|------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| The common name used to describe the technology (i.e. SharePoint, Teamsite, WebSphere).                                                                                                                                                                   | Please describe the primary function(s) of the technology (i.e. content management, web hosting, application servers).                                                                                          | Please provide the name of the organization that supports this service (i.e. HP Hosting, Shared Services BC, Corporate Data and Web Services) | Please indicate whether this is a service or owned infrastructure. | Please indicate the number of servers required to support. | Please indicate if these are license, physical hardware or virtual hardware (i.e. 4 CMS licenses, 4 physical servers). | Please indicate the occupancy, if applicable, in gigabytes (i.e. 60 gb) | Please indicate where in its lifespan the technology is (i.e. new, mature, end of life). | Please indicate who is responsible for managing this service on behalf of the organization (i.e. Walter Moser, Director, Online Technology Services) | Please indicate what is supported by the technology (i.e. The technology provides content management and publishing functionality to support gov.bc.ca and numerous sites across government.) |
| Electronic Print System                                                                                                                                                                                                                                   | A web application to order print jobs for envelopes, business cards, letterhead and memorandums                                                                                                                 | SSBC                                                                                                                                          | owned                                                              | this shares 6 servers over 3 environments                  | physical servers                                                                                                       |                                                                         | new                                                                                      | Craig Randle, Director, Information systems, IMB                                                                                                     |                                                                                                                                                                                               |
| Online Hotel Accommodations GuideA web application that enables government employees on business and leisure travel, and patients referred to by the provincial health authorities on medical travel to find hotel accommodations throughout the province |                                                                                                                                                                                                                 |                                                                                                                                               |                                                                    | this shares 6 servers over 3 environments                  | physical servers                                                                                                       |                                                                         |                                                                                          | Craig Randle, Director, Information systems, IMB                                                                                                     |                                                                                                                                                                                               |
| Online Invoice payment                                                                                                                                                                                                                                    | A web application to allow PSS customers to pay their invoices                                                                                                                                                  | SSBC                                                                                                                                          | owned                                                              | this shares 6 servers over 3 environments                  | physical servers                                                                                                       |                                                                         |                                                                                          | Craig Randle, Director, Information systems, IMB                                                                                                     |                                                                                                                                                                                               |
| News Release Management System                                                                                                                                                                                                                            | A sharepoint application to create, edit and release news articles. Releases are published to html, PDF, MS Word formats and RSS feeds. It includes the NRMS Sitelist Generator that runs on the content server | QP                                                                                                                                            | owned                                                              | this shares 6 servers over 3 environments                  | physical servers                                                                                                       |                                                                         |                                                                                          |                                                                                                                                                      |                                                                                                                                                                                               |
| Tomcat                                                                                                                                                                                                                                                    | Application server                                                                                                                                                                                              | Queen's Printer                                                                                                                               | Owned Infrastructure                                               | 3                                                          | 2 virtual, 1 physical                                                                                                  |                                                                         | new                                                                                      | Dwayne Gordon, Senior Systems Administrator                                                                                                          | Provides Search engine and CMS for various e-libraries sites                                                                                                                                  |
| IIS                                                                                                                                                                                                                                                       | Web Server                                                                                                                                                                                                      | Queen's Printer                                                                                                                               | Owned Infrastructure                                               | 3                                                          | 1 virtual, 3 physical                                                                                                  |                                                                         | new                                                                                      | Dwayne Gordon, Senior Systems Administrator                                                                                                          | HTTP interface to websites and application server                                                                                                                                             |
| Invoice Presentation                                                                                                                                                                                                                                      | A web application to retrieve and review invoices for customers of BC Mail plus, Crown Publications, Distribution Centre Victoria, Product Distribution Centre, and QP Printing.                                | SSBC                                                                                                                                          |                                                                    | shares the same 6 servers as those above                   | physical servers                                                                                                       |                                                                         |                                                                                          | Craig Randle, Director, Information systems, IMB                                                                                                     |                                                                                                                                                                                               |
| BC Auction                                                                                                                                                                                                                                                | A web application that allows the general public to bid on government and broader public sector surplus assets for sale.                                                                                        | SSBC                                                                                                                                          |                                                                    | shares 3 of the servers above                              | physical servers                                                                                                       |                                                                         | replacement project current                                                              | Craig Randle, Director, Information systems, IMB                                                                                                     |                                                                                                                                                                                               |
| BC Bid                                                                                                                                                                                                                                                    | A web based application that allows possible suppliers/businesses to view and post responses to tender documents.                                                                                               | SSBC                                                                                                                                          | owned                                                              | shares 3 of the servers above.                             | physical servers                                                                                                       |                                                                         | replacement project current                                                              |                                                                                                                                                      |                                                                                                                                                                                               |
| IIS 6 (or 7)                                                                                                                                                                                                                                              | Web Server                                                                                                                                                                                                      | SSBC hosting                                                                                                                                  | Service                                                            | 3                                                          | Virtual                                                                                                                |                                                                         | 1 mature / end of life                                                                   | Shelley Mendez, Director, IMB                                                                                                                        | Supports the IWS customer/public facing business.                                                                                                                                             |



















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## Technology and Transformation Instructions

### Open Information response template

Routine Release of information (current state) – Please answer the following to describe the current approach of your ministry/sector in routinely releasing information. (Routinely released information is information that is: 1) of value to citizens; 2) is released without receiving a request for information under the *Freedom of Information and Protection of Privacy Act*; and 3) is released on a regular basis.)

| Categories of routinely released information (current)                                                                                                                                                          | Schedule                                                                                               | Format                                               | Location                                                                                                                                                                | Citizen Access                                                                                | Citizen Engagement                                                                                  |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------|------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------|
| Please describe the categories/genres (e.g., program evaluation, research studies) of information routinely released by your ministry/sector. (Please list any information that does not belong to a category.) | Please describe the schedule(s) for releasing information? (quarterly, annually, as and when required) | Describe the formats used for releasing information. | Where is the information published?                                                                                                                                     | How do citizens find/access the information? Do you use a notification system, news releases? | Has routinely released information been used to support citizen engagement? If so, please describe. |
| Legislation                                                                                                                                                                                                     | As completed and approved, no schedule for release                                                     | Online, webpage                                      | <a href="http://www.cio.gov.bc.ca/cio/priv_leg/index.page?">http://www.cio.gov.bc.ca/cio/priv_leg/index.page?</a>                                                       | News releases, online                                                                         | Engagement with the business community. They are engaged and provide ideas for improvement.         |
| Policies                                                                                                                                                                                                        | As completed and approved                                                                              | Online, webpage or pdf                               | <a href="http://www.cio.gov.bc.ca/cio/priv_leg/foippa/guides_for_ms/guide_index.page?">http://www.cio.gov.bc.ca/cio/priv_leg/foippa/guides_for_ms/guide_index.page?</a> | Online, email to stakeholders                                                                 |                                                                                                     |
| Standards                                                                                                                                                                                                       | As completed and approved                                                                              | Online webpage or pdf                                | <a href="http://www.cio.gov.bc.ca/cio/standards/index.page?">http://www.cio.gov.bc.ca/cio/standards/index.page?</a>                                                     | Online, emails to stakeholders                                                                |                                                                                                     |
| Regulations                                                                                                                                                                                                     | As completed and approved                                                                              | Online webpage or pdf                                | <a href="http://www.cio.gov.bc.ca/cio/priv_leg/foippa/leg_regs.page?">http://www.cio.gov.bc.ca/cio/priv_leg/foippa/leg_regs.page?</a>                                   | online                                                                                        |                                                                                                     |
| Forms                                                                                                                                                                                                           | As completed and approved                                                                              | Online pdf or word                                   | <a href="http://www.cio.gov.bc.ca/cio/priv_leg/foippa/guides_for_ms/guide_index.page?">http://www.cio.gov.bc.ca/cio/priv_leg/foippa/guides_for_ms/guide_index.page?</a> | Online, email to stakeholders                                                                 |                                                                                                     |

| Categories of routinely released information (current)          | Schedule                  | Format                                | Location                                                                                                                                                                              | Citizen Access                  | Citizen Engagement |
|-----------------------------------------------------------------|---------------------------|---------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|--------------------|
| Ministerial Orders                                              | As completed and approved | Online webpage or pdf                 | <a href="http://www.cio.gov.bc.ca/cio/priv leg/foipppa/order summaries/min orders.page?">http://www.cio.gov.bc.ca/cio/priv leg/foipppa/order summaries/min orders.page?</a>           | Online, news releases           |                    |
| Amendments                                                      | As completed and approved | Online webpage or pdf                 | <a href="http://www.cio.gov.bc.ca/cio/priv leg/foipppa/leg regs.page">http://www.cio.gov.bc.ca/cio/priv leg/foipppa/leg regs.page</a>                                                 | Online, news releases           |                    |
| Legislative Reviews                                             | As completed and approved | Online webpage or pdf                 | <a href="http://www.cio.gov.bc.ca/cio/priv leg/foipppa/leg regs.page">http://www.cio.gov.bc.ca/cio/priv leg/foipppa/leg regs.page</a>                                                 | News release                    |                    |
| Manuals/Handbooks for related policy, legislation and standards | As completed and approved | Online webpage or pdf                 | <a href="http://www.cio.gov.bc.ca/cio/priv leg/foipppa/index.page?">http://www.cio.gov.bc.ca/cio/priv leg/foipppa/index.page?</a>                                                     | Online, email to stakeholders   |                    |
| Strategy Documents                                              | As completed and approved | Online pdf                            | <a href="http://www.cio.gov.bc.ca/">http://www.cio.gov.bc.ca/</a>                                                                                                                     | online                          |                    |
| Awareness/Education Material                                    | As completed and approved | Online webpage or pdf                 | <a href="http://www.cio.gov.bc.ca/cio/priv leg/foipppa/training/index.page?">http://www.cio.gov.bc.ca/cio/priv leg/foipppa/training/index.page?</a>                                   | online                          |                    |
| OCIO Contact Information                                        | As completed and approved | Online webpage or pdf                 | <a href="http://www.cio.gov.bc.ca/cio/contact us.page?">http://www.cio.gov.bc.ca/cio/contact us.page?</a>                                                                             | online                          |                    |
| Brochures/Marketing Material                                    | As completed and approved | Online webpage or pdf                 | <a href="http://www.cio.gov.bc.ca/cio/informationsecurity/isawareness/securityawareness.page">http://www.cio.gov.bc.ca/cio/informationsecurity/isawareness/securityawareness.page</a> | online                          |                    |
| Roles/Responsibilities/Organizational Charts and Exec Bio's     | As completed and approved | Online webpage or pdf                 | <a href="http://www.cio.gov.bc.ca/cio/about/about.page?">http://www.cio.gov.bc.ca/cio/about/about.page?</a>                                                                           | online                          |                    |
| FOI and Records Managements services                            | As required               | Information Access Operations Website | <a href="http://www.cio.gov.bc.ca/citza/iao core services.pdf">http://www.cio.gov.bc.ca/citza/iao core services.pdf</a>                                                               | Website: no notification system | n/a                |



| <b>Categories of routinely released information (current)</b>                                                                 | <b>Schedule</b>                              | <b>Format</b>                         | <b>Location</b>                                                                                                                                                                                                                                                  | <b>Citizen Access</b>           | <b>Citizen Engagement</b>                                           |
|-------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------|---------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|---------------------------------------------------------------------|
| ARCS and ORCS records schedules and related operational policy & procedures                                                   | As required                                  | Information Access Operations Website | <a href="http://www.gov.bc.ca/citz/ia/o/records_mgmt/arcs_orcs/o/records_mgmt/policy_standards/">http://www.gov.bc.ca/citz/ia/o/records_mgmt/arcs_orcs/o/records_mgmt/policy_standards/</a>                                                                      | Website: no notification system | n/a                                                                 |
| Information Access Operations Contacts                                                                                        | As required                                  | Information Access Operations Website | <a href="http://www.gov.bc.ca/citz/ia/foi/contacts/index.html">http://www.gov.bc.ca/citz/ia/foi/contacts/index.html</a><br><a href="http://www.gov.bc.ca/citz/ia/o/records_mgmt/rec_officer_sl/">http://www.gov.bc.ca/citz/ia/o/records_mgmt/rec_officer_sl/</a> | Website: no notification system | n/a                                                                 |
| FOI Statistical reports                                                                                                       | quarterly                                    | Website                               | <a href="http://www.gov.bc.ca/citz/ia/foi/crts_statistics/index.html">http://www.gov.bc.ca/citz/ia/foi/crts_statistics/index.html</a>                                                                                                                            | Website: no notification system | n/a                                                                 |
| Demographic Data – Census (This is a report. The data used to produce the report are included in the Open Data inventory)     | 5-year cycle, release staggered over 3 years | xls, pdf, html                        | <a href="http://www.bcstats.gov.bc.ca/">http://www.bcstats.gov.bc.ca/</a>                                                                                                                                                                                        | Web announcements; RSS; email.  | Myriad uses: social and infrastructure planning; business planning. |
| Demographic Analysis – Census (This is a report. The data used to produce the report are included in the Open Data inventory) | 5-year cycle, release staggered over 3 years | pdf                                   | <a href="http://www.bcstats.gov.bc.ca/">http://www.bcstats.gov.bc.ca/</a>                                                                                                                                                                                        | Web announcements; RSS; email.  | Myriad uses: social and infrastructure planning; business planning. |

| <b>Categories of routinely released information (current)</b>                                                                                              | <b>Schedule</b>                                                    | <b>Format</b>     | <b>Location</b>                                                                                                                       | <b>Citizen Access</b>          | <b>Citizen Engagement</b>                                           |
|------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------|-------------------|---------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|---------------------------------------------------------------------|
| BC Stats statistical periodicals - data component<br>(This is a report. The data used to produce the report are included in the Open Data inventory)       | Approximately 10 distinct periodicals: monthly; quarterly.         | xls, pdf          | <a href="http://www.bcstats.gov.bc.ca/">http://www.bcstats.gov.bc.ca/</a>                                                             | Web announcements; RSS; email. | Myriad uses: social and infrastructure planning; business planning. |
| BC Stats statistical periodicals - analytical component<br>(This is a report. The data used to produce the report are included in the Open Data inventory) | Approximately 11 distinct periodicals: Weekly; monthly; quarterly. | pdf               | <a href="http://www.bcstats.gov.bc.ca/">http://www.bcstats.gov.bc.ca/</a>                                                             | Web announcements; RSS; email. | Myriad uses: social and infrastructure planning; business planning. |
| BC Stats produced data tables<br>(This is a report. The data used to produce the report are included in the Open Data inventory)                           | Annual, as and when data is available                              | xls, csv, pdf     | <a href="http://www.bcstats.gov.bc.ca/">http://www.bcstats.gov.bc.ca/</a>                                                             | Web announcements; RSS; email. | Myriad uses: social and infrastructure planning; business planning. |
| OneStop Business Registry Statistics                                                                                                                       | Quarterly                                                          | Downloadable .pdf | <a href="http://www.bcbusinessregistry.ca/statistics.htm">http://www.bcbusinessregistry.ca/statistics.htm</a>                         | No notification sent           | No                                                                  |
| OneStop Business Registry Surveys                                                                                                                          | Quarterly                                                          | Downloadable .pdf | <a href="http://www.bcbusinessregistry.ca/surveys.htm">http://www.bcbusinessregistry.ca/surveys.htm</a>                               | No notification sent           | No                                                                  |
| Ministry Annual Service Plan Report                                                                                                                        | Annually                                                           | pdf               | <a href="http://www.bcbudget.gov.bc.ca/2011/sp/pdf/ministry/lct2.pdf">http://www.bcbudget.gov.bc.ca/2011/sp/pdf/ministry/lct2.pdf</a> |                                |                                                                     |

| Categories of routinely released information (current)                                                                                             | Schedule                 | Format                        | Location                                                                                                              | Citizen Access                                                                               | Citizen Engagement                                                                                                                                               |
|----------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|-------------------------------|-----------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Project Tender Results                                                                                                                             | Following project award. | Electronic format via BC Bid. | <a href="http://www.bcbid.gov.bc.ca/open.dll/welcome">http://www.bcbid.gov.bc.ca/open.dll/welcome</a>                 | BC Bid is actively accessed by the public in relation to tender project notices and results. | Routinely posting project tender results demonstrates transparency. BC Bid is actively accessed by the public in relation to tender project notices and results. |
| Transparency reports for ASD Contracts (Hosting: Strategic Transformation and Mainframe Services Project; Workstation: Workplace Support Services) | Annual                   | Word, report                  | <a href="http://www.lcs.gov.bc.ca/asd/alliance/summaries.asp">http://www.lcs.gov.bc.ca/asd/alliance/summaries.asp</a> |                                                                                              | Promotes government transparency on ASD contracts                                                                                                                |



FOI requests – Please answer the following to describe the types of information released in response to access requests made under the *Freedom of Information and Protection of Privacy Act*.

