

Ministry of Citizens' Services

BRIEFING BINDER – NOVEMBER 2020

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Purpose of the Ministry

The Ministry of Citizens' Services (the Ministry) delivers key services that people rely on and creates opportunities for local communities and businesses to benefit from government's purchasing power.

Dedicated to making life better for British Columbians, the Ministry delivers effective and accessible services with a single point-of-service approach to people in urban centres and rural communities.

The Ministry provides strategic direction across government to modernize information management and information technology resources to effectively meet the needs of British Columbians. This includes prompt and relevant responses to Freedom of Information (FOI) requests and providing trusted data services to government agencies.

The Ministry also manages the Province's real estate assets, technology systems and equipment and leverages procurement to increase business opportunities and create rewarding jobs to benefit individuals, families and communities.

The Ministry is creating more opportunity for businesses of all sizes to engage in government procurement – including information technology and software development. This helps create a resilient vendor marketplace that includes Indigenous businesses and companies in rural communities that can support the achievement of government's public service objectives.

The ministry delivers the digital face of government at www.gov.bc.ca and supports ministries in reaching out, engaging and learning from British Columbians on issues that matter to them.

Ministry Overview for Minister of Citizens' Services

November 2020



Ministry of
Citizens' Services

Our Ministry...



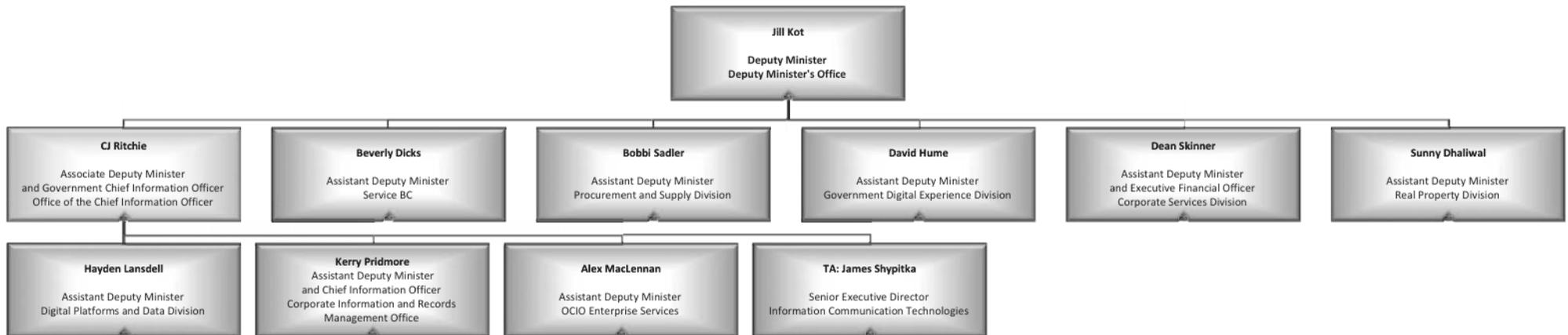
Jill Kot, Deputy Minister

Delivers efficient and easy access to services with a single point-of-service approach to citizens in urban centers, rural areas and Indigenous communities.

Provides leadership across government to modernize information management and information technology resources to effectively meet the needs of citizens. This includes timely and meaningful responses to Freedom of Information requests and providing trusted data services to government agencies.

Manages the province's real estate assets, technology systems and equipment and leverages procurement to increase business opportunities and create rewarding jobs to benefit individuals, families and communities.

Executive Team and Program Areas



We are 1,900+ dedicated employees spread across British Columbia



OFFICE OF THE CHIEF INFORMATION OFFICER

OCIO Outcomes

- A modern digital government that enables better services to citizens, businesses and employees
- Enhanced public accountability and transparency
- Coordinated, best-value digital investments
- A collaborative, results-oriented internal culture

OCIO Divisions

- Corporate Information and Records Management Office
- Enterprise Services Division
- Digital Platforms and Data Division

OCIO Branches

- Information Communication Technologies
- Finance and Strategy



**CJ Ritchie, Associate DM and
Government Chief Information Officer**

DIGITAL PLATFORMS AND DATA DIVISION

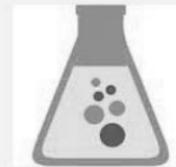
DATA BC PROGRAM



BC DIGITAL FRAMEWORK



INNOVATION LAB



DATA INNOVATION PROGRAM



BC DEV EXCHANGE



DATA SCIENCE PARTNERSHIPS



Hayden Lansdell, ADM

CORPORATE INFORMATION AND RECORDS MANAGEMENT OFFICE

Central agency leading and transforming how information is accessed, safeguarded and managed.

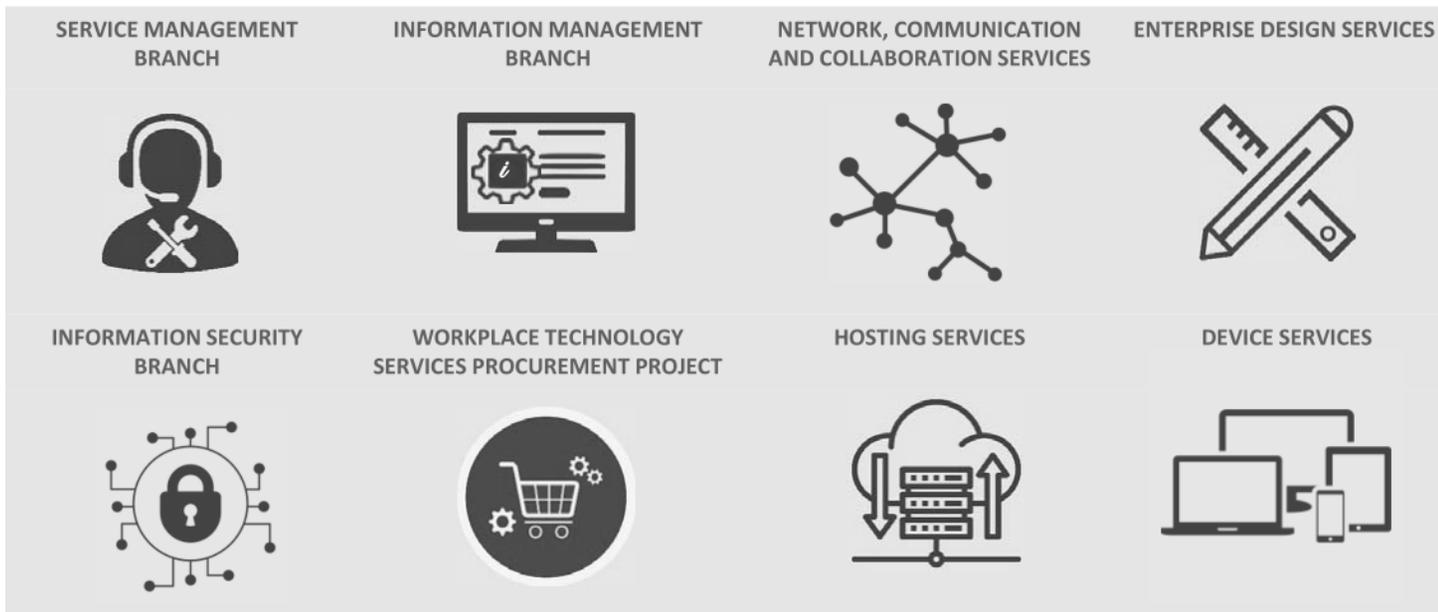
INFORMATION PRIVACY 	INFORMATION ACCESS 	INFORMATION MANAGEMENT 	LEGISLATION AND POLICY 
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Kerry Pridmore, ADM