| Categories of FOI Requests<br>Please describe the most common categories of information released by your ministry/sector in response to FOI requests? | Format<br>Describe the formats used for releasing the information in response to FOI requests? | Routinely Release<br>Outline whether your ministry has considered routinely releasing this information?   | Challenges<br>Outline any challenges that has or may prevent your ministry from routinely releasing this information?                                                                                  |
|-------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| FOI processing requests                                                                                                                               | Electronic or paper                                                                            | No                                                                                                        | Personal information contained in the file (s. 22)                                                                                                                                                     |
| Lists of CRTS data                                                                                                                                    | Electronic or paper                                                                            | Yes                                                                                                       | Currently under consideration                                                                                                                                                                          |
| Privacy Breach/Information Incident                                                                                                                   | As required by IAO                                                                             | The OCIO is open to considering the Routine Release of records that are consistently requested over time. | Many records contain personal and or sensitive/secure information that if released to the public could jeopardize systems. Assessment of records would need to occur before releasing any information. |
| Security Screening Policy - PSA                                                                                                                       | As required by IAO                                                                             | The OCIO is open to considering the Routine Release of records that are consistently requested over time. | Many records contain personal and or sensitive/secure information that if released to the public could jeopardize systems. Assessment of records would need to occur before releasing any information. |
| Privacy and FOI Training                                                                                                                              | As required by IAO                                                                             | The OCIO is open to considering the Routine Release of records that are consistently requested over time. | Many records contain personal and or sensitive/secure information that if released to the public could jeopardize systems. Assessment of records would need to occur before releasing any information. |

| Categories of FOI Requests    | Format             | Routinely Release                                                                                         | Challenges                                                                                                                                                                                             |
|-------------------------------|--------------------|-----------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| FOI Studies, Reports, Surveys | As required by IAO | The OCIO is open to considering the Routine Release of records that are consistently requested over time. | Many records contain personal and or sensitive/secure information that if released to the public could jeopardize systems. Assessment of records would need to occur before releasing any information. |
| Integrated Case Management    | As required by IAO | The OCIO is open to considering the Routine Release of records that are consistently requested over time. | Many records contain personal and or sensitive/secure information that if released to the public could jeopardize systems. Assessment of records would need to occur before releasing any information. |
| Minister's Meetings           | As required by IAO | The OCIO is open to considering the Routine Release of records that are consistently requested over time. | Many records contain personal and or sensitive/secure information that if released to the public could jeopardize systems. Assessment of records would need to occur before releasing any information. |
| Ministerial Orders            | As required by IAO | The OCIO is open to considering the Routine Release of records that are consistently requested over time. | Many records contain personal and or sensitive/secure information that if released to the public could jeopardize systems. Assessment of records would need to occur before releasing any information. |
| Travel                        | As required by IAO | The OCIO is open to considering the Routine Release of records that are consistently requested over time. | Many records contain personal and or sensitive/secure information that if released to the public could jeopardize systems. Assessment of records would need to occur before releasing any information. |

| Categories of FOI Requests                              | Format             | Routinely Release                                                                                         | Challenges                                                                                                                                                                                             |
|---------------------------------------------------------|--------------------|-----------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Privacy Impact Assessments                              | As required by IAO | The OCIO is open to considering the Routine Release of records that are consistently requested over time. | Many records contain personal and or sensitive/secure information that if released to the public could jeopardize systems. Assessment of records would need to occur before releasing any information. |
| Network Outages                                         | As required by IAO | The OCIO is open to considering the Routine Release of records that are consistently requested over time. | Many records contain personal and or sensitive/secure information that if released to the public could jeopardize systems. Assessment of records would need to occur before releasing any information. |
| IT Pilots/ New technology releases                      | As required by IAO | The OCIO is open to considering the Routine Release of records that are consistently requested over time. | Many records contain personal and or sensitive/secure information that if released to the public could jeopardize systems. Assessment of records would need to occur before releasing any information. |
| General contracting information including award process | Excel or PDF       | Unknown                                                                                                   | Insufficient resources to run and verify data                                                                                                                                                          |
| Specific supplier information relating to contracts     | Excel or PDF       | Unknown                                                                                                   | Insufficient resources to run and verify data                                                                                                                                                          |



| Categories of FOI Requests                                | Format                                 | Routinely Release                              | Challenges                                                                                                                                                                                                                                                                                                                                                        |
|-----------------------------------------------------------|----------------------------------------|------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Un-cashed cheque requests                                 | Excel / PDF                            | Decision would be made by Ministry of Finance. | Requestors' now pay for the request, then use the information to track down owners of the uncashed cheques in order to offer their services to get a new cheque cut. The entrepreneurs provide their services for a per centage of the value of the cheque. They may "push back" from these companies if the information is released without a request, for free. |
| Major technology projects, new technology pilot projects. | Emails, briefing notes, presentations. | No                                             |                                                                                                                                                                                                                                                                                                                                                                   |
| Major system/network incidents/outages.                   | Emails, briefing notes, presentations. | No                                             | Determining level of severity that justifies publication given volume of incidents.                                                                                                                                                                                                                                                                               |
| Costs for IT components.                                  | Tables, charts.                        | No                                             | Volume.                                                                                                                                                                                                                                                                                                                                                           |

1. Routine release of information (future state) – Please answer the following to describe how your ministry/sector could routinely release information.

| Routinely released information (future)                                                                   | Proposed Schedule                                                       | Format                                                              | Location                                           | Access                                              | Citizen Engagement                                                                                                                     |
|-----------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------|---------------------------------------------------------------------|----------------------------------------------------|-----------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------|
| Describe the categories / genres of information that could be routinely released by your ministry/sector. | Describe the proposed schedule for routinely releasing the information. | Describe the format that could be used to release this information? | Describe where the information could be published. | Describe how would citizens access the information? | Describe whether routinely released information be used to support your ministry/sector citizen engagement initiatives?                |
| Performance reporting for gov.bc.ca                                                                       | Quarterly                                                               | PDF                                                                 | Open Information                                   | gov.bc.ca                                           | Indirectly supports government-wide citizen engagement by reporting on government's performance in delivering citizen-centric services |
| Web usability reports for gov.bc.ca                                                                       | Semi-annually                                                           | PDF                                                                 | Open Information                                   | Gov.bc.ca                                           |                                                                                                                                        |
| Internet strategy toolkits                                                                                | One time                                                                | PDF                                                                 | Open Information                                   | Gov.bc.ca                                           |                                                                                                                                        |
| Telus strategic communication services contract                                                           | One-time                                                                | PDF                                                                 | Open Information                                   | Gov.bc.ca                                           |                                                                                                                                        |
| Freedom of Information and Records Management training materials                                          | Ad hoc                                                                  | PDF                                                                 | Ministry website                                   | Gov.bc.ca                                           |                                                                                                                                        |

| Routinely released information (future)                 | Proposed Schedule                                                                                                                                                                                                                                                                                                                                                                                                                              | Format                            | Location                                | Access   | Citizen Engagement |
|---------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|-----------------------------------------|----------|--------------------|
| General contracting information including award process | <p>Monthly/Quarterly/Annually depending on resourcing</p> <p>The OCIO is open to making these available – cross government coordination is required. A release schedule should be coordinated across govt Categories would also need to be consistent across government.</p> <p>Third party concerns – idea of routine releases is a sea change, third part vendors need convincing to agree with and be open it. OCIO is working on this.</p> | Excel spreadsheet or PDF document | Ministry or Government internet site(s) | Internet | Unknown            |
| pCard spend data                                        | Monthly/Quarterly/Annually depending on resourcing                                                                                                                                                                                                                                                                                                                                                                                             | Excel spreadsheet or PDF document | Ministry or Government internet site(s) | Internet | Unknown            |
| Spend information by supplier                           | Monthly/Quarterly/Annually depending on resourcing                                                                                                                                                                                                                                                                                                                                                                                             | Excel spreadsheet or PDF document | Ministry or Government internet site(s) | Internet | Unknown            |



| <b>Routinely released information (future)</b> | <b>Proposed Schedule</b>                                                                                                                                                                                                                                                                                                                                                                                               | <b>Format</b>                     | <b>Location</b>                         | <b>Access</b> | <b>Citizen Engagement</b> |
|------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|-----------------------------------------|---------------|---------------------------|
| Staff overtime hours                           | Monthly/Quarterly/Annually depending on resourcing                                                                                                                                                                                                                                                                                                                                                                     | Excel spreadsheet or PDF document | Ministry or Government internet site(s) | Internet      | Unknown                   |
| Staff travel expenses                          | Monthly/Quarterly/Annually depending on resourcing                                                                                                                                                                                                                                                                                                                                                                     | Excel spreadsheet or PDF          | Ministry or Government internet site(s) | Internet      | Unknown                   |
| Ministry Business Plan                         | Annually, plus quarterly updates<br><br>The OCIO is open to making these available – cross government coordination is required. A release schedule should be coordinated across govt Categories would also need to be consistent across government.<br><br>Third party concerns – idea of routine releases is a sea change, third party vendors need convincing to agree with and be open it. OCIO is working on this. | Word or PDF document              | Ministry or Government internet site(s) | Internet      | Unknown                   |

| Routinely released information (future)               | Proposed Schedule                          | Format                                                                           | Location                                                        | Access   | Citizen Engagement                                                                                                                   |
|-------------------------------------------------------|--------------------------------------------|----------------------------------------------------------------------------------|-----------------------------------------------------------------|----------|--------------------------------------------------------------------------------------------------------------------------------------|
| WES results                                           | Annually or as available                   | Word or PDF document                                                             | Ministry or Government internet site(s)                         | Internet | Unknown                                                                                                                              |
| Registry Notices                                      | TBD - Project has not been started as yet. | To move from the subscription based QP Legaleze to a publicly available website. | Either Queens' Printer website or BC Registry Services website. | Webpage  | Meet statutory reporting requirements                                                                                                |
| BC Registries Specific Monthly Transaction Statistics | TBD - Project has not been started as yet. | Website (flat file)                                                              | BC Registry Services website                                    | Webpage  | Yes, could be used to support engagement initiatives, but primary purpose would be to indicate service levels and business activity. |

| Routinely released information (future)                                                          | Proposed Schedule                                                                                                                                                                                                                                                                                                                                                             | Format                         | Location                                                     | Access        | Citizen Engagement                                                                                                                                                                                                                                                                               |
|--------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|--------------------------------------------------------------|---------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Project Charters                                                                                 | The OCIO is open to making these available – cross government coordination is required. A release schedule should be coordinated across govt Categories would also need to be consistent across government.<br><br>Third party concerns – idea of routine releases is a sea change, third part vendors need convincing to agree with and be open it. OCIO is working on this. | Online - PDF                   | OCIO Internet                                                | OCIO Internet |                                                                                                                                                                                                                                                                                                  |
| Government's Budget to Actuals                                                                   | monthly                                                                                                                                                                                                                                                                                                                                                                       | Excel / structured table / PDF | On BC Gov Open Information site                              | Web /internet | Could increase government's financial transparency, but would require support and approval from Ministry of Finance. Information (data) is managed by CAS. CAS is the custodian of the data, which enters the financial system from all entities that are part of the Consolidated Revenue Fund. |
| Call and Incident Statistics from the SSBC Customer Service Centre (7-7000 Option3) <sup>1</sup> | Monthly                                                                                                                                                                                                                                                                                                                                                                       | PDF report                     | OpenInfo website (as we do not have an external facing site) | Web Download  | Will make transparent aspects of government's technology infrastructure. Will be of specific interest to the vendor community.                                                                                                                                                                   |

<sup>1</sup> NOTE: EWAS is not the data owner for this information. Any proposals to release this information would need to be approved by the data owners.



| Routinely released information (future)                            | Proposed Schedule    | Format                                                                                                                    | Location                                                     | Access        | Citizen Engagement                                                                                                                                                                                                                                                                               |
|--------------------------------------------------------------------|----------------------|---------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------|---------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Contracts and purchase orders                                      | monthly              | Excel / structured table / PDF                                                                                            | On BC Gov Open Information site                              | Web /internet | Could increase government's financial transparency, but would require support and approval from Ministry of Finance. Information (data) is managed by CAS. CAS is the custodian of the data, which enters the financial system from all entities that are part of the Consolidated Revenue Fund. |
| ASD Contracts and contract change orders.                          | Monthly or quarterly | Contracts and change order documents, with confidential information severed. List of contract and change order abstracts. | On government website, possibly near ministry service plans. | Internet      | May be of limited interest to most citizens, although ASD contracts are of interest to media and the vendor community.                                                                                                                                                                           |
| Number of Customer Service Centre Calls Received                   | Monthly              | Single Number                                                                                                             | Web                                                          | Browser       | Will make transparent aspects of government's technology infrastructure. Will be of specific interest to the vendor community                                                                                                                                                                    |
| Number of Customer Service Centre calls resolved on the first call | Monthly              | Single Number                                                                                                             | Web                                                          | Browser       | Will make transparent aspects of government's technology infrastructure. Will be of specific interest to the vendor community                                                                                                                                                                    |
| Number of Customer Service Centre Incidents entered into ITIMS     | Monthly              | Single Number                                                                                                             | Web                                                          | Browser       | Will make transparent aspects of government's technology infrastructure. Will be of specific interest to the vendor community                                                                                                                                                                    |

| Routinely released information (future)                                    | Proposed Schedule | Format                         | Location                                                     | Access        | Citizen Engagement                                                                                                                                                                                                                                                                               |
|----------------------------------------------------------------------------|-------------------|--------------------------------|--------------------------------------------------------------|---------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| List of all government Customers by month                                  | monthly           | Excel / structured table / PDF | On BC Gov Open Information site                              | Web /internet | Could increase government's financial transparency, but would require support and approval from Ministry of Finance. Information (data) is managed by CAS. May require redaction to ensure compliance with the FOI/PP Act.                                                                       |
| Government's Fixed assets<br>- Value<br>- categories                       | monthly           | Excel / structured table / PDF | On BC Gov Open Information site                              | Web /internet | Could increase government's financial transparency, but would require support and approval from Ministry of Finance. Information (data) is managed by CAS. CAS is the custodian of the data, which enters the financial system from all entities that are part of the Consolidated Revenue Fund. |
| Government Long Distance Usage Statistics <sup>2</sup>                     | Monthly           | PDF Report                     | OpenInfo website (as we do not have an external facing site) | Web Download  | Will make transparent aspects of government's technology infrastructure. Will be of specific interest to the vendor community                                                                                                                                                                    |
| Internet Bandwidth Consumption <sup>3</sup>                                | Monthly           | PDF Report                     | OpenInfo website (as we do not have an external facing site) | Web Download  | Will make transparent aspects of government's technology infrastructure. Will be of specific interest to the vendor community                                                                                                                                                                    |
| Government's IT assets and services<br>- hosting<br>- servers <sup>4</sup> | monthly           | Excel / structured table / PDF | On BC Gov Open Information site                              | Web /internet | Will make transparent aspects of government's technology infrastructure. Will be of specific interest to the vendor community                                                                                                                                                                    |
| IT Security Ops: Number and category of Web Blocks                         | Monthly           | Flat File                      | Web                                                          | Browser       | Will make transparent aspects of government's technology infrastructure. Will be of specific interest to the vendor community                                                                                                                                                                    |

<sup>2</sup> EWAS is not the data owner for this information. Any proposals to release this information would need to be approved by the data owners.

<sup>3</sup> EWAS is not the data owner for this information. Any proposals to release this information would need to be approved by the data owners.

<sup>4</sup> CAS is the custodian of the data that would be included. However, CAS cannot give permission for release. Permission would be granted by a combination of the Ministry of Finance and the ministries.

| Routinely released information (future)                                                                                       | Proposed Schedule | Format                                                                                               | Location                                                                                                                                                                                                                                                                                                                                      | Access   | Citizen Engagement                                                                                                            |
|-------------------------------------------------------------------------------------------------------------------------------|-------------------|------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|-------------------------------------------------------------------------------------------------------------------------------|
| IT Security Ops: Number of blocks by the Internet Firewall                                                                    | Monthly           | Flat File                                                                                            | Web                                                                                                                                                                                                                                                                                                                                           | Browser  | Will make transparent aspects of government's technology infrastructure. Will be of specific interest to the vendor community |
| IT Security Ops: Number of Intrusion Prevention System Blocks                                                                 | Monthly           | Single Number                                                                                        | Web                                                                                                                                                                                                                                                                                                                                           | Browser  | Will make transparent aspects of government's technology infrastructure. Will be of specific interest to the vendor community |
| IT Security Ops: Number of Virus's and type caught by Anti Virus software on Desktops                                         | Monthly           | Flat File                                                                                            | Web                                                                                                                                                                                                                                                                                                                                           | Browser  | Will make transparent aspects of government's technology infrastructure. Will be of specific interest to the vendor community |
| IT service catalogue, showing IT services available to government entities, service descriptions, service pricing (internal). | Annual            | Webpages: HTML and PDF.<br>Note: This information is already posted to internal government websites. | On government website, possibly near ministry service plans.<br><br>Note - this is available also at this site (should this be moved to the first section?):<br><a href="http://www.sharedservicesbc.gov.bc.ca/Workplace_Technology_Services/default.htm">http://www.sharedservicesbc.gov.bc.ca/Workplace_Technology_Services/default.htm</a> | Internet | Will be of interest to citizens, media and vendors regarding government's price for internal customers.                       |



| Routinely released information (future)                                                             | Proposed Schedule     | Format                                                                                        | Location                                                     | Access        | Citizen Engagement                                                                                                                                             |
|-----------------------------------------------------------------------------------------------------|-----------------------|-----------------------------------------------------------------------------------------------|--------------------------------------------------------------|---------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Government's Information Technology expenditures <sup>5</sup>                                       | monthly               | Excel / structured table / PDF                                                                | On BC Gov Open Information site                              | Web /internet | Could increase government's financial transparency, but would require support and approval from Ministry of Finance. Information (data) is managed by SSBC/CAS |
| Cross-government Ministerial and DM Correspondence Statistics from CLIFF                            | Monthly               | PDF Report                                                                                    | OpenInfo website (as we do not have an external facing site) | Web Download  | Similar to CRTS reporting, this would allow citizens to understand the amount of correspondence currently processed by Ministerial and DM-level offices.       |
| Multi Function Device (MFD) Service - Operations Report - service level attainment; service volumes | Monthly               | PDF (Note - the document is currently marked "IBM/Province of British Columbia Confidential") | On government website, possibly near ministry service plans. | Internet      | Will make transparent aspects of government's technology infrastructure. Will be of specific interest to the vendor community                                  |
| Server and workstation total storage volumes in use                                                 | Annually or quarterly | Charts and tables.                                                                            | On government website, possibly near ministry service plans. | Internet      | Will make transparent aspects of government's technology infrastructure. Will be of specific interest to the vendor community                                  |
| Software in use across government                                                                   | Annually or quarterly | List.                                                                                         | On government website, possibly near ministry service plans. | Internet      | Will make transparent aspects of government's technology infrastructure. Will be of specific interest to the vendor community                                  |

| Routinely released information (future)                                | Proposed Schedule     | Format                         | Location                                                     | Access        | Citizen Engagement                                                                                                                                                                |
|------------------------------------------------------------------------|-----------------------|--------------------------------|--------------------------------------------------------------|---------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| List of all suppliers                                                  | monthly               | Excel / structured table / PDF | On BC Gov Open Information site                              | Web /internet | Could increase government's financial transparency, but would require support and approval from Ministry of Finance. May require redaction in order to comply with the FOIPP Act. |
| All supplier payments                                                  | monthly               | Excel / structured table / PDF | On BC Gov Open Information site                              | Web /internet | Could increase government's financial transparency, but would require support and approval from Ministry of Finance. May require redaction in order to comply with the FOIPP Act. |
| System and data center related outages.                                | Annually or quarterly | Charts and tables.             | On government website, possibly near ministry service plans. | Internet      | Will make transparent aspects of government's technology infrastructure. Will be of specific interest to the vendor community.                                                    |
| Travel expenses for all BC public servants                             | monthly               | Excel / structured table / PDF | On BC Gov Open Information site                              | Web /internet | Could increase government's financial transparency, but would require support and approval from Ministry of Finance.                                                              |
| Usage statistics for government owned 1-800 phone numbers <sup>6</sup> | Monthly               | PDF Report                     | OpenInfo website (as we do not have an external facing site) | Web Download  | Will make transparent aspects of government's technology infrastructure. Will be of specific interest to the vendor community                                                     |
| Workstation Power Utilization Report                                   | Monthly               | Spreadsheet                    | On government website, possibly near ministry service plans. | Internet      | Will make transparent aspects of government's technology infrastructure. Will be of specific interest to the vendor community                                                     |

<sup>6</sup> EWAS is not the data owner for this information. Any proposals to release this information would need to be approved by the data owners.

| Routinely released information (future)                                                 | Proposed Schedule | Format                                                                                           | Location                                                     | Access   | Citizen Engagement                                                                                                            |
|-----------------------------------------------------------------------------------------|-------------------|--------------------------------------------------------------------------------------------------|--------------------------------------------------------------|----------|-------------------------------------------------------------------------------------------------------------------------------|
| Workstation Services<br>Operations – Report – service level attainment; service volumes | Monthly           | PDF<br>(Note – the document is currently marked “IBM/Province of British Columbia Confidential”) | On government website, possibly near ministry service plans. | Internet | Will make transparent aspects of government’s technology infrastructure. Will be of specific interest to the vendor community |



| Data Title                     | Description                                                                                                                                                                                          | Subject                      | Update frequency<br>D/W/M/A | Primary Purpose                                                                                                      | Data Source                                          | Raw Data Type | Report Data Y/N | Data Dictionary Y/N | Data Management Plan Y/N | Data Custodian Y/N | Currently Public Y/N | Currently Free Y/N | Priority H/M/L | Comments | Div / Branch / office |
|--------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|-----------------------------|----------------------------------------------------------------------------------------------------------------------|------------------------------------------------------|---------------|-----------------|---------------------|--------------------------|--------------------|----------------------|--------------------|----------------|----------|-----------------------|
| Hosting Server Log Data        | Data describing server resource utilization, configuration events, access events, threshold alarm events.                                                                                            | IT Infrastructure Operations | Daily                       | Server operations management                                                                                         | Servers, network devices, server monitoring software | Flat          | Yes             | No                  | Yes                      | Yes                | No                   | No                 | Low            |          | TSD/ITAMO             |
| Hosting Storage Log Data       | Data describing data storage resource utilization, configuration events, access events, threshold alarm events.                                                                                      | IT Infrastructure Operations | Daily                       | Hosting operations management                                                                                        | Data storage devices                                 | Flat          | Yes             | No                  | Yes                      | Yes                | No                   | No                 | Low            |          | TSD/ITAMO             |
| Hosting Services Incident Data | Data describing time, duration and actions related to availability and reliability of hosting services. (eg. Servers, storage)                                                                       | IT Infrastructure Operations | Daily                       | Hosting operations management                                                                                        | Data storage devices                                 | Other         | Yes             | No                  | Yes                      | Yes                | No                   | No                 | Low            |          | TSD/ITAMO             |
| Workstation hardware data      | data describing supported workstations make, model, serial number, memory, hard drive size, age, components, ip address, subnet. Also includes last for logon id's, primary user and last seen date. | IT Infrastructure Operations | Weekly                      | asset management reconciliation and additional service provider data uploaded to install Base for Client information | SCCM managed by IBM                                  | Flat          | Yes             | No                  | No                       | No                 | No                   | No                 | Low            |          | TSD/ITAMO             |
| Workstation Software data      | Data identifying software installed on supported workstations.                                                                                                                                       | IT Infrastructure Operations | Daily                       | Software license reconciliation                                                                                      | SCCM managed by IBM                                  | Flat          | No              | No                  | No                       | No                 | No                   | No                 | Low            |          | TSD/ITAMO             |

| Data Title                                | Description                                                                                                                                                                                                                                                                                                                                                                                                                                 | Subject       | Update frequency<br>D/W/M/A | Primary Purpose                                                                                                           | Data Source                                                                                                                                                                                                   | Raw Data Type | Report Data Y/N | Data Dictionary Y/N | Data Management Plan Y/N | Data Custodian Y/N | Currently Public Y/N | Currently Free Y/N | Priority Y H/M/L | Comments                                                                                                                                                                                                                                           | Div / Branch / office |
|-------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|-----------------------------|---------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|-----------------|---------------------|--------------------------|--------------------|----------------------|--------------------|------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|
| Emission Factors for all emission sources | Consists of emission factors that are used in the estimation of GHG emissions along with units of available activity data (e.g. litres of fuel consumed, tonnes of product produced, travel distance and mode). Emission factors are generally sourced from third parties (e.g., Environment Canada for vehicle emission factors and categories ) but some factors are calculated specifically for BC (ie: emission factor for BC Ferries). | GHG Emissions | Annually                    | used by the system in calculating emissions from all sources                                                              | METHODOLOGY FOR REPORTING B.C. PUBLIC SECTOR GREENHOUSE GAS EMISSIONS at the following address<br>(http://www.env.gov.bc.ca/cas/mitigation/pdfs/Methodology_for_Reporting_BC_Public_Sector_GHG_Emissions.pdf) | Oracle DB     | Yes             | Yes                 | Yes                      | Yes                | Yes                  | Yes                | Low              | Most of this data is released annually to the public through the data source identified in Column F.                                                                                                                                               | TSD/Caps/CM R         |
| Client Configuration Data                 | Details about client organisation and asset inventory including number, type and size of buildings; fleet and other emission sources; as well as effective dates                                                                                                                                                                                                                                                                            | GHG Emissions | As required                 | used by the system in calculating emissions from all sources and determining report display structure for an organisation | 1. BPS/Voluntary Clients (the client is generally the source)<br>2. CRF/Mandated Clients (SSBC is generally the source)                                                                                       | Oracle DB     | Yes             | Yes                 | Yes                      | Yes                | No                   | No                 | Low              | In the case of either BPS/voluntary clients or CRF mandated clients, SSBC is the custodian, the client is the owner. Private Information. Data may be released annually by the client as part of the client's Carbon Neutral Action Report (CNAR). | TSD/Caps/CM R         |
| Client Utility Data                       | quantity, type, reading dates of all utility data for every client                                                                                                                                                                                                                                                                                                                                                                          | GHG Emissions | Quarterly                   | used by the system in calculating emissions from stationary combustion for the client                                     | 1. BPS/Voluntary Clients (the client is generally the source)<br>2. CRF/Mandated Clients (SSBC/WSI is generally the source)                                                                                   | Oracle DB     | Yes             | Yes                 | Yes                      | Yes                | No                   | No                 | Low              | In the case of either BPS/voluntary clients or CRF mandated clients, SSBC is the custodian, the client is the owner. Private Information. Data may be released annually by the client as part of the client's Carbon Neutral Action Report (CNAR). | TSD/Caps/CM R         |

| Data Title                                          | Description                                                                                                        | Subject              | Update frequency<br>D/W/M/A | Primary Purpose                                                  | Data Source                                                                                                                 | Raw Data Type | Report Data Y/N | Data Dictionary Y/N | Management Plan Y/N | Data Custodian Y/N | Currently Public Y/N | Currently Free Y/N | Priority H/M/L | Comments                                                                                                                                                                                                                                                                                                    | Div / Branch / office |
|-----------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|----------------------|-----------------------------|------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------|---------------|-----------------|---------------------|---------------------|--------------------|----------------------|--------------------|----------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|
| Client Vehicle Fuel Consumption                     | quantity, type, purchase dates of all mobile vehicles and tools (includes lawnmower)                               | GHG Emissions        | Quarterly                   | used by the system to quantify emissions for a client            | 1. BPS/Voluntary Clients (the client is generally the source)<br>2. CRF/Mandated Clients (SSBC/PHH is generally the source) | Oracle DB     | Yes             | Yes                 | Yes                 | Yes                | No                   | No                 | Low            | In the case of either BPS/voluntary clients or CRF mandated clients, SSBC is the custodian, the client is the owner. Private information. Data may be released annually by the client as part of the client's Carbon Neutral Action Report (CNAR).                                                          | TSD/Caps/CM R         |
| Client Paper consumption                            | quantity, type, purchase dates of all 20lb paper purchases                                                         | GHG Emissions        | Quarterly                   | used by the system to quantify emissions for a client            | 1. BPS/Voluntary Clients (the client is generally the source)<br>2. CRF/Mandated Clients (SSBC/DCV is generally the source) | Oracle DB     | Yes             | Yes                 | Yes                 | Yes                | No                   | No                 | Low            | In the case of either BPS/voluntary clients or CRF mandated clients, SSBC is the custodian, the client is the owner. Private information. Data may be released annually by the client as part of the client's Carbon Neutral Action Report (CNAR).                                                          | TSD/Caps/CM R         |
| Core Government (CRF) Travel Details                | entered by staff and ministers' offices and includes mode of transport, distance etc for each Business Travel Trip | Travel GHG Emissions | Daily                       | used by the system in calculating emissions from Business Travel | individual CRF staff                                                                                                        | Oracle DB     | Yes             | Yes                 | Yes                 | Yes                | No                   | No                 | Medium         | Trip details can be viewed at any time in SMARTTEC by staff entering the data. Rolled up data can be viewed by staff at anytime in SMARTTool. Details about individual trips are not released as this information is deemed to be protected under the Freedom of Information and Protection of Privacy Act. | TSD/Caps/CM R         |
| BPS/Voluntary Client Contact and Access Information | name, email, BCeID, associated GUID                                                                                | GHG Emissions        | As required                 | used by system to allow access to view/upload data; run reports  | Client                                                                                                                      | Oracle DB     | No              | Yes                 | Yes                 | Yes                | No                   | No                 | Low            |                                                                                                                                                                                                                                                                                                             | TSD/Caps/CM R         |



| Data Title                            | Description                                                                                                                                            | Subject                        | Update frequency<br>D/W/M/A | Primary Purpose                                             | Data Source                              | Raw Data Type | Report Data Y/N | Data Dictionary Y/N | Management Plan Y/N | Data Custodian Y/N | Currently Public Y/N | Currently Free Y/N | Priority H/M/L | Comments                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Div / Branch / office |
|---------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|-----------------------------|-------------------------------------------------------------|------------------------------------------|---------------|-----------------|---------------------|---------------------|--------------------|----------------------|--------------------|----------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|
| IDIR; reporting department; name etc. | Details about the individual for use in allowing them appropriate access in SMARTTEC; as well as reporting recorded emissions to appropriate ministry. | Travel GHG Emissions           | Daily                       | Access to system; and reporting to appropriate CFO          | individual staff/ IDIR header attributes | Oracle DB     | No              | Yes                 | Yes                 | Yes                | No                   | No                 | Low            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | TSD/Caps/CM<br>R      |
| Other Client Contact Information      | name, position, phone number                                                                                                                           | GHG Emissions                  | As required                 | used by staff to contact various levels of the organization | Client                                   | Excel         | No              | Yes                 | Yes                 | No                 | No                   | No                 | Low            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | TSD/Caps/CM<br>R      |
| Greenhouse Gas Emissions              | Calculated emissions organized by client (i.e., BPS and CRF) and by emission source (i.e., buildings, vehicles, paper and business travel)             | GHG Emissions                  | Generally quarterly         | In compliance with requirements of legislation.             | SMARTTool and SMARTTEC                   | Oracle DB     | Yes             | Yes                 | Yes                 | Yes                | Yes                  | Yes                | Low            | 1. In the case of BPS/voluntary clients or CRF/mandated clients, SSBC is the custodian, the client is the owner. Private Information. Data is released annually by the client as part of the client's Carbon Neutral Action Report (CNAR).<br>2. Emissions by client (BPS and CRF) and source are reported at year end by SSBC to the Ministry of Environment which publicly releases the data before June 30 every year for emissions of the previous calendar year. | TSD/Caps/CM<br>R      |
| Expense Authority Data                | Listing of Expense Authorities (without names and Employee #'s), including level and type                                                              | Financial                      | Monthly                     | Operations                                                  | Government                               | CSV File      | No              | No                  | No                  | Yes                | No                   | No                 | Low            | NOTE: EWAS is not the data owner for any of these. Any proposals to release this information would need to be approved by the data owners.                                                                                                                                                                                                                                                                                                                            | TSD/Caps/CM<br>AS     |
| Incident Data                         | Raw (cleansed) Incident and Call metric data from ITIMS                                                                                                | Information and Communications | Monthly                     | Operations                                                  | Government                               | CSV File      | No              | No                  | No                  | Yes                | No                   | No                 | Low            | NOTE: EWAS is not the data owner for any of these. Any proposals to release this information would need to be approved by the data owners.                                                                                                                                                                                                                                                                                                                            | TSD/Caps/CM<br>AS     |

| Data Title                  | Description                                                     | Subject                        | Update frequency D/W/M/A | Primary Purpose                                                                              | Data Source                                                             | Raw Data Type    | Report Data Y/N | Data Dictionary Y/N | Data Management Plan Y/N | Data Custodian Y/N | Currently Public Y/N | Currently Free Y/N | Priority H/M/L | Comments                                                                                                                                   | Div / Branch / office |
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| FOI request Data            | Raw (cleansed) listing of FOI requests                          | Information and Communications | Monthly                  | Operations                                                                                   | Government                                                              | CSV File         | No              | No                  | No                       | Yes                | No                   | No                 | High           | NOTE: EWAS is not the data owner for any of these. Any proposals to release this information would need to be approved by the data owners. | TSD/Caps/EW AS        |
| Bandwidth Consumption       | Daily quantities of bandwidth passing through the government    | Technology                     | Monthly                  | Operations                                                                                   | Government                                                              | CSV File         | No              | No                  | No                       | Yes                | No                   | No                 | Low            | NOTE: EWAS is not the data owner for any of these. Any proposals to release this information would need to be approved by the data owners. | TSD/Caps/EW AS        |
| 1-800 usage                 | Raw (cleansed) usage data from the government's 1-800 #'s       | Information and Communications | Monthly                  | Operations                                                                                   | Government                                                              | CSV File         | No              | No                  | No                       | Yes                | No                   | No                 | Low            | NOTE: EWAS is not the data owner for any of these. Any proposals to release this information would need to be approved by the data owners. | TSD/Caps/EW AS        |
| BCeID - Customer Data       | Information about customers who have or have had BCeID accounts | Customer                       | Daily                    | Authentication of customers and artefact of registration                                     | Provided by members of the public                                       | Oracle database  | Yes             | No                  | Yes                      | Yes                | No                   | No                 | Low            |                                                                                                                                            | TSD/Caps/MA C         |
| BCeID - Business Data       | Information about businesses registered with BCeID              | Business                       | Daily                    | Authentication of businesses and artefact of registration.                                   | Members of the public and authoritative sources of business information | Oracle database  | Yes             | No                  | Yes                      | Yes                | No                   | No                 | Low            |                                                                                                                                            | TSD/Caps/MA C         |
| BCeID - Client Data         | Information about BCeID Clients                                 | Client                         | Daily                    | Provide application users with eService information. Enforce information sharing agreements. | BCeID clients                                                           | Oracle database  | Yes             | No                  | Yes                      | Yes                | Yes                  | Yes                | Low            |                                                                                                                                            | TSD/Caps/MA C         |
| BCeID - Partner Data        | Information about BCeID POS partners                            | Partner                        | Daily                    | Provide application users with POS information                                               | BCeID operations team                                                   | Oracle database  | Yes             | No                  | Yes                      | Yes                | Yes                  | Yes                | Low            |                                                                                                                                            | TSD/Caps/MA C         |
| BCeID - Authentication Data | Authentication information                                      | Authentication                 | Daily                    | Support authentication services for BCeID domain                                             | Members of the public                                                   | Active Directory | No              | No                  | Yes                      | Yes                | No                   | No                 | Low            |                                                                                                                                            | TSD/Caps/MA C         |
| BCeID - PKI                 | Program performance data                                        | Performance                    | Monthly                  | Provide information on the growth of the program                                             | BCeID database                                                          | Excel            | Yes             | No                  | No                       | Yes                | No                   | Yes                | Low            |                                                                                                                                            | TSD/Caps/MA C         |