ENTERPRISE SERVICES DIVISION

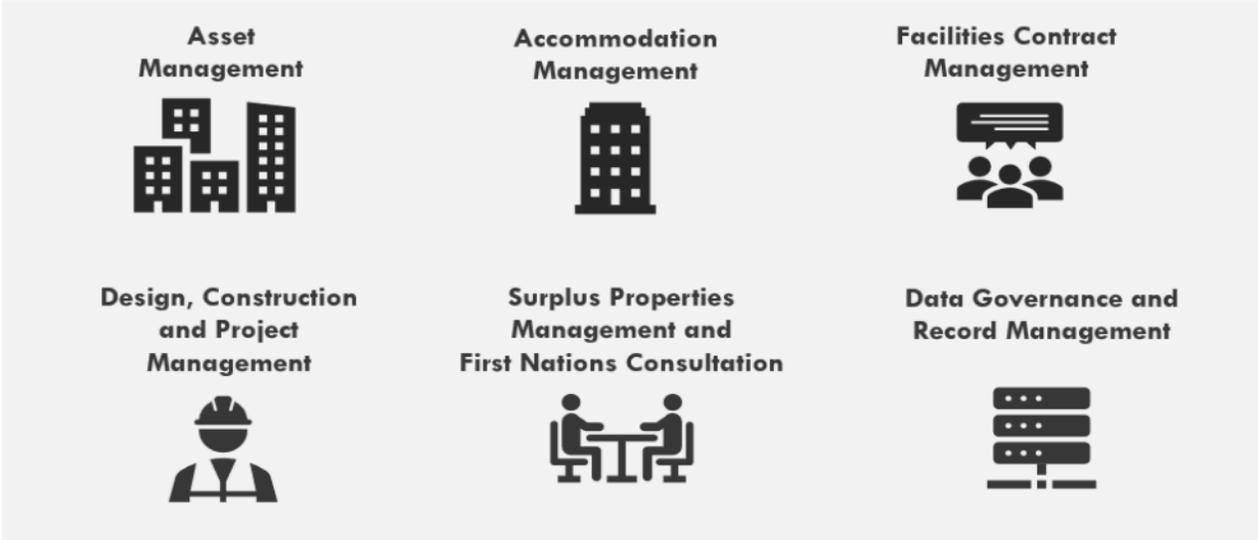
Enables Government to deliver services to citizens by providing high quality, secure and cost-effective information management and technology services.



**Alex MacLennan, ADM
and Chief Technology Officer**

REAL PROPERTY DIVISION

Manages the province’s real estate portfolio and provides everything needed to design and set up government workplaces, including modernizing workplaces to reflect mobile strategies.



Sunny Dhaliwal, ADM

SERVICE BC

Service BC (SBC) is Government's chief provider of services to BC residents and businesses. Through a provincial network of 65 service centres and the Provincial Contact Center, SBC provides approximately 300 government services on behalf of more than 40 partner ministries and agencies. The division enables the design and delivery of accessible, responsive and cost-effective services, making it easier for residents and businesses to interact with government. Our team member's unwavering commitment to an ethic of service has driven consistently high citizen and business satisfaction rates.



Beverly Dicks, ADM

**Provincial Identity
Information
Management Program**



**BC Registries and
Online Services**



Service Delivery



Strategic Services



Integrated Service Solutions



GOVERNMENT DIGITAL EXPERIENCE

We help government understand people through public engagement that improves policy and services. We set standards for the user experience of online services, and help people understand government through access to services and information at www.gov.bc.ca. Government Digital Experience is a cost recovery organization that provides service to government and the broader public sector.

Delivery Management Services



Public Engagement and Design



Corporate Online Services (gov.bc.ca)



David Hume, ADM

PROCUREMENT & SUPPLY DIVISION

We play a leadership role in the development and implementation of policies and programs to support the management of all outsourced contracts, procurement services and supply services.