| Data Title                                       | Description                                                                                                                                                                       | Subject                         | Update frequency D/W/M/J/A | Primary Purpose                                                                                                         | Data Source                  | Raw Data Type | Report Data Y/N | Data Dictionary Y/N | Data Management Plan Y/N | Data Custodian Y/N | Currently Public Y/N | Currently Free Y/N | Priority H/M/L | Comments | Div / Branch / office |
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| SharePoint V3 Configuration Databases            | Microsoft Windows SharePoint Services uses a database to store configuration and site mapping information for a server                                                            | SharePoint Operational Activity | Daily                      | The configuration database handles all administration of the deployment, directing requests to the appropriate database | SharePoint                   | SQL           | No              | Yes                 | No                       | Yes                | No                   | No                 | Low            |          | TSD/Caps/MA<br>C      |
| SharePoint 2010 Configuration Databases          | Microsoft Windows SharePoint Services uses a database to store configuration and site mapping information for a server                                                            | SharePoint Operational Activity | Daily                      | The configuration database handles all administration of the deployment, directing requests to the appropriate database | SharePoint                   | SQL           | No              | Yes                 | No                       | Yes                | No                   | No                 | Low            |          | TSD/Caps/MA<br>C      |
| Groove Account Data                              | Contains information on all Groove user account information, including which devices the account has been enabled on, and the name and number of workspaces owned by the account. | Statistics                      | Daily                      | Operational Support                                                                                                     | Groove Server                | No            | Yes             | No                  | No                       | Yes                | No                   | No                 | Low            |          | TSD/Caps/MA<br>C      |
| Office Communications Server (OCS) Snapshot Data | The OCS Database constantly changes, this data is not retrained but we can take routine snapshots and compile the data into reports                                               | Statistics                      | Monthly                    | Operational Support                                                                                                     | Office Communications Server | No            | Yes             | No                  | No                       | Yes                | No                   | No                 | Low            |          | TSD/Caps/MA<br>C      |
| Office Communications Server Event Logs          | Event logs generated by the Office Communications Server used for determining the health of the application                                                                       | Operational                     | Daily                      | Operational                                                                                                             | Office Communications Server | No            | No              | No                  | No                       | Yes                | No                   | No                 | Low            |          | TSD/Caps/MA<br>C      |
| Collaboration Services SharePoint Site           | A collection of internal support materials, help files, links and etc                                                                                                             | HelpDesk                        | Weekly                     | Operational                                                                                                             | Office Collaboration Team    | No            | No              | No                  | No                       | Yes                | No                   | No                 | Low            |          | TSD/Caps/MA<br>C      |
| Collaboration Services Web Site                  | A collection of internal support materials, help files, links and etc                                                                                                             | HelpDesk                        | Weekly                     | Operational                                                                                                             | Office Collaboration Team    | No            | No              | No                  | No                       | Yes                | No                   | No                 | Low            |          | TSD/Caps/MA<br>C      |
| OCS Live Meeting Content                         | Content uploaded into Live Meetings to share with meeting participants                                                                                                            | User Generated                  | Daily                      | Customer Use                                                                                                            | User Generated               | No            | No              | No                  | Yes                      | No                 | No                   | No                 | Low            |          | TSD/Caps/MA<br>C      |



| Data Title                                         | Description                                                                                                                                   | Subject     | Update frequency D/W/M/A | Primary Purpose           | Data Source                          | Raw Data Type | Report Y/N | Data Dictionary Y/N | Data Management Plan Y/N | Data Custodian Y/N | Currently Public Y/N | Currently Free Y/N | Priority H/M/L | Comments | Div / Branch / office |
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| Active Directory (IDIR, TIDIR, DMZ)                | Microsoft Authentication and Authorization directory used Government for internal access control to government applications and workstations. | Directory   | Daily                    | Access Control            | Multiple, external/internal          | Various       | Yes        | No                  | Yes                      | Yes                | No                   | No                 | Low            |          | TSD/Caps/MA<br>C      |
| Exchange Mail Database                             | Mailbox Content (All Users)                                                                                                                   | Email       | Daily                    | Operations                | Generated by Government              | Raw (DB)      | No         | No                  | Yes                      | Yes                | No                   | No                 | Low            |          | TSD/Caps/MA<br>C      |
| Exchange Tracking Logs                             | Record of Mail Message Flow                                                                                                                   | Email       | Daily                    | Operations                | Internal Application                 | Flat          | No         | Yes                 | Yes                      | Yes                | No                   | No                 | Low            |          | TSD/Caps/MA<br>C      |
| Exchange Transaction Logs                          | Mail Message Transactions                                                                                                                     | Email       | Daily                    | Operations                | Internal Application                 | Flat          | No         | No                  | Yes                      | Yes                | No                   | No                 | Low            |          | TSD/Caps/MA<br>C      |
| Exchange IIS Logs                                  | Mail Access Logs                                                                                                                              | Email       | Daily                    | Operations                | Internal Application                 | Flat          | No         | No                  | Yes                      | Yes                | No                   | No                 | Low            |          | TSD/Caps/MA<br>C      |
| Exchange Configuration                             | Build Documents                                                                                                                               | Email       | Annually                 | Operations                | Generated by Government              | Flat          | No         | No                  | No                       | Yes                | No                   | No                 | Low            |          | TSD/Caps/MA<br>C      |
| Email Firewall Transaction Logs                    | Mail Message Transactions                                                                                                                     | Email       | Daily                    | Operations                | Internal Application                 | Flat          | No         | No                  | Yes                      | Yes                | No                   | No                 | Low            |          | TSD/Caps/MA<br>C      |
| Email Firewall Tracking Logs                       | Record of SMTP Conversation                                                                                                                   | Email       | Daily                    | Operations                | Internal Application                 | Raw (DB)      | Yes        | Yes                 | Yes                      | Yes                | No                   | No                 | Low            |          | TSD/Caps/MA<br>C      |
| GeniFAX Fax Database                               | Fax recipient configuration and message history                                                                                               | Fax         | Daily                    | Operations                | Internal Application                 | Raw (DB)      | No         | No                  | Yes                      | Yes                | No                   | No                 | Low            |          | TSD/Caps/MA<br>C      |
| Exchange ActiveSync (EAS) Device Statistics Report | Contain sensitive user specific Exchange ActiveSync device usage statistic                                                                    | Statistic   | Daily                    | Operational support usage | Government Exchange ActiveSync users | No            | No         | No                  | No                       | Yes                | No                   | No                 | Low            |          | TSD/Caps/MA<br>C      |
| EAS UDID Tracking Report                           | Contain user device serial number use for security tracking purpose                                                                           | Security    | Daily                    | Operational support usage | Government Exchange ActiveSync users | No            | No         | No                  | No                       | Yes                | No                   | No                 | Low            |          | TSD/Caps/MA<br>C      |
| BlackBerry Enterprise Server (BES) User Report     | Contain sensitive user specific information, statistic, device information, contact information from BlackBerry Enterprise Server             | Report      | Daily                    | Operational support usage | Government BlackBerry users          | No            | No         | No                  | No                       | Yes                | No                   | No                 | Low            |          | TSD/Caps/MA<br>C      |
| BES databases                                      | Contain sensitive operational data for the BlackBerry Enterprise Server                                                                       | Operational | Daily                    | Operational               | Government BlackBerry users          | No            | No         | No                  | No                       | Yes                | No                   | No                 | Low            |          | TSD/Caps/MA<br>C      |

| Data Title                                                                                                                                | Description                                                                                                                                                                      | Subject                                            | Update frequency D/W/M/A | Primary Purpose                                         | Data Source                                                              | Raw Data Type          | Report Data Y/N | Data Dictionary Y/N | Data Management Plan Y/N | Data Custodian Y/N | Currently Public Y/N | Currently Free Y/N | Priority H/M/L | Comments | Div / Branch / office |
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| Various ECL contact lists                                                                                                                 | Each list contains contact information for use in case of a emergency situation                                                                                                  | Emergency                                          | Daily                    | Emergency usage                                         | Government BlackBerry users                                              | No                     | No              | No                  | No                       | Yes                | No                   | No                 | Low            |          | TSD/Caps/MA<br>C      |
| Mobile Service SharePoint site                                                                                                            | A collection of various documentation use for operational needs. For system security purpose, these document needs to kept secure.                                               | Operational                                        | Daily                    | Operational                                             | Mobile Enterprise Service group                                          | No                     | No              | No                  | No                       | Yes                | No                   | No                 | Low            |          | TSD/Caps/MA<br>C      |
| Mobile Service Web Site                                                                                                                   | A collection of internal support materials, help files, links and etc                                                                                                            | HelpDesk                                           | Weekly                   | Operational                                             | Mobile Enterprise Service group                                          | No                     | No              | No                  | No                       | Yes                | No                   | No                 | Low            |          | TSD/Caps/MA<br>C      |
| Mobile Administrator Logs                                                                                                                 | A collection of operational logs for ActiveSync and BlackBerry used for recording user updates, adds and deletes                                                                 | Operational                                        | Daily                    | Operational                                             | Mobile Enterprise Service group                                          | No                     | No              | No                  | No                       | Yes                | No                   | No                 | Low            |          | TSD/Caps/MA<br>C      |
| BES debug logs                                                                                                                            | A collection of operational logs generated by the BlackBerry Enterprise Server for the purpose of system troubleshooting                                                         | Operational                                        | Daily                    | Operational                                             | BlackBerry Enterprise Server                                             | No                     | No              | No                  | No                       | Yes                | No                   | No                 | Low            |          | TSD/Caps/MA<br>C      |
| SiteMinder & Reverse Proxy                                                                                                                | Secure Web Access Management services; used by government applications to provide secure access to websites.                                                                     | Internal application configuration & session store | Daily                    | Internal application configuration & session management | Internal to the application                                              | Oracle database format | No              | No                  | Yes                      | Yes                | No                   | No                 | Low            |          | TSD/Caps/MA<br>C      |
| GTDS: Directory information of Ministry, Crown and affiliated Organizations                                                               | Phone, Title, Mailing Addresses, Email Addresses, etc. of government and associated employees                                                                                    | Directory                                          | Daily                    | Online Government directory                             | Internal, via MetaDir and designated government directory administrators | plain text             | Yes             | No                  | Yes                      | Yes                | Yes                  | Yes                | High           |          | TSD/Caps/MA<br>C      |
| MetaDir: A central repository for storing person data for distribution to ministries, affiliated organizations and authorized 3rd parties | A repository containing current person data required by ministries, government agencies and affiliated organizations, such as contact information, titles, email addresses, etc. | Meta-Directory                                     | Daily                    | Central Directory Repository                            | Multiple, external/internal                                              | plain text             | Yes             | No                  | Yes                      | Yes                | No                   | No                 | Low            |          | TSD/Caps/MA<br>C      |

| Data Title                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Description                                            | Subject   | Update frequency<br>D/W/M/A | Primary Purpose | Data Source           | Raw Data Type          | Report Data Y/N | Data Dictionary Y/N | Data Management Plan Y/N | Data Custodian Y/N | Currently Public Y/N | Currently Free Y/N | Priority H/M/L | Div / Branch / office |
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| Invoices                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Invoices for receiving payments from the BC Government | financial | Daily                       | operations      | ministry transactions | Oracle Database tables | Yes             | Yes                 | Yes                      | Yes                | No                   | No                 | Low            | TSD/CAs/CAS           |
| <p>Comments</p> <p>CAS is the custodian of data which is contained in the corporate financial system for the Province of BC. The data originates from ministries and certain data is reported by the Office of the Comptroller General (OCG) in its annual Public Accounts Reporting. As custodian of the data, it's difficult for CAS to respond to questions such as identifying the priority for making this information public or developing a plan regarding the management and release of this data. The ministries and/or OCG would be in a better position to answer these questions. However, CAS has provided a preliminary assessment of the priority for making this information public, based on our understanding. Please reference the Ministry of Finance's submission for the data management / governance strategy relating to the release of CAS data / information in the financial sector.</p> |                                                        |           |                             |                 |                       |                        |                 |                     |                          |                    |                      |                    |                |                       |



| Data Title                      | Description                                                                                                                                          | Subject   | Update frequency<br>D/W/M/A | Primary Purpose    | Data Source                                              | Raw Data Type          | Report Data Y/N | Data Dictionary Y/N | Data Management Plan Y/N | Data Custodian Y/N | Currently Public Y/N | Currently Free Y/N | Priority H/M/L | Comments                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Div / Branch / office |
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| Employee travel expense reports | expense reports for employees being reimbursed for business travel expenses                                                                          | financial | Daily                       | Primary operations | ministry transactions                                    | Oracle Database tables | Yes             | Yes                 | Yes                      | Yes                | No                   | No                 | Medium         | Since CAS is the custodian of this data which originates from the ministries, it's difficult for CAS to respond to questions such as identifying the priority for making this information public. The ministries and/or OCG would likely be in a better position to answer these questions. A preliminary assessment has been made based on our understanding. Please reference the Ministry of Finance's submission for the data management / governance strategy relating to the release of CAS data / information in the financial sector. | TSD/CapS/CAS          |
| Payments                        | cheque and Electronic Fund Transfers issued by the BC Government and information on whether cheques issued have been cashed or are still outstanding | financial | Daily                       | operations         | ministry transactions/Provincial Treasury/banking system | Oracle Database tables | Yes             | Yes                 | Yes                      | Yes                | No                   | No                 | Medium         | Since CAS is the custodian of this data which originates from the ministries, it's difficult for CAS to respond to questions such as identifying the priority for making this information public. The ministries and/or OCG would likely be in a better position to answer these questions. A preliminary assessment has been made based on our understanding. Please reference the Ministry of Finance's submission for the data management / governance strategy relating to the release of CAS data / information in the financial sector. | TSD/CapS/CAS          |

| Data Title    | Description                                                               | Subject   | Update frequency<br>D/W/M/A | Primary Purpose | Data Source           | Raw Data Type          | Report Data Y/N | Data Dictionary Y/N | Data Management Plan Y/N | Data Custodian Y/N | Currently Public Y/N | Currently Free Y/N | Priority Y H/M/L | Comments                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Div / Branch / office |
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|               |                                                                           |           |                             |                 |                       |                        |                 |                     |                          |                    |                      |                    |                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                       |
| supplier file | corporate file of all entities who receive payment from the BC Government | financial | Daily                       | operations      | ministry transactions | Oracle Database tables | Yes             | Yes                 | Yes                      | Yes                | No                   | No                 | Low              | Since CAS is the custodian of this data which originates from the ministries, it's difficult for CAS to respond to questions such as identifying the priority for making this information public. The ministries and/or OCG would likely be in a better position to answer these questions. A preliminary assessment has been made based on our understanding. Please reference the Ministry of Finance's submission for the data management / governance strategy relating to the release of CAS data / information in the financial sector. | TSD/CAPS/CAS          |
| Requisitions  | requisitions for goods or services to be provided to the BC Government    | financial | Daily                       | operations      | ministry transactions | Oracle Database tables | Yes             | Yes                 | Yes                      | Yes                | No                   | No                 | Low              | Since CAS is the custodian of this data which originates from the ministries, it's difficult for CAS to respond to questions such as identifying the priority for making this information public. The ministries and/or OCG would likely be in a better position to answer these questions. A preliminary assessment has been made based on our understanding. Please reference the Ministry of Finance's submission for the data management / governance strategy relating to the release of CAS data / information in the financial sector. | TSD/CAPS/CAS          |

| Data Title       | Description                                                               | Subject   | Update frequency<br>D/W/M/A | Primary Purpose    | Data Source           | Raw Data Type          | Report Data Y/N | Data Dictionary Y/N | Data Management Plan Y/N | Data Custodian Y/N | Currently Public Y/N | Currently Free Y/N | Priority H/M/L | Comments                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Div / Branch / office |
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| Purchase orders  | purchase orders for goods or services to be provided to the BC Government | financial | Daily                       | Primary operations | ministry transactions | Oracle Database tables | Yes             | Yes                 | Yes                      | Yes                | No                   | No                 | Medium         | Since CAS is the custodian of this data which originates from the ministries, it's difficult for CAS to respond to questions such as identifying the priority for making this information public. The ministries and/or OCG would likely be in a better position to answer these questions. A preliminary assessment has been made based on our understanding. Please reference the Ministry of Finance's submission for the data management / governance strategy relating to the release of CAS data / information in the financial sector. | TSD/CapS/CAS          |
| taxable payments | T4As issued by the BC Government to suppliers receiving taxable benefits  | financial | Daily                       | operations         | ministry transactions | Oracle Database tables | Yes             | Yes                 | Yes                      | Yes                | No                   | No                 | Low            | Since CAS is the custodian of this data which originates from the ministries, it's difficult for CAS to respond to questions such as identifying the priority for making this information public. The ministries and/or OCG would likely be in a better position to answer these questions. A preliminary assessment has been made based on our understanding. Please reference the Ministry of Finance's submission for the data management / governance strategy relating to the release of CAS data / information in the financial sector. | TSD/CapS/CAS          |



| Data Title          | Description                                                                                                                                                                                               | Subject   | Update frequency<br>D/W/M/A | Primary Purpose | Data Source           | Raw Data Type          | Report Data<br>Y/N | Data Dictionary<br>Y/N | Data Management Plan<br>Y/N | Data Custodian<br>Y/N | Currently Public<br>Y/N | Currently Free<br>Y/N | Priority<br>H/M/L | Comments                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Div / Branch / office |
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| Journal entries     | journal entries made to the Corporate General Ledger                                                                                                                                                      | financial | Daily                       | operations      | ministry transactions | Oracle Database tables | Yes                | Yes                    | Yes                         | Yes                   | No                      | No                    | Low               | Since CAS is the custodian of this data which originates from the ministries, it's difficult for CAS to respond to questions such as identifying the priority for making this information public. The ministries and/or OCG would likely be in a better position to answer these questions. A preliminary assessment has been made based on our understanding. Please reference the Ministry of Finance's submission for the data management / governance strategy relating to the release of CAS data / information in the financial sector. | TSD/CapS/CAS          |
| Accounts receivable | accounts receivable transactions, invoices used for receiving payments from the public, statements, and record of payment for clients using the CAS Oracle Accounts Receivable module. (limited use only) | financial | Daily                       | operations      | ministry transactions | Oracle Database tables | Yes                | Yes                    | Yes                         | Yes                   | No                      | No                    | Low               | Since CAS is the custodian of this data which originates from the ministries, it's difficult for CAS to respond to questions such as identifying the priority for making this information public. The ministries and/or OCG would likely be in a better position to answer these questions. A preliminary assessment has been made based on our understanding. Please reference the Ministry of Finance's submission for the data management / governance strategy relating to the release of CAS data / information in the financial sector. | TSD/CapS/CAS          |

| Data Title    | Description                                                                                                               | Subject   | Update frequency<br>D/W/M/A | Primary Purpose    | Data Source           | Raw Data Type          | Report Data Y/N | Data Dictionary Y/N | Data Management Plan Y/N | Data Custodian Y/N | Currently Public Y/N | Currently Free Y/N | Priority H/M/L | Comments                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Div / Branch / office |
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| customer file | corporate file of entities who owe money to the BC Government.<br>(limited use only)                                      | financial | Daily                       | Primary operations | ministry transactions | Oracle Database tables | Yes             | Yes                 | Yes                      | Yes                | No                   | No                 | Low            | Since CAS is the custodian of this data which originates from the ministries, it's difficult for CAS to respond to questions such as identifying the priority for making this information public. The ministries and/or OCG would likely be in a better position to answer these questions. A preliminary assessment has been made based on our understanding. Please reference the Ministry of Finance's submission for the data management / governance strategy relating to the release of CAS data / information in the financial sector. | TSD/Caps/CAS          |
| Fixed assets  | tangible capital assets (CAP), construction in process (CIP) assets, and attractive assets for the Provincial Government. | financial | Daily                       | operations         | ministry transactions | Oracle Database tables | Yes             | Yes                 | Yes                      | Yes                | No                   | No                 | Low            | Since CAS is the custodian of this data which originates from the ministries, it's difficult for CAS to respond to questions such as identifying the priority for making this information public. The ministries and/or OCG would likely be in a better position to answer these questions. A preliminary assessment has been made based on our understanding. Please reference the Ministry of Finance's submission for the data management / governance strategy relating to the release of CAS data / information in the financial sector. | TSD/Caps/CAS          |

| Data Title        | Description                                                                | Subject   | Update frequency<br>D/W/M/A | Primary Purpose    | Data Source           | Raw Data Type          | Report Data Y/N | Data Dictionary Y/N | Data Management Plan Y/N | Data Custodian Y/N | Currently Public Y/N | Currently Free Y/N | Priority H/M/L | Comments                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Div / Branch / office |
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| Budget            | budget information for all organizations within the BC Government          | financial | Daily                       | Primary operations | ministry transactions | Oracle Database tables | Yes             | Yes                 | Yes                      | Yes                | No                   | No                 | Low            | Since CAS is the custodian of this data which originates from the ministries, it's difficult for CAS to respond to questions such as identifying the priority for making this information public. The ministries and/or OCG would likely be in a better position to answer these questions. A preliminary assessment has been made based on our understanding. Please reference the Ministry of Finance's submission for the data management / governance strategy relating to the release of CAS data / information in the financial sector. | TSD/Caps/CAS          |
| chart of accounts | chart of accounts structure for all organizations within the BC Government | financial | Daily                       | operations         | ministry transactions | Oracle Database tables | Yes             | Yes                 | Yes                      | Yes                | No                   | No                 | Low            | Since CAS is the custodian of this data which originates from the ministries, it's difficult for CAS to respond to questions such as identifying the priority for making this information public. The ministries and/or OCG would likely be in a better position to answer these questions. A preliminary assessment has been made based on our understanding. Please reference the Ministry of Finance's submission for the data management / governance strategy relating to the release of CAS data / information in the financial sector. | TSD/Caps/CAS          |



| Data Title                                        | Description                                                                                                                                                  | Subject            | Update frequency<br>D/W/M/A | Primary Purpose                                                              | Data Source                                                                             | Raw Data Type          | Report Data Y/N | Data Dictionary Y/N | Data Management Plan Y/N | Data Custodian Y/N | Currently Public Y/N | Currently Free Y/N | Priority Y H/M/L | Comments                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Div / Branch / office |
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| Information technology product and service orders | catalogue orders of information technology goods and services, order tracking, record of recoverable assets/services/service provider data, and consumption. | technology         | Daily                       | Primary operations                                                           | ministry and broader public sector client transactions and service provider information | Oracle Database tables | Yes             | Yes                 | Yes                      | Yes                | No                   | No                 | Medium           | Since CAS is the custodian of this data which originates from the ministries, it's difficult for CAS to respond to questions such as identifying the priority for making this information public. The ministries and/or OCG would likely be in a better position to answer these questions. A preliminary assessment has been made based on our understanding. Please reference the Ministry of Finance's submission for the data management / governance strategy relating to the release of CAS data / information in the financial sector. | TSD/Caps/CAS          |
| Ministry feeder information system data           | Financial transactions sent through an interface to Oracle Financials.                                                                                       | financial          | Daily                       | operations                                                                   | ministry transactions                                                                   | Oracle Database tables | Yes             | Yes                 | Yes                      | Yes                | No                   | No                 | Low              | Volume, frequency and source data available. Detailed financial transaction data would be in subject area (e.g. AP or GL).                                                                                                                                                                                                                                                                                                                                                                                                                    | TSD/Caps/CAS          |
| Planning & Design Project Listing                 | A list of projects involving P & D resources                                                                                                                 | P & D Project List |                             | Identifying Projects, Statutes and Assignment of Resources on those projects | Generated by P & D Staff                                                                | SharePoint List        | No              | Yes                 | No                       | No                 | No                   | Yes                | Low              | The former Planning and Design SharePoint site hosts this data. The data is no longer maintained and has not been since it P&D was disbanded 2-3 years ago. Site link is: <a href="https://pandd.gov.bc.ca/default.aspx">https://pandd.gov.bc.ca/default.aspx</a> . There is a data dictionary for the entire site.                                                                                                                                                                                                                           | TSD/DSS               |
| Checkpoint SMART1 150 Firewall Logs               | Checkpoint SMART1 150 Firewall Logs                                                                                                                          | Security           | Daily                       | Operational                                                                  | Government                                                                              | DB                     | Yes             | Yes                 | Yes                      | No                 | No                   | No                 | Low              | Internal Security Operational logs, contains sensitive information which would be classified as CONFIDENTIAL                                                                                                                                                                                                                                                                                                                                                                                                                                  | TSD/DSS               |

| Data Title                                   | Description                                                                                                                                                          | Subject       | Update frequency<br>D/W/M/A | Primary Purpose | Data Source | Raw Data Type | Report Data Y/N | Data Dictionary Y/N | Data Management Plan Y/N | Data Custodian Y/N | Currently Public Y/N | Currently Free Y/N | Priority H/M/L | Comments                                                                                                                                                       | Div / Branch / office |
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| IBM Site protector Intrusion Prevention Logs | IBM Site protector Intrusion Prevention Logs showing matching signatures and action taken                                                                            | Security      | Daily                       | Operational     | Government  | Oracle DB     | Yes             | Yes                 | Yes                      | No                 | No                   | No                 | Low            | Internal Security Operational logs, contains sensitive information which would be classified as CONFIDENTIAL                                                   | TSD/DSS               |
| WebSense Content Filtering Logs              | WebSense Content Filtering Logs showing IP addresses, URL's, Filtered or allowed status                                                                              | Security      | Daily                       | Operational     | Government  | Flat Files    | Yes             | Yes                 | Yes                      | No                 | No                   | No                 | Low            | Internal Security Operational logs, contains sensitive information which would be classified as CONFIDENTIAL                                                   | TSD/DSS               |
| UNIX Security Logs                           | UNIX Security Logs from the Security Logging Monitoring Program showing auth.info level and above                                                                    | Security      | Daily                       | Operational     | Government  | Flat Files    | Yes             | No                  | Yes                      | No                 | No                   | No                 | Low            | Internal Security Operational logs, contains sensitive information which would be classified as CONFIDENTIAL                                                   | TSD/DSS               |
| Milestone CCTV Video Logs                    | Milestone CCTV Video Logs showing building and server room logs                                                                                                      | Security      | Daily                       | Operational     | Government  | Raw Data      | No              | No                  | Yes                      | No                 | No                   | No                 | Low            | Internal Security Operational logs, contains sensitive information which would be classified as CONFIDENTIAL                                                   | TSD/DSS               |
| Cantech Card Access Logs                     | Cantech Card Access Logs for 4000 Seymour Place showing building and server room access                                                                              | Security      | Daily                       | Operational     | Government  | Raw Data      | Yes             | Yes                 | Yes                      | No                 | No                   | No                 | Low            | Internal Security Operational logs, contains sensitive information which would be classified as CONFIDENTIAL                                                   | TSD/DSS               |
| PCI Logs Tripwire                            | PCI Logs Tripwire showing files which have been changed compared using the HASHing algorithm.                                                                        | Security      | Daily                       | Operational     | Government  | Flat Files    | Yes             | Yes                 | Yes                      | No                 | No                   | No                 | Low            | Internal Security Operational logs, contains sensitive information which would be classified as CONFIDENTIAL                                                   | TSD/DSS               |
| Flexible Work Tools                          | iPad inventory of government deployments                                                                                                                             | Mobile Device | Weekly                      | Operational     | Government  | Excel         | No              | No                  | No                       | No                 | No                   | No                 | Low            | High level of confidential information surrounding deployment of Mobile Devices with Government's Senior Management which would be classified as CONFIDENTIAL. | TSD/DSS               |
| CC6 Database                                 | Call logs including number of phone calls, KPI percentage, Average speed of answer and number of incidents for all Help Desks across Government including SSBC's CSC | Help Desk     | Daily                       | Operational     | Government  | Unknown       | Yes             | No                  | No                       | No                 | No                   | No                 | Low            | Internal Help Desk Operational Call logs, contains sensitive personal information which would be classified as CONFIDENTIAL                                    | TSD/DSS               |

| Data Title                             | Description                                                                | Subject  | Update frequency D/W/M/A | Primary Purpose | Data Source                | Raw Data Type | Report Data Y/N | Data Dictionary Y/N | Data Management Plan Y/N | Data Custodian Y/N | Currently Public Y/N | Currently Free Y/N | Priority H/M/L | Comments                                                                                                                                                                                                                                                                     | Div / Branch / office |
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| RNC Facilities Monitoring              | Heating, Power, Cooling, Temperate data for the Regional Network Center's. | Security | Daily                    | Operational     | Government                 | Flat Files    | Yes             | No                  | No                       | No                 | No                   | No                 | Low            | Internal Security Facilities Operational logs, contains information which would be classified as CONFIDENTIAL                                                                                                                                                                | TSD/DSS               |
| Network order data                     | Client order information on network services request                       | Networks | Daily                    | Operations      | Government & BPS generated | Raw Data      | Yes             | Yes                 | Yes                      | Yes                | No                   | No                 | Low            | Not Suitable for Public Access. Contains government employee info such as name, address, phone number. Detailed info regarding network and application elements which could pose as a security exposure if made available; may also conflict with vendor contract agreement. | TSD/NWS               |
| Network configuration & inventory data | Network addresses, equipment settings, asset tag, installed location, etc. | Networks | Daily                    | Operations      | Government generated       | Raw Data      | Yes             | Yes                 | Yes                      | Yes                | No                   | No                 | Low            | Not Suitable for Public Access. Contains government employee info such as name, address, phone number. Detailed info regarding network and application elements which could pose as a security exposure if made available; may also conflict with vendor contract agreement. | TSD/NWS               |
| Network availability data              | Statistics on the network on its uptime and/or unavailable due to outages. | Networks | Daily                    | Operations      | Government generated       | Raw Data      | Yes             | Yes                 | Yes                      | Yes                | No                   | No                 | Low            | Not Suitable for Public Access. Contains government employee info such as name, address, phone number. Detailed info regarding network and application elements which could pose as a security exposure if made available; may also conflict with vendor contract agreement. | TSD/NWS               |
| Network service level reporting data   | Performance data in relation to committed performance levels.              | Networks | Monthly                  | Operations      | Government generated       | Raw Data      | Yes             | Yes                 | Yes                      | Yes                | No                   | No                 | Low            | Not Suitable for Public Access. Contains government employee info such as name, address, phone number. Detailed info regarding network and application elements which could pose as a security exposure if made available; may also conflict with vendor contract agreement. | TSD/NWS               |



| Data Title               | Description                                                                                                                                                                                             | Subject     | Update frequency<br>D/W/M/A | Primary Purpose | Data Source                                                                       | Raw Data Type              | Report Data Y/N | Data Dictionary Y/N | Data Management Plan Y/N | Data Custodian Y/N | Currently Public Y/N | Currently Free Y/N | Priority Y/H/M/L | Comments                                                                                                                                                                                                                                                                                            | Div / Branch / office |
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| Asset Inventory          | Large spreadsheet listing staff contact info and location; cell phone make and carrier; other equipment; PC type and tag number                                                                         | Inventory   | Daily                       | Operations      | Government generated                                                              | Flat file                  | Yes             | No                  | Yes                      | Yes                | No                   | No                 | Low              |                                                                                                                                                                                                                                                                                                     | TSD/NWS               |
| Contract Award Summaries | Name of company awarded contract; total dollar value; date of award; organization issuing; issuer contact information; original tender document number; closing date of tender; link to original tender | Procurement | Daily                       | Operations      | Public sector organizations, including ministries, with BC Bid posting privileges | BC Bid searchable database | No              | Yes                 | Yes                      | Yes                | Yes                  | Yes                | High             | Organizations with BC Bid posting privileges currently have the option of posting summaries to BC Bid. The exceptions are Purchasing Services that automatically posts summaries of goods contracts, and Ministry of Transportation that posts road and bridge construction tender award summaries. | LBS - PSS procurement |
| Purchase Orders          | Details of purchase orders issued by Purchasing Services Branch, Distribution Centre Victoria, Product Distribution Centre, Queen's Printer                                                             | Procurement | Daily                       | Operations      | BC Bid, SAP                                                                       | Various, raw data          | No              | Yes                 | Yes                      | Yes                | No                   | No                 | Low              | Purchase order details currently are only released on receipt of an FOI request and if released frequently include redactions.                                                                                                                                                                      | LBS - PSS procurement |
| Commodity Codes          | Commodity codes used in BC Bid and on-line shopping carts.                                                                                                                                              | Procurement | Annually                    | Operations      | BC Bid, SAP                                                                       | Various, raw data          | No              | Yes                 | Yes                      | Yes                | No                   | No                 | Low              | Systematic way of organizing purchases by commodity type.                                                                                                                                                                                                                                           | LBS - PSS procurement |
| Unverified Bid Results   | Names of companies submitting bids on construction contracts; unverified bid amount                                                                                                                     | Procurement | Daily                       | Operations      | Public sector organizations, including ministries, with BC Bid posting privileges | BC Bid searchable database | No              | Yes                 | Yes                      | Yes                | Yes                  | Yes                | Medium           | Organizations with BC Bid posting privileges may request enhanced functionality to provide this information to suppliers. Currently only used by Ministry of Transportation, BC Hydro and Transportation Investment.                                                                                | LBS - PSS procurement |
| Hotel Motel Listings     | Listing of properties offering accommodation to government business travellers at discounted rates, with detailed property information and rates.                                                       | Procurement | Annually                    | Operations      | Searchable database                                                               | Raw Data                   | No              | Yes                 | Yes                      | Yes                | Yes                  | Yes                | Low              | The Hotel Guide is posted to the Internet and is accessible to the general public, although it is not intended for use by the general public.                                                                                                                                                       | LBS - PSS procurement |

| Data Title                              | Description                                                                                                                                                                                                                                                                                                       | Subject                              | Update frequency<br>D/W/M/A | Primary Purpose | Data Source                                          | Raw Data Type | Report Data Y/N | Data Dictionary Y/N | Data Management Plan Y/N | Data Custodian Y/N | Currently Public Y/N | Currently Free Y/N | Priority H/M/L | Comments                                                                                                                                                                                                                                                                              | Div / Branch / office     |
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| Corporate Purchase Card                 | Details of purchases paid with the BMO corporate purchasing card and business transaction accounts.                                                                                                                                                                                                               | Accounts Payable                     | Monthly                     | Operations      | Bank of Montreal BMO                                 | Excel         | Yes             | No                  | No                       | Yes                | Yes                  | Yes                | Low            | Purchase card data released annually with Public Accounts in PDF format                                                                                                                                                                                                               | LBS - PSS procurement     |
| Employee Travel Card                    | Details of purchases paid with the BMO employee travel card                                                                                                                                                                                                                                                       | Accounts Payable                     | Monthly                     | Operations      | Bank of Montreal BMO                                 | Excel         | Yes             | No                  | No                       | Yes                | No                   | No                 | Low            | Travel card data can include personal information and is not published.                                                                                                                                                                                                               | LBS - PSS procurement     |
| Vehicle Fleet Expenditures              | Details of purchases paid with the PHH service (purchase) card                                                                                                                                                                                                                                                    | Fleet                                | Daily                       | Operations      | PHH Vehicle Management Services                      | Excel         | Yes             | No                  | Yes                      | Yes                | No                   | No                 | Low            | Service card purchase data available at several levels of detail and formats.                                                                                                                                                                                                         | LBS - PSS procurement     |
| QP LegalEze Online Subscription Service | All British Columbia Acts, Regulations, Point in Time information and Tables of Legislative Changes are available in an XML format. Currently delivery of information is through HTML on BCLaws (with respect to acts and regs) and the paid site QPLegaleze (all). An API exists for pulling data electronically | Legislation                          | Daily                       | Operations      | Electronic Publishing Department Legislative Editors | XML           | No              | Yes                 | Yes                      | Yes                | Yes                  | No                 | Low            | QPLegaleze is used as a revenue source to recover costs associated with producing and publishing legislative data. There may be loss of revenue if the XML was made available to the public to parse and create their own sites. Costs may be able to be offset though in other ways. | LBS - PSS Supply Services |
| BC Laws Website                         | All current BC Acts and Regulations free online.                                                                                                                                                                                                                                                                  | Legislation                          | Weekly                      | Operations      | Electronic Publishing Department Legislative Editors | XML           | No              | No                  | Yes                      | Yes                | Yes                  | Yes                | High           |                                                                                                                                                                                                                                                                                       | LBS - PSS Supply Services |
| Policies, Procedures and Legislation    | Custom secure websites for ministries and public sector organizations that include their policies, procedures and legislation                                                                                                                                                                                     | Policies, procedures and legislation | Daily                       | Operations      | Electronic Publishing Department Legislative Editors | XML/H TML     | No              | No                  | Yes                      | Yes                | No                   | No                 | Low            | QP hosts the websites, data and manages secure access. The customer is the owner of all content.                                                                                                                                                                                      | LBS - PSS Supply Services |
| Archaeological Permits                  | Custom secure website to access archaeological permits.                                                                                                                                                                                                                                                           | Archaeological Permits               | Monthly                     | Operations      | Electronic Publishing Department                     | PDF           | No              | No                  | Yes                      | Yes                | No                   | No                 | Low            | QP hosts the website, data and manages secure access. The customer is the owner of all content.                                                                                                                                                                                       | LBS - PSS Supply Services |
| Vehicle Safety and Inspection Manual    | Online subscription service for the VSIS Manual and related legislation.                                                                                                                                                                                                                                          | Legislation                          | Daily                       | Operations      | Electronic Publishing Department                     | PDF           | No              | No                  | Yes                      | Yes                | Yes                  | No                 | Low            | QP hosts the website, data and manages secure access. The customer is the owner of all content except legislation.                                                                                                                                                                    | LBS - PSS Supply Services |