Support and oversight for all major strategic contracts for government



BC Mail Plus



Procurement advice and consultation to ministries



Queens Printer



Distribution Centre Victoria & Product Distribution Centre



BC Bid



Naming Privileges Policy



Asset Investment Recovery services



Bobbi Sadler, ADM

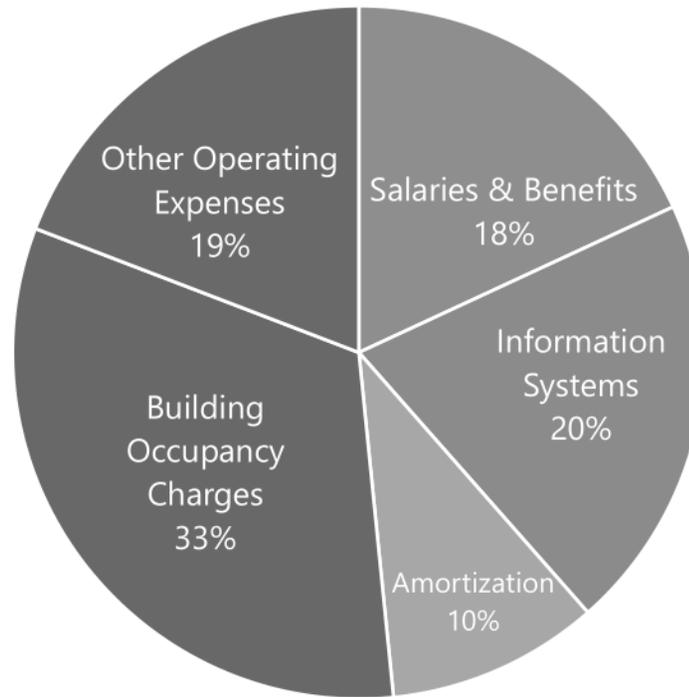
CORPORATE SERVICES DIVISION

Supports the ministry by providing leadership, direction, governance and support services including; financial management, strategic human resources, emergency planning, facilities management, corporate communications, strategic planning and performance and risk management.



Dean Skinner
Assistant Deputy Minister
Executive Financial Officer

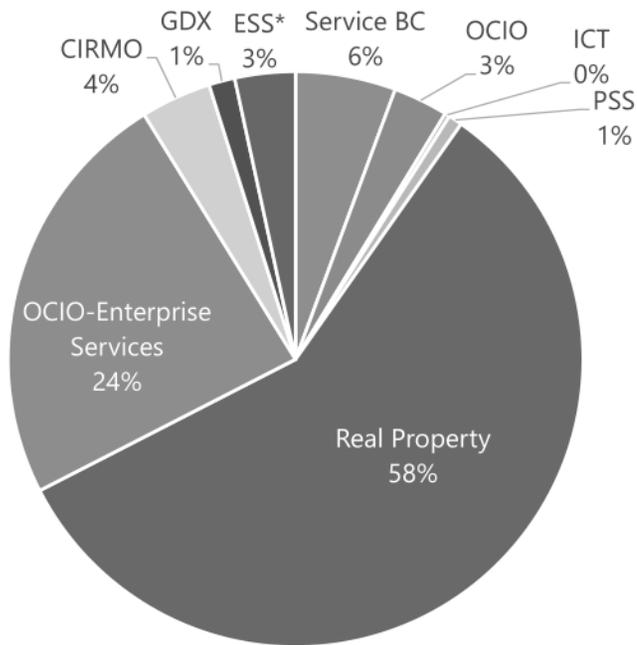
OPERATING BUDGET OVERVIEW



The total gross annual operating budget for 2020/21 is \$931 million

Capital Budget is an additional \$350 million

OPERATING BUDGET SUMMARY 2020/21



Total Operating Budget 2020/21	Gross	Recoveries	Net
Service to Citizens and Business	\$49,684,000	(\$18,601,000)	\$31,083,000
Office of the Chief Information Officer	\$17,658,000	(\$655,000)	\$17,003,000
Information Communication Technologies	\$9,688,000	(\$8,202,000)	\$1,486,000
Procurement and Supply Services	\$125,816,000	(\$121,503,000)	\$4,313,000
Real Property	\$448,877,000	(\$130,612,000)	\$318,265,000
Enterprise Services	\$222,778,000	(\$91,959,000)	\$130,819,000
Corporate Information and Records Management	\$28,930,000	(\$7,068,000)	\$21,862,000
Government Digital Experience	\$9,053,000	(\$999,000)	\$8,054,000
Minister's Office	\$652,000	-	\$652,000
DMO - Deputy Minister's Office	\$397,000	-	\$397,000
Corporate Services Division	\$17,774,000	(\$58,000)	\$17,716,000
Grand Total (Blue Book)	\$931,307,000	(\$379,657,000)	\$551,650,000

*ESS (Executive Support Services) is comprised of the Minister's Office, Deputy Minister's Office and Corporate Services Division



Contact:

Jill Kot

Deputy Minister

250 514-7040

CJ Ritchie

Associate Deputy Minister and Government Chief Information Officer

250 217-1683

Jeannette Cook

Director of Executive Operations

Personal Information



Jill Kot
Deputy Minister

Jill Kot was appointed Deputy Minister, Citizens' Services on July 18, 2017.