| Data Title                                         | Description                                                                                                                    | Subject        | Update frequency<br>D/M/Y/A | Primary Purpose   | Data Source                                                                   | Raw Data Type            | Report Data Y/N | Data Dictionary Y/N | Management Plan Y/N | Data Custodian Y/N | Currently Public Y/N | Currently Free Y/N | Priority H/M/L | Comments                                                                                                                                                            | Div / Branch / office     |
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| British Columbia Building, Plumbing and Fire Codes | British Columbia Building Code online subscription service                                                                     | Legislation    | Monthly                     | Operations        | National Research Council, Ministry of Housing, Electronic Publishing Editors | XML                      | No              | Yes                 | Yes                 | Yes                | Yes                  | No                 | Low            | Data is in XML and therefore consumable, however royalties must be recouped for NRC and costs for editing and publishing the data must be offset by a pay-for site. | LBS - PSS Supply Services |
| Print Tender Summary                               | Summary for one month of: Number of companies replying to tender; winning tender dollar value; average tender value;           | Procurement    | Monthly                     | Operations        | Consolidation of SAP tender reports                                           | Excel                    | No              | Yes                 | Yes                 | No                 | No                   | No                 | Medium         | The information is currently available on an individual bid basis through contact with Print Services. The summary is used for our internal purposes at this point. | LBS - PSS Supply Services |
| Auction Award summaries                            | Name of successful bidder; total dollar value; date of award; auction number; closing date of auction; location                | Sales          | Daily                       | Operations        | Public sector organizations, including ministries.                            | BC Auction data base (?) | No              | Yes                 | Yes                 | Yes                | Yes                  | Yes                | Low            | Confidential customer information                                                                                                                                   | LBS - PSS Supply Services |
| Pharmacy Patient Profiles                          | Billing information for drugs sold through the pharmacy, inventory reports, client names, drug names and costs                 | Pharmacy       | Daily                       | operations        | Kroll/PharmaNet                                                               | Hard copy report         | Yes             | No                  | Yes                 | No                 | No                   | No                 | Low            | This data is confidential.                                                                                                                                          | LBS - PSS Supply Services |
| CARES                                              | Web based program used to manage client profiles for clients requiring nutritional, feeding, medical or personal care products | CARES          | Daily                       | operations        | SQL database                                                                  | Excel                    | Yes             | No                  | Yes                 | Yes                | No                   | No                 | Low            | This data is confidential.                                                                                                                                          | LBS - PSS Supply Services |
| Product Expiry Date Database                       | Access data base that stores product ids, lot numbers and expiry data information                                              | Expiry         | Daily                       | operations        | Internal PDC                                                                  | Access Database .mdb     | Yes             | No                  | Yes                 | Yes                | No                   | No                 | Low            | reports are used to identify products on hand that are subject to Health Canada recall, as well as products by their expiry date                                    | LBS - PSS Supply Services |
| Avanti                                             | Job inventory database - same as QP                                                                                            | Estimating     | Daily                       | job tracking      | Customer request/job sheets                                                   | data entry database      | Yes             | Yes                 | Yes                 | Yes                | No                   | No                 | Low            | confidential pricing information, and customer information                                                                                                          | LBS - PSS Supply Services |
| Mailing lists                                      | Excel spreadsheets containing customer names and addressing information                                                        | Correspondence | Daily                       | mail distribution | Customer                                                                      | Excel                    | No              | No                  | No                  | No                 | No                   | Yes                | Low            | Confidential customer information                                                                                                                                   | LBS - PSS Supply Services |



| Data Title                                      | Description                                                                                                                                         | Subject                                                           | Update frequency D/M/Y/A | Primary Purpose                  | Data Source                                                     | Raw Data Type    | Report Y/N | Data Dictionary Y/N | Data Management Plan Y/N | Data Custodian Y/N | Currently Public Y/N | Currently Free Y/N | Priority H/M/L | Comments                          | Div / Branch / office     |
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| Teleform                                        | Data scan and capture - mail tickets, surveys, exams, child care operating fund, etc.                                                               | Imaging                                                           | Daily                    | data capture                     | Internal and external to government                             | SQL              | Yes        | Yes                 | Yes                      | Yes                | No                   | No                 | Low            | Confidential customer information | LBS - PSS Supply Services |
| CLBC Cheques                                    | Community living cheque printing                                                                                                                    | print                                                             | Monthly                  | print                            | Internal customer                                               | ASCII            | No         | No                  | Yes                      | No                 | No                   | No                 | Low            | Confidential customer information | LBS - PSS Supply Services |
| SAP Business data for Supply Services           | Sales data, purchase order data, vendor data, customer data, material data, warehouse movement data, shipping data                                  | Logistics                                                         | Daily                    | Business operations              | Internal, external and public customers and internal government | Database         | Yes        | Yes                 | Yes                      | No                 | No                   | No                 | Low            | Data inspection required.         | LBS - PSS Supply Services |
| CRTS - Corporate Request Tracking System        | FOI Request tracking                                                                                                                                | FOI                                                               | Daily                    | Legislated                       | Gov                                                             | Raw data         | Yes        | Yes                 | No                       | Yes                | No                   | Yes                | High           |                                   | LBS - IAO                 |
| ARIS - Archives and Records Information System  | Offsite Box Tracking                                                                                                                                | Metadata - catalogue data about data                              | Daily                    | Information Discovery and Access | Gov                                                             | Raw Data         | Yes        | Yes                 | No                       | Yes                | No                   | No                 | Low            |                                   | LBS - IAO                 |
| TRIM - Total Records and Information Management | Enterprised Document and Records Management System                                                                                                  | Metadata - catalogue data about data                              | Daily                    | Information Discovery and Access | Gov                                                             | Raw Data         | Yes        | No                  | No                       | No                 | No                   | No                 | Low            |                                   | LBS - IAO                 |
| CRMS - Corporate Records Management System      | Corporate [hardcopy] Records Management System                                                                                                      | Records Management                                                | Daily                    | Legislated                       | Gov                                                             | Raw Data         | Yes        | No                  | No                       | No                 | No                   | No                 | Low            |                                   | LBS - IAO                 |
| Tenant Satisfaction Survey (TSAT) Results       | Annual TSAT                                                                                                                                         | measure of satisfaction with spaces and services provided by SSBC | Annually                 | performance evaluation           | BC Stats                                                        | a written report | Yes        | No                  | No                       | Yes                | No                   | Yes                | Low            |                                   | IWS                       |
| Owned Buildings                                 | City, Street Address, Description, Primary Use, usable and rentable area m2 - in some cases photos & or GIS coordinates for buildings owned by SSBC | Building information                                              | Daily                    | Facilities Inventory Tracking    | SSBC - IWS                                                      | excel            | Yes        | No                  | No                       | Yes                | No                   | No                 | Low            |                                   | IWS                       |

| Data Title                         | Description                                                                                                                                                                        | Subject                        | Update frequency D/W/M/A | Primary Purpose               | Data Source   | Raw Data Type | Report Y/N | Data Dictionary Y/N | Management Plan Y/N | Data Custodian Y/N | Currently Public Y/N | Currently Free Y/N | Priority H/M/L | Comments                                                                                                   | Div / Branch / office |
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| Maintained Buildings               | City, Street Address, Description, Primary Use, usable and rentable area m2 - in some cases photos & or GIS coordinates for buildings owned by other entities but serviced by SSBC | Building Information           | Daily                    | Facilities Inventory Tracking | SSBC - IWS    | excel         | Yes        | No                  | No                  | Yes                | No                   | No                 | Low            | Not our data to release                                                                                    | IWS                   |
| Leased Buildings                   | City, Street Address, Description, Primary Use, usable and rentable area m2 - in some cases photos & or GIS coordinates for buildings leased by SSBC                               | Building Information           | Daily                    | Facilities Inventory Tracking | SSBC - IWS    | excel         | Yes        | No                  | No                  | Yes                | No                   | No                 | Low            |                                                                                                            | IWS                   |
| Occupancy Information by Ministry  | Individual allocation lines for each ministry occupying a unique space. Usable and rentable area, room details, agreement number.                                                  | Allocation Information/Tenancy | Daily                    | Tenancy Tracking              | SSBC - IWS    | excel         | Yes        | No                  | No                  | Yes                | No                   | No                 | Low            | specific ministry location information may be sensitive and consideration should be given prior to release | IWS                   |
| Energy Line Items                  | Energy information lines - detailing monthly energy consumption by energy type for locations where energy costs are paid by WSI on behalf of SSBC                                  | Energy Consumption             | Monthly                  | Energy Consumption Tracing    | SSBC - IWS    | excel         | Yes        | No                  | No                  | Yes                | No                   | No                 | Low            | this information is also retained in SMART TOOL                                                            | IWS                   |
| Major Projects                     | Major Capital Projects over \$2M                                                                                                                                                   | Project Information            | Annually                 | Project Tracking              | SSBC - IWS    | excel         | Yes        | No                  | No                  | Yes                | No                   | No                 | Low            |                                                                                                            | IWS                   |
| Minor Projects                     | \$50K to approx. \$2M (or less if space related)                                                                                                                                   | Project Information            | Weekly                   | Project Tracking              | SSBC - IWS    | excel         | Yes        | No                  | No                  | Yes                | No                   | No                 | Low            |                                                                                                            | IWS                   |
| Out Source Provider (OSP) projects | projects under \$50K                                                                                                                                                               | Project Information            | Weekly                   | Project Tracking              | SSBC - IWS    | excel         | Yes        | No                  | No                  | Yes                | No                   | No                 | Low            |                                                                                                            | IWS                   |
| Minor Client Request (MCR)         | Minor client Request Projects (generally under \$1000)                                                                                                                             | Project Information            | Monthly                  | Project Tracking              | WSI           | excel         | Yes        | No                  | No                  | Yes                | No                   | No                 | Low            | currently provided directly from WSI to Ministry clients                                                   | IWS                   |
| # of Active RE Lease Contracts     | Number of Leases with total amount of Leased Space                                                                                                                                 | Leasing Information            | Annually                 | Lease Tracking                | RE Branch IWS | excel         | Yes        | No                  | No                  | Yes                | No                   | No                 | Low            |                                                                                                            | IWS                   |

| Data Title                                      | Description                                                                                                                                                                                                                                                                | Subject                          | Update frequency D/W/M/A | Primary Purpose                                               | Data Source      | Raw Data Type | Report Data Y/N | Data Dictionary Y/N | Data Management Plan Y/N | Data Custodian Y/N | Currently Public Y/N | Currently Free Y/N | Priority H/M/L | Comments                            | Div / Branch / office |
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| Facility Manager (FM) and Superintendent Lookup | contact info for WSI Facility Manager and IWS Superintendent by building/city                                                                                                                                                                                              | contact info                     | Monthly                  | contact info for clients and SSBC                             | FCMB/IWS and WSI | excel         | No              | No                  | No                       | Yes                | Yes                  | No                 | High           | REALBC data Daily, WSI data monthly | IWS                   |
| Operations and Maintenance (O&M) costs          | costs to SSBC from WSI of O&M spend by building and service type                                                                                                                                                                                                           | financial information            | Monthly                  | record costs, track consumption, and validate payments to WSI | WSI              | excel         | Yes             | No                  | No                       | Yes                | No                   | No                 | Low            |                                     | IWS                   |
| Acquisition Projects                            | Number of purchases, Gross Purchase Price, Net Purchase Price, Property Type, Appraised Values, Project Costs, Region / City, Vendors Assessed Values                                                                                                                      | Real Estate Purchases            | Weekly                   | Project Tracking                                              | SSBC - IWS       | excel         | Yes             | No                  | No                       | Yes                | No                   | No                 | Low            |                                     | IWS                   |
| Disposal Projects                               | Number of sales, Gross Sales Price, Net Sales Price, Property Type, Net Book Value, Listing Agents, Commissions, Appraised Values, Project Costs, Region / City, Purchasers, Assessed Values, First Nations Areas                                                          | Real Estate Sales                | Weekly                   | Project Tracking                                              | SSBC - IWS       | excel         | Yes             | No                  | No                       | Yes                | No                   | No                 | Low            |                                     | IWS                   |
| Major Asset Maintenance Projects (MAM)          | Annual Budget, Total spent, Unplanned Projects, Planned Projects, Deferred Projects, Overages (supplemental), Capital Projects, Expense Projects, Accrued Project Costs, Project Types, Property Types, Mandated vs. Voluntary, Over / Under \$50k Projects, Region / City | Major Asset Maintenance Projects | Weekly                   | Project Tracking                                              | SSBC - IWS       | excel         | Yes             | No                  | No                       | Yes                | No                   | No                 | Low            |                                     | IWS                   |



| Data Title                                     | Description                                                                                                                                      | Subject                                                                                                                              | Update frequency D/W/M/A | Primary Purpose                                                                                                        | Data Source                | Raw Data Type      | Report Data Y/N | Data Dictionary Y/N | Data Management Plan Y/N | Data Custodian Y/N | Currently Public Y/N | Currently Free Y/N | Priority H/M/L | Comments                             | Div / Branch / office |
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| Client List                                    | Mandated and BPS Clients, name, address, electronic invoicing account information, customer category, customer type, annual budget participation | Client Information                                                                                                                   | Daily                    | Client Tracking                                                                                                        | Government/Client provided | excel              | Yes             | No                  | No                       | Yes                | No                   | No                 | Low            | Source of the Information is CAS AR. | IWS                   |
| Vendor List                                    | Information around vendors used in @Real. Freshness of the address detail can not be relied on as it is not auto updated from CAS                | Vendor information                                                                                                                   | Daily                    | Used within @Real for reporting purposes                                                                               | CAS AP System              | excel              | Yes             | No                  | No                       | No                 | No                   | No                 | Low            | Source of the Information is CAS AP. | IWS                   |
| Client Agreement                               | City, Street Address, Description, Primary Use, usable and rentable area m2, building occupancy charges, amortizations, billing information      | Facilities Agreement Information                                                                                                     | Daily                    | Facilities Inventory Tracking                                                                                          | Government/Client provided | excel              | Yes             | No                  | No                       | Yes                | No                   | No                 | Low            |                                      | IWS                   |
| Project Audits and Building Inspections (PABI) | Project Audits and Building Inspections                                                                                                          | Property Management building inspection checklists and results by building, and project file audit checklists and results by project | Weekly                   | to record inspections and provide source data for trending and service improvements, and to document compliance checks | SSBC - IWS                 | MS Access          | No              | No                  | No                       | Yes                | No                   | No                 | Low            |                                      | IWS                   |
| Ozone Depleting Substances                     | Tracking of releases of ODS from building mechanical systems; by building                                                                        | building                                                                                                                             | Monthly                  | regulatory, operations                                                                                                 | BLUC-WSI                   | excel              | No              | No                  | Yes                      | Yes                | No                   | No                 | Low            |                                      | IWS                   |
| Asbestos Inventory                             | Inventory of buildings with asbestos                                                                                                             | building                                                                                                                             | Annually                 | regulatory, operations                                                                                                 | BLUC-WSI                   | 3rd party database | Yes             | No                  | Yes                      | Yes                | No                   | No                 | Low            |                                      | IWS                   |
| Confined Spaces Inventory                      | Inventory of buildings with confined spaces                                                                                                      | building                                                                                                                             | Annually                 | regulatory, operations                                                                                                 | BLUC-WSI                   | excel              | No              | No                  | No                       | Yes                | No                   | No                 | Low            |                                      | IWS                   |
| Above Ground Storage Tanks                     | Inventory of buildings with above ground fuel storage tanks                                                                                      | building                                                                                                                             | Annually                 | regulatory, operations                                                                                                 | BLUC-WSI                   | excel              | Yes             | No                  | Yes                      | Yes                | No                   | No                 | Low            |                                      | IWS                   |

| Data Title                           | Description                                                                                       | Subject                   | Update frequency D/W/M/A | Primary Purpose        | Data Source | Raw Data Type      | Report Data Y/N | Data Dictionary Y/N | Data Management Plan Y/N | Data Custodian Y/N | Currently Public Y/N | Currently Free Y/N | Priority H/M/L | Comments | Div / Branch / office |
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| Underground Storage Tanks            | Inventory of buildings with underground fuel storage tanks                                        | building                  | Annually                 | regulatory; operations | BLUC-WSI    | excel              | Yes             | No                  | Yes                      | Yes                | No                   | No                 | Low            |          | IWS                   |
| Solid Waste Management               | Inventory of solid waste mgmt; by building                                                        | building                  | Annually                 | operations             | BLUC-WSI    | excel              | No              | No                  | Yes                      | Yes                | No                   | No                 | Low            |          | IWS                   |
| Pollution Prevention Inspections     | Inspections of high-risk buildings/properties                                                     | building/property         | Annually                 | regulatory; operations | BLUC-WSI    | excel              | No              | No                  | Yes                      | Yes                | No                   | No                 | Low            |          | IWS                   |
| Construction Waste Management        | Tracking of construction waste diversion from landfill                                            | building/property         | Annually                 | regulatory; operations | BLUC-WSI    | excel              | No              | No                  | Yes                      | Yes                | No                   | No                 | Low            |          | IWS                   |
| Potable Water Testing Results        | Tracking of testing results for sites where SSBC is legal purveyor of water                       | building                  | Monthly                  | regulatory; operations | BLUC-WSI    | excel              | Yes             | No                  | Yes                      | Yes                | Yes                  | No                 | Low            |          | IWS                   |
| Wastewater Testing Results           | Tracking of testing results for sites with wastewater systems                                     | building                  | Monthly                  | regulatory; operations | BLUC-WSI    | excel              | Yes             | No                  | Yes                      | Yes                | Yes                  | No                 | Low            |          | IWS                   |
| Green Cleaning Inspections           | Inspections of environmentally-friendly custodian activities                                      | building                  | Monthly                  | operations             | BLUC-WSI    | excel              | No              | No                  | Yes                      | Yes                | No                   | No                 | Low            |          | IWS                   |
| Contaminated Sites                   | Inventory of identified contaminated sites                                                        | building/property         | Monthly                  | regulatory; operations | BLUC-WSI    | excel              | Yes             | No                  | Yes                      | Yes                | No                   | No                 | Low            |          | IWS                   |
| Molybdate Inventory                  | Inventory of buildings with molybdate in building systems                                         | building                  | Annually                 | operations             | BLUC-WSI    | excel              | No              | No                  | Yes                      | Yes                | No                   | No                 | Low            |          | IWS                   |
| Isolation Cells                      | Inventory of correctional facilities with isolation cells                                         | building                  | Annually                 | operations             | BLUC-WSI    | excel              | No              | No                  | Yes                      | Yes                | No                   | No                 | Low            |          | IWS                   |
| National Pollutant Release Inventory | Reporting to Environment Canada on releases of pollutants from specific facilities                | building                  | Annually                 | regulatory; operations | BLUC-WSI    | 3rd party database | Yes             | No                  | Yes                      | Yes                | No                   | No                 | Low            |          | IWS                   |
| IT service requests                  | Record of IT service requests raised, dates, priority, status, impacts, resources                 | IT system change requests | Daily                    | Tracking work          | Government  | raw                | Yes             | Yes                 | No                       | Yes                | No                   | No                 | Low            |          | IMB                   |
| IT service requests time tracking    | IT work tracked to category and or IT service request number, staff name, task, time spent by day | time tracking by task     | Daily                    | Tracking work effort   | Government  | raw                | Yes             | No                  | No                       | Yes                | No                   | No                 | Low            |          | IMB                   |

| Data Title                                  | Description                                                                                                                                                                                                                                                                                                                            | Subject                              | Update frequency<br>D/W/M/A | Primary Purpose                                   | Data Source             | Raw Data Type                                                    | Report Data<br>Y/N | Data Dictionary<br>Y/N | Data Management Plan<br>Y/N | Data Custodian<br>Y/N | Currently Public<br>Y/N | Currently Free<br>Y/N | Priority<br>H/M/L | Comments                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
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| BC Public Service workforce projections     | Ten year BC Public Service workforce projections, modelled on historical patterns and forward looking assumptions.                                                                                                                                                                                                                     | Human resources.                     | Semi-annually               | Operational (human resource and budget) planning. | Govt - CHIPS            | Source data is raw but projections are based on aggregated data. | Yes                | Yes                    | Yes                         | Yes                   | No                      | No                    | Low               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| BC Geographic Metadata Catalogue Repository | A listing of all of the geographic datasets registered with the province's corporate geographic metadata system. The listing provides descriptive information (metadata) about each geographic (spatial dataset) including things like who is the custodian of the data, what is its purpose, and where the data can be obtained from. | Metadata – catalogue data about data | Daily                       | Information Discovery and Access                  | Generated by government | raw data (txt, csv, xml)                                         | No                 | Yes                    | No                          | Yes                   | Yes                     | Yes                   | High              | The metadata (or descriptive information about data) – provides a means for clients who use data to: discover what is available, determine how to use it appropriately (e.g. currency, accuracy, limitations, etc), identify who provided the information and what are the data's limitations. Metadata is required for data providers to communicate their wishes regarding data distribution and access. The majority of the records are public - however a few are restricted to government visibility. |
| Web Analytics                               | Raw logs and reports on aggregated user behaviour on select government websites, representing ministries, program areas, agencies, boards and commissions.                                                                                                                                                                             | Engagement                           | Daily                       | Research                                          | Government              | CSV, and flat text log files                                     | Yes                | No                     | No                          | No                    | No                      | No                    | Low               | Please note that both 1) Aggregate reports and Log files will need transformation before they could be made available to the public. 1) Reports exported in CSV format 2) Log files stripped of personal identifying information, e.g. IP addresses, etc                                                                                                                                                                                                                                                   |
| "@" Work employee intranet web analytics    | WebTrends reporting on intranet usage analytics (including number of visitors, page hits, etc.)                                                                                                                                                                                                                                        | Statistics                           | Daily                       | Usage reporting                                   | Government              | Believe it is raw data coming from log files                     | Yes                | No                     | No                          | Yes                   | No                      | No                    | Low               | WebTrends software provides the statistics via code inserted in our web headers. This is a service provided by our Corporate Data and Web Services                                                                                                                                                                                                                                                                                                                                                         |



| Data Title             | Description                                        | Subject  | Update frequency<br>D/W/M/A | Primary Purpose                                                        | Data Source | Raw Data Type | Report Data<br>Y/N | Data Dictionary<br>Y/N | Data Management Plan<br>Y/N | Data Custodian<br>Y/N | Currently Public<br>Y/N | Currently Free<br>Y/N | Priority<br>H/M/L | Comments                                                 |
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| DataBC website metrics | Various measures of web traffic to the DataBC site | Internet | Monthly                     | Reporting on DataBC program to inform tactical and strategic decisions | Internal    | raw data      | Yes                | Yes                    | No                          | Yes                   | No                      | Yes                   | High              | This is more specific than then the "Web Analytics" item |

| Data Title                                       | Description                                                                                                                                                                                                                                                                                                                                                                                  | Subject                                              | Update frequency<br>D/W/M/A | Primary Purpose                                                                                                                                                                                                                                                                                                                   | Data Source                                                                                                                                                                                                    | Raw Data                  | Report Data<br>Y/N | Data Dictionary<br>Y/N | Data Management Plan<br>Y/N | Data Custodian<br>Y/N | Currently Public<br>Y/N | Currently Free<br>Y/N | Priority<br>H/M/L | Comments                                  |
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| Copyright Permission Request Database            | A database of information used to grant approval or deny a copyright permission request. Information includes name of requestor, name or details of the publication being requested, name of ministry contact person, permission number, ISBN number, etc.                                                                                                                                   | Intellectual Property - Copyright Permission Request | Daily                       | Tracking copyright permission requests so we can use that information for subsequent or similar permission requests. Please note: this database will no longer be available after the Upgrade 3.0. As much information as can be mined from the database will be exported to a spreadsheet for examination for archival purposes. | Copyright Permission requestors, which include publishers, academic support staff for post-secondary institutions, school districts, students publishing their thesis, authors, non-profit organizations, etc. | No, it is organized data. | No                 | No                     | No                          | No                    | No                      | No                    | Low               |                                           |
| Naming Privileges Policy - Pending Opportunities | Spreadsheet with data collected from the Naming Opportunity Request Form, including names of benefactors that give financial or in-kind contributions to Broader Public Sector organizations in exchange for naming rights and the amount of the contribution. Additional details about the asset being named and the contact information for the requesting organization are also included. | Naming Privileges Policy                             |                             | Internal use to track naming opportunities that have been submitted for consideration and the decision.                                                                                                                                                                                                                           | Broader Public Sector organizations that fall under the <i>Financial Administration Act</i> .                                                                                                                  | No, it is organized data. | No                 | No                     | No                          | No                    | No                      | No                    | Low               | Cabinet Confidence                        |
| Alliance Management Office (AMO) Survey          | Survey to gather basic information data on current Alternative Service Delivery (ASD) AMO's                                                                                                                                                                                                                                                                                                  | Information                                          | Annually                    | One time survey to gather high level data set from AMO's                                                                                                                                                                                                                                                                          | Manual Input                                                                                                                                                                                                   | Excel                     | No                 | No                     | Yes                         | No                    | No                      | No                    | Low               | Strategic Vendor Management Office (SVMO) |

| Data Title                        | Description                                                                                                                                                                          | Subject                           | Update frequency<br>D/M/Y/A | Primary Purpose                                                                                                             | Data Source                                                                              | Raw Data               | Report Data<br>Y/N | Data Dictionary<br>Y/N | Data Management Plan<br>Y/N | Data Custodian<br>Y/N | Currently Public<br>Y/N | Currently Free<br>Y/N | Priority<br>H/M/L | Comments                                                                                                                                                                                                                                                                       |
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| Consultant Tracker                | Tracker used to consolidate ASD Consultant usage, invoicing and contracting                                                                                                          | Financial                         | Monthly                     | Track payments and recoveries of the external resources procured by the ASD and working on varies projects in the Province. | Manual Input                                                                             | Excel                  | No                 | No                     | Yes                         | Yes                   | No                      | No                    | Low               | Single common source for government with Ministry of Finance?                                                                                                                                                                                                                  |
| IM/IT Application Health Check    | Data on each IM/IT application in government capturing details such as business value, technical consideration, risk, upgrade drivers, application complexity, and financial details | IM/IT Application Health Check    | Annually                    | make recommendation to the ministry of finance and the GCIO on the status of our IM/IT applications                         | Ministries provide the data in an excel format                                           | excel                  | No                 | No                     | No                          | No                    | No                      | No                    | Medium            | these are ministry submissions the data is actually held by ministries who compile it into these submissions. We aggregate and make recommendations which at this time are not public. Data is not yet public, and the decision as to whether it would be free is outstanding. |
| IM/IT Capital project submissions | ministry IM/IT capital projects submitted for review                                                                                                                                 | IM/IT Capital project submissions | Annually                    | make recommendation to the ministry of finance for IM/IT capital projects                                                   | business cases which are word documents as well as any attachment provided by ministries | no, its word documents | No                 | No                     | No                          | No                    | No                      | No                    | High              | these are ministry submissions the data is actually held by ministries who compile it into these submissions. We aggregate and make recommendations which at this time are not public. Data is not yet public, and the decision as to whether it would be free is outstanding. |
| Forecast and Budget Data          | Forecast and Budgeting information for the OCIO - measures/tracks progress towards budget                                                                                            | Financial                         | Monthly                     | internal to OCIO and Corporate (ministry)                                                                                   | excel                                                                                    | Organized              | Yes                | No                     | No                          | No                    | No                      | No                    | Low               | Already Input in to Public Accounts                                                                                                                                                                                                                                            |
| Contracts                         | OCIO Contract information - summary of invoices                                                                                                                                      | Financial                         | Monthly                     | primarily for internal use                                                                                                  | excel                                                                                    | Organized              | Yes                | No                     | No                          | No                    | No                      | No                    | Low               | Single common source for government with Ministry of Finance?                                                                                                                                                                                                                  |



| Data Title                                                                                                    | Description                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Subject           | Update frequency<br>D/W/M/A | Primary Purpose                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Data Source                                                                                                         | Raw Data                                 | Report Data<br>Y/N | Data Dictionary<br>Y/N | Data Management Plan<br>Y/N | Data Custodian<br>Y/N | Currently Public<br>Y/N | Currently Free<br>Y/N | Priority<br>H/M/L | Comments                                                                                                                                                                                                                 |
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| Investigation Data from Investigations into Information Incidents, Cyber Incidents, and Human Resource Issues | Many types of information including personal information, sensitive security information, confidential government information, names of persons being investigated (sometimes for criminal matters), etc.                                                                                                                                                                                                                                                                 | Investigations    | Daily                       | Investigations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Data from ministries, PSA, Law Enforcement, technology systems, Privacy Commissioner, etc.                          | All types                                | Yes                | No                     | Yes                         | No                    | No                      | No                    | Low               | Investigation data is confidential and very sensitive. Release of any of this information would have serious consequences to internal investigations, criminal investigations, corporate security, and personal privacy. |
| ISmart - Information Security Management and Risk Tool                                                        | Information Owners and Information Custodians must conduct an Information Security Threat and Risk Assessment to ensure that projects involving information, systems or services are completed in accordance with documented information security and management requirements: policy, standards, and procedures. The Information Security Threat and Risk Assessment used by government is supported through the Information Security Management and Risk Tool (ISmart). | Policy / Standard | Weekly                      | ISmart allows Ministry Information Security Officers (MISOs) and the Office of the Chief Information Officer (OCIO) to identify information security issues, report and follow up on mitigation activities, ensure compliance to standards and policies and report on the governments information security posture. ISmart is also used to assist in mitigating and establishing an information security risk monitoring capability in government. The risk tool serves as a repository for Information Security Threat and Risk Assessments and enables authorized personnel to view individual organization results, ministry results and cross-government results. | Ministry, Public Agency or external service provider that are responsible for managing B.C. Government information. | No, it is organized data<br>SQL Database | Yes                | No                     | Yes                         | Yes                   | No                      | No                    | High              | Not our data - Ministry data owner and controls access. Information cannot be released as reports would contain details on security risk, vulnerability exposures, action plans etc.                                     |

| Data Title                                  | Description                                                                                                                                                                                                                         | Subject           | Update frequency<br>D/W/M/A | Primary Purpose                                                                                                                                                                                                                                                                                                                                                                                                          | Data Source                                                                                                           | Raw Data                                   | Report Data<br>Y/N | Data Dictionary<br>Y/N | Data Management Plan<br>Y/N | Data Custodian<br>Y/N | Currently Public<br>Y/N | Currently Free<br>Y/N | Priority<br>H/M/L | Comments                                                                                                                                                                                                                                                                           |
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| iSMART - Information Security Rating (ISR)  | An annual information security compliance review to assess the overall effectiveness of government's information security arrangements through the use of self-assessments working with the Ministry Information Security Officers. | Policy / Standard | Annually                    | Ministries are required to ensure all government information systems comply with relevant statutory, regulatory, information security and other related IM/IT security policies. The objective is to improve information security and provide more precise information so we can accurately reflect our security posture and use the results to better understand, manage and reduce the overall risk across government. | Ministry and (Broader Public Sector) and ASD's.                                                                       | No, it is organized data<br>SQL Database   | Yes                | No                     | Yes                         | Yes                   | No                      | No                    | High              | Information cannot be release as reports would contain details on security risk, vulnerability exposures, action plans dealing with causes of fluctuations in ministry compliance results. Data is not yet public, and the decision as to whether is would be free is outstanding. |
| CIRR - Corporate Information Risk Reporting | To improve the identification and tracking of Corporate Information Risk, CIRR is a program to track issues related to government information risk.                                                                                 | Reporting         | Monthly                     | It is the intent of the program to have corporate information risk reported high enough in government to have management of the information risk supported in order to reduce overall corporate information risk over time. A corporate information review team rates the impact to government.                                                                                                                          | Ministry + (Public Agency or external service provider that is responsible for managing B.C. Government information). | No, it is organized data<br>Excel workbook | Yes                | No                     | Yes                         | Yes                   | No                      | No                    | High              | Information cannot be release as reports would contain details on security risk, vulnerability exposures, action plans etc. Data is not yet public, and the decision as to whether is would be free is outstanding.                                                                |

| Data Title                                      | Description                                                                                                                                                                                                                                                                                                                                             | Subject / Policy / Standard | Update frequency D/W/M/A | Primary Purpose                                                                                                                                                                                                                                                                                                                                                                                            | Data Source                                                                                                                                                                                     | Raw Data                                     | Report Data Y/N | Data Dictionary Y/N | Data Management Plan Y/N | Data Custodian Y/N | Currently Public Y/N | Currently Free Y/N | Priority H/M/L | Comments                                                                                                                                                                                                                                                                                                 |
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| ITAD - Information Technology Asset Disposition | Provides guidance on the secure disposal of information storage assets of all types                                                                                                                                                                                                                                                                     | Policy / Standard           | Weekly                   | The IT Asset Disposal Standard defines the methodology, process and tools for securing disposal of information storage assets of all types. The Standard classifies IT assets by their risk level (High, Medium, Low) based on the information that may be contained on the asset. The Standard also establishes disposal practices that are in line with IM/IT security governance and policy frameworks. | Ministries, the Broader Public Service (BPS) and Contractors that have been assigned a government device and need to dispose of that IT device or has government data on their personal device. | No, it is organized data<br>SharePoint forms | Yes             | No                  | Yes                      | Yes                | No                   | No                 | High           | IT assets must be inventoried, ensuring there is no sensitive data or non-transitory electronic records or information remaining on the IT assets.<br>The database contains a list of approved IT assets and the process for the disposal of the said IT asset.<br>Release of information is acceptable. |
| Digital Divide 366 Data                         | Spreadsheet tracking broadband connectivity in 336 B.C. communities identified by the Premier's Technology Council 2005. Includes community name, connectivity solution and status, grants, local government (First Nation, Regional District, School District), names of service providers, names of community champions, population, geo coordinates. | Digital Divide              | Annually                 | Connectivity monitoring and reporting on progress bridging the digital divide in 366 specific communities. (354 of 366 communities were connected as of 2011).                                                                                                                                                                                                                                             | Stats BC, Statistics Canada, Internet Service Providers, community reports.                                                                                                                     | MS Excel spreadsheet                         | Yes             | No                  | No                       | No                 | Yes                  | Yes                | Medium         | Mixture of public domain, business sensitive and private personal information (eg. identification of community champion and their contact information). Mostly historical data, as 354 of 366 communities being tracked have been connected.                                                             |



| Data Title                                                   | Description                                                                                                                                                                                                                                                                                                                                       | Subject          | Update frequency<br>D/W/M/A | Primary Purpose                                                                            | Data Source                                   | Raw Data             | Report Data<br>Y/N | Data Dictionary<br>Y/N | Data Management Plan<br>Y/N | Data Custodian<br>Y/N | Currently Public<br>Y/N | Currently Free<br>Y/N | Priority<br>H/M/L | Comments                                                                                                                                                                                 |
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| Deferral Account Data                                        | Tracking spreadsheet regarding Canadian Radio-television and Telecommunications Commission (CRTC) mandated Deferral Account -- CRTc Decision 2008-1 -- updates and schedules. Fields include community name and projected date of upgrade installation.                                                                                           | Deferral Account | Annually                    | To track ILEC commitment and build schedule in B.C. per CRTc Decision 2008-1               | CRTC                                          | MS Excel spreadsheet | Yes                | No                     | No                          | No                    | Yes                     | Yes                   | Low               | Information is already publicly available through CRTc website.                                                                                                                          |
| National Satellite Initiative Data                           | National Satellite Initiative (NSI) Round 1 tracking spreadsheet. 29 remote communities in B.C. eligible to receive low-cost broadband connectivity through this federal/provincial program. Connections located at schools and are integrated into B.C. PLNet. Fields include community name, placement of infrastructure, status of connection. | NSI              | Annually                    | To track the status of NSI sites.                                                          | SSBC, Industry Canada, and community reports. | MS Excel spreadsheet | Yes                | No                     | No                          | No                    | Yes                     | Yes                   | Low               | Tracks internal, behind-the-scenes work. Public would have no means of interpreting the data.                                                                                            |
| Connecting Citizens Grant Program Round 1 (2008/09) Database | Tracking spreadsheet for applications to the Connecting Citizens Grant Program (CCGP) Round 1. Fields include applicant contact, project proposal, scoring, grant and project status information.                                                                                                                                                 | CCGP Round 1     | Monthly                     | Repository of application data for CCGP Round 1. Tracking the progress of funded projects. | Grant applicants, Network BC                  | MS Excel spreadsheet | Yes                | No                     | Yes                         | Yes                   | Yes                     | Yes                   | Low               | Mixture of public domain, business sensitive and private personal information (eg. infrastructure technology, finances, build plans, application scoring, personal contact information). |

| Data Title                                                   | Description                                                                                                                                                                                       | Subject                        | Update frequency<br>D/W/M/A | Primary Purpose                                                                            | Data Source                  | Raw Data             | Report Data<br>Y/N | Data Dictionary<br>Y/N | Data Management Plan<br>Y/N | Data Custodian<br>Y/N | Currently Public<br>Y/N | Currently Free<br>Y/N | Priority<br>H/M/L | Comments                                                                                                                                                                                                                                                                                                                |
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| Connecting Citizens Grant Program Round 2 (2009/10) Database | Tracking spreadsheet for applications to the Connecting Citizens Grant Program (CCGP) Round 2. Fields include applicant contact, project proposal, scoring, grant and project status information. | CCGP Round 2                   | Monthly                     | Repository of application data for CCGP Round 2. Tracking the progress of funded projects. | Grant applicants, Network BC | MS Excel spreadsheet | Yes                | No                     | Yes                         | Yes                   | Yes                     | Yes                   | Low               | Mixture of public domain, business sensitive and private personal information (eg. infrastructure technology, finances, build plans, application scoring, personal contact information).                                                                                                                                |
| Connecting Citizens Grant Program Round 3 (2010/11) Database | Tracking spreadsheet for applications to the Connecting Citizens Grant Program (CCGP) Round 3. Fields include applicant contact, project proposal, scoring, grant and project status information. | CCGP Round 3                   | Monthly                     | Repository of application data for CCGP Round 3. Tracking the progress of funded projects. | Grant applicants, Network BC | MS Excel spreadsheet | Yes                | No                     | Yes                         | Yes                   | Yes                     | Yes                   | Low               | Mixture of public domain, business sensitive and private personal information (eg. infrastructure technology, finances, build plans, application scoring, personal contact information).                                                                                                                                |
| Personal Information Directory Entries                       | Summaries of government's personal information banks, information sharing agreements and privacy impact assessments                                                                               | Personal Information Summaries | Daily                       | Legislative requirement                                                                    | Generated by government      | raw data             | No                 | No                     | No                          | Yes                   | Yes                     | Yes                   | High              | The Minister is required by the FOIPP Act to maintain and publish these summaries in the PID. The PID is already operational and has a public face, but will be relaunched shortly with some changes. The Branch has not yet seriously considered whether the Open Data initiative is appropriate for this information. |

| Data Title                             | Description                                                                                                                | Subject            | Update frequency<br>D/W/M/A | Primary Purpose                | Data Source             | Raw Data             | Report Data<br>Y/N | Data Dictionary<br>Y/N | Data Management Plan<br>Y/N | Data Custodian<br>Y/N | Currently Public<br>Y/N | Currently Free<br>Y/N | Priority<br>H/M/L | Comments                                                                                                                                                                                                                                                                                                                                                        |
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| Privacy and Access Helpline Statistics | Very brief listings of privacy and access assistance provided to government, other public bodies and private organizations | Inquiry Statistics | Daily                       | Operational (Inquiry Tracking) | Generated by government | MS Excel spreadsheet | Yes                | No                     | No                          | No                    | No                      | No                    | Low               | There has been no interest from the public in this information. The information is used to determine which issues public bodies and organizations are wrestling with and to track the amount of assistance provided by the Branch through this service. The Branch has not yet considered whether the Open Data initiative is appropriate for this information. |



| Data Title                                 | Description                                                                                                             | Subject                    | Update frequency<br>D/W/M/A | Primary Purpose                      | Data Source                        | Raw Data Type | Report Data Y/N | Data Dictionary Y/N | Data Management Plan Y/N | Data Custodian Y/N | Currently Public Y/N | Currently Free Y/N | Priority H/M/L | Comments                                                                                                                 |
|--------------------------------------------|-------------------------------------------------------------------------------------------------------------------------|----------------------------|-----------------------------|--------------------------------------|------------------------------------|---------------|-----------------|---------------------|--------------------------|--------------------|----------------------|--------------------|----------------|--------------------------------------------------------------------------------------------------------------------------|
| Population estimates                       | Current population estimates (1996-2010) for regional districts and municipalities                                      | Demographic                | Annually                    | Client sponsored/legislated          | BC Stats                           | Flat file     | Yes             | Yes                 | Yes                      | Yes                | Yes                  | Yes                |                |                                                                                                                          |
| Population projections                     | Population projections for BC, development regions, regional districts, various health geographies, special geographies | Demographic                | Annually                    | Client sponsored/research/operations | BC Stats                           | Flat file     | Yes             | Yes                 | Yes                      | Yes                | Yes                  | No                 | High           | Require Ministry of Finance approval to change fees associated with product before it can be disseminated free of charge |
| Socio-Economic Profiles                    | Socio-demographic-economic statistics presented by standard and custom geographies for BC                               | Socio-demographic-economic | Annually                    | Client sponsored/research/operations | BC Stats, Statistics Canada, Other | Flat file     | Yes             | Yes                 | Yes                      | Yes                | Yes                  | Yes                |                |                                                                                                                          |
| Census                                     | Socio-demographic-economic statistics presented by standard and custom geographies for Canada - 1991, 1996, 2001, 2006  | Census                     |                             | Research/Legislated                  | Statistics Canada                  | Flat file     | Yes             | Yes                 | Yes                      | Yes                | Yes                  | Yes                |                | Data collected every five years/Statistics Canada licensing restrictions apply                                           |
| Statistical profiles of aboriginal peoples | Socio-demographic statistics presented by standard and custom geographies for BC - 1996, 2001, 2006                     | Aboriginal                 |                             | Research/Reporting                   | Statistics Canada                  | Flat file     | Yes             | Yes                 | Yes                      | Yes                | Yes                  | Yes                |                | Data collected every five years                                                                                          |
| Economic Accounts                          | GDP for BC, Canada and provinces                                                                                        | Economic                   | Annually                    | Research/Reporting                   | Statistics Canada                  | Flat file     | Yes             | Yes                 | Yes                      | Yes                | Yes                  | No                 | High           | Require Ministry of Finance approval to change fees associated with product before it can be disseminated free of charge |
| Economic multipliers                       | Input-output based economic impact multipliers for select industries in the BC economy                                  | Economic                   | Annually                    | Research                             | Statistics Canada                  | Flat file     | Yes             | Yes                 | Yes                      | Yes                | Yes                  | Yes                |                |                                                                                                                          |

| Data Title                      | Description                                                          | Subject  | Update frequency D/W/M/A | Primary Purpose                     | Data Source                                                                           | Raw Data Type | Report Data Y/N | Data Dictionary Y/N | Data Management Plan Y/N | Data Custodian Y/N | Currently Public Y/N | Currently Free Y/N | Priority H/M/L | Comments                                                        |
|---------------------------------|----------------------------------------------------------------------|----------|--------------------------|-------------------------------------|---------------------------------------------------------------------------------------|---------------|-----------------|---------------------|--------------------------|--------------------|----------------------|--------------------|----------------|-----------------------------------------------------------------|
| Trade Data                      | Export information for BC                                            | Economic | Monthly                  | Client Sponsored/Research/Reporting | Statistics Canada                                                                     | Flat file     | Yes             | Yes                 | Yes                      | Yes                | Yes                  | Yes                |                |                                                                 |
| Building Permits                | Statistics on the number and value of building permits issued        | Economic | Monthly                  | Client Sponsored/Research/Reporting | Statistics Canada                                                                     | Flat file     | Yes             | Yes                 | Yes                      | Yes                | Yes                  | Yes                |                |                                                                 |
| Consumer Price Index            | Timely estimates of change in consumer prices                        | Prices   | Monthly                  | Research/Reporting                  | Statistics Canada                                                                     | Flat file     | Yes             | Yes                 | Yes                      | Yes                | Yes                  | Yes                |                |                                                                 |
| Labour Force Survey             | Timely estimates of employment and unemployment in the labour market | Labour   | Monthly                  | Research/Reporting                  | Statistics Canada                                                                     | Flat file     | Yes             | Yes                 | Yes                      | Yes                | Yes                  | Yes                |                |                                                                 |
| Employment Insurance Statistics | Statistics on EI recipients in BC                                    | Income   | Monthly                  | Research/Reporting                  | Ministry of Social Development, Human Resources & Social Development Canada, BC Stats | Flat file     | Yes             | Yes                 | Yes                      | Yes                | Yes                  | Yes                |                |                                                                 |
| Social Assistance Statistics    | Statistics on IA recipients in BC                                    | Income   | Monthly                  | Research/Reporting                  | Ministry of Social Development, BC Stats                                              | Flat file     | Yes             | Yes                 | Yes                      | Yes                | Yes                  | Yes                |                |                                                                 |
| Wage and Salary Survey          | Occupational wage and salary information for 2009                    | Income   |                          | Client sponsored/research           | BC Stats, Statistics Canada                                                           | Flat file     | Yes             | Yes                 | Yes                      | Yes                | Yes                  | Yes                |                | Updated on an occasional basis - tied to client sponsor funding |
| BC Taxation Statistics          | Income and tax statistics by municipality                            | Income   | Annually                 | Client sponsored/research           | Canada Revenue Agency                                                                 | Flat file     | Yes             | Yes                 | Yes                      | Yes                | Yes                  | Yes                |                |                                                                 |

Criteria for selecting potential quick wins is:

| Data Title                                                                  | Description                                                                                                                                                                                             | Subject      | Update frequency D/W/M/A | Primary Purpose                       | Data Source                                                                       | Raw Data Type              | Report Data Y/N | Data Dictionary Y/N | Data Management Plan Y/N | Data Custodian Y/N | Currently Public Y/N | Currently Free Y/N | Priority H/M/L | Comments                                                                                                                                                                                                                                                                                            | Div / Branch / office     |
|-----------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|--------------------------|---------------------------------------|-----------------------------------------------------------------------------------|----------------------------|-----------------|---------------------|--------------------------|--------------------|----------------------|--------------------|----------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|
| GTDS: Directory information of Ministry, Crown and affiliated Organizations | Phone, Title, Mailing Addresses, Email Addresses, etc. of government and associated employees                                                                                                           | Directory    | Daily                    | Online Government directory           | Internal, via MetaDir and designated government directory administrators          | plain text                 | Yes             | No                  | Yes                      | Yes                | Yes                  | Yes                | High           |                                                                                                                                                                                                                                                                                                     | TSD/CapS /MAC             |
| Contract Award Summaries                                                    | Name of company awarded contract; total dollar value; date of award; organization issuing; issuer contact information; original tender document number; closing date of tender; link to original tender | Procurement  | Daily                    | Operations                            | Public sector organizations, including ministries, with BC Bid posting privileges | BC Bid searchable database | No              | Yes                 | Yes                      | Yes                | Yes                  | Yes                | High           | Organizations with BC Bid posting privileges currently have the option of posting summaries to BC Bid. The exceptions are Purchasing Services that automatically posts summaries of goods contracts, and Ministry of Transportation that posts road and bridge construction tender award summaries. | LBS - PSS procurement     |
| BC Laws Website                                                             | All current BC Acts and Regulations free online.                                                                                                                                                        | Legislation  | Weekly                   | Operations                            | Electronic Publishing Department Legislative Editors                              | XML                        | No              | No                  | Yes                      | Yes                | Yes                  | Yes                | High           |                                                                                                                                                                                                                                                                                                     | LBS - PSS Supply Services |
| Facility Manager (FM) and Superintendent Lookup                             | contact info for WSI Facility Manager and IWS Superintendent by building/city                                                                                                                           | contact info | Monthly                  | contact info for clients and SSBC WSI | FCMB/IWS and SSBC WSI                                                             | excel                      | No              | No                  | No                       | Yes                | Yes                  | No                 | High           | REALBC data Daily, WSI data monthly                                                                                                                                                                                                                                                                 | IWS                       |



## Criteria for selecting potential quick wins is:

| Data Title                                  | Description                                                                                                                                                                                                                                                                                                                            | Subject                              | Update frequency D/W/M/A | Primary Purpose                      | Data Source             | Raw Data Type            | Report Data Y/N | Data Dictionary Y/N | Data Management Plan Y/N | Data Custodian Y/N | Yes                  |                    | Priority H/M/L | Div / Branch / office BWT                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|---------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------|--------------------------|--------------------------------------|-------------------------|--------------------------|-----------------|---------------------|--------------------------|--------------------|----------------------|--------------------|----------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                             |                                                                                                                                                                                                                                                                                                                                        |                                      |                          |                                      |                         |                          |                 |                     |                          |                    | Currently Public Y/N | Currently Free Y/N |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| BC Geographic Metadata Catalogue Repository | A listing of all of the geographic datasets registered with the province's corporate geographic metadata system. The listing provides descriptive information (metadata) about each geographic (spatial dataset) including things like who is the custodian of the data, what is its purpose, and where the data can be obtained from. | Metadata – catalogue data about data | Daily                    | Information Discovery and Access     | Generated by government | raw data (txt, csv, xml) | No              | Yes                 | No                       | Yes                | Yes                  | Yes                | High           | The metadata (or descriptive information about data) – provides a means for clients who use data to: discover what is available, determine how to use it appropriately (e.g. currency, accuracy, limitations, etc), identify who provided the information and what are the data's limitations. Metadata is required for data providers to communicate their wishes regarding data distribution and access. The majority of the records are public - however a few are restricted to government visibility. |
| Personal Information Directory Entries      | Summaries of government's personal information banks, information sharing agreements and privacy impact assessments                                                                                                                                                                                                                    | Personal Information Summaries       | Daily                    | Legislative requirement              | Generated by government | raw data                 | No              | No                  | No                       | Yes                | Yes                  | Yes                | High           | The Minister is required by the FOIPP Act to maintain and publish these summaries in the PID. The PID is already operational and has a public face, but will be relaunched shortly with some changes. The Branch has not yet seriously considered whether the Open Data initiative is appropriate for this information.                                                                                                                                                                                    |
| Population projections                      | Population projections for BC, development regions, regional districts, various health geographies, special geographies                                                                                                                                                                                                                | Demographic                          | Annually                 | Client sponsored/research/operations | BC Stats                | Flat file                | Yes             | Yes                 | Yes                      | Yes                | Yes                  | No                 | High           | Require Ministry of Finance approval to change fees associated with product before it can be disseminated free of charge                                                                                                                                                                                                                                                                                                                                                                                   |

Criteria for selecting potential quick wins is:

| Data Title        | Description                      | Subject  | Update frequency D/W/M/A | Primary Purpose    | Data Source       | Raw Data Type | Report Data Y/N | Data Dictionary Y/N | Data Management Plan Y/N | Data Custodian Y/N | Yes                  | High               | Div / Branch / office                                                                                                    |
|-------------------|----------------------------------|----------|--------------------------|--------------------|-------------------|---------------|-----------------|---------------------|--------------------------|--------------------|----------------------|--------------------|--------------------------------------------------------------------------------------------------------------------------|
|                   |                                  |          |                          |                    |                   |               |                 |                     |                          |                    | Currently Public Y/N | Currently Free Y/N |                                                                                                                          |
| Economic Accounts | GDP for BC, Canada and provinces | Economic | Annually                 | Research/Reporting | Statistics Canada | Flat file     | Yes             | Yes                 | Yes                      | Yes                | Yes                  | No                 | Require Ministry of Finance approval to change fees associated with product before it can be disseminated free of charge |
|                   |                                  |          |                          |                    |                   |               |                 |                     |                          |                    |                      |                    | Service BC                                                                                                               |