Before joining Citizens' Services, Jill was with the Ministry of Education as an assistant deputy minister with a broad area of responsibility, including information technology (e.g., student information systems, ministry systems and network connectivity to schools); services such as Student Certification and OpenSchool BC; and the Learning Modernization Project, which is the broad transformation across the education sector, including kindergarten to grade 12 curriculum, assessment and graduation.

Jill has held a number of roles in different ministries at an assistant deputy minister level and has led many large-scale change initiatives across government. Prior to going to the Ministry of Education, Jill led the Integrated Case Management initiative for the Ministry of Social Development and Poverty Reduction and the Ministry of Children and Family Development. Before that, Jill held various positions in the Ministry of Citizens' Services, including responsibility for the government network, workstations, data centre, and many corporate systems such as the financial and payroll system for government.

Jill has over 30 years of experience in both the private and public sector and holds a Bachelor of Science in Computer Science from the University of Calgary.



CJ Ritchie

Government Chief Information Officer and Associate Deputy Minister Office of the Chief Information Officer

CJ was appointed Associate Deputy Minister of the Office of the Chief Information Officer and Government Chief Information Officer on January 9, 2018.

Since 2008, CJ has held various assistant deputy minister posts in the Premier's Office, and the ministries of Jobs, Trade and Technology, Health, Children and Family Development, and Citizens' Services. During her 25 years with government, CJ has championed a number of multi-ministry strategies such as the economic development strategy for government and the first #BCTECH Strategy.

CJ holds a master's degree in conflict analysis and management from Royal Roads University and two bachelor's degrees from the University of Victoria in social work and psychology. She has also completed courses in advanced negotiation at the Executive Education program at Harvard Business School.



Kerry Pridmore

**Assistant Deputy Minister and Chief Records Officer
Corporate Information and Records Management Office**

Kerry was appointed Assistant Deputy Minister (ADM) of Corporate Information and Records Management Office and Government Chief Records Officer, under the Office of the Chief Information Officer in April 2019.

During her more than 20 years with the BC Public Service, Kerry has held various executive and management positions. She has led transformation initiatives, program development and delivery, and strategic policy, and has collaborated with a broad range of diverse stakeholders. Prior to her appointment as ADM, Kerry was the Executive Director of the Procurement Transformation Branch leading the procurement strategy development and implementation within the Ministry of Citizens' Services.

Kerry holds a Master of Business Administration from Royal Roads University.



Hayden Lansdell
Assistant Deputy Minister, Digital Platforms and Data

Hayden Lansdell was appointed Assistant Deputy Minister of the Digital Platforms and Data (DPD) division, Office of the Chief Information Officer, on September 12, 2019.

Previously, Hayden was Executive Lead and Chief Data Officer for the Digital Platforms and Data Division. Prior to this, Hayden was the Executive Director for Strategy at the Ministry of International Trade where he oversaw BC's international marketing activities. Previous to this, Hayden spent eight years in Ottawa leading several regulatory policy and pharmaceutical policy initiatives at both Health Canada and Environment Canada. Hayden joined Citizens' Services in June 2018 as Executive Lead and Chief Data Officer for DPD.

Hayden has a Master of Public Administration and a Bachelor of Arts in history from the University of Victoria.



Alex MacLennan
Assistant Deputy Minister, Office of the Chief Information Officer - Enterprise Services

Alex MacLennan was appointed Assistant Deputy Minister and Chief Technology Officer, Office of the Chief Information Officer – Enterprise Services, Citizens’ Services on September 8, 2020.

As Chief Technology Officer and Assistant Deputy Minister for the Enterprise Services Division, Alex is responsible for enabling Government to deliver services to citizens by providing high quality, secure and cost-effective information management and technology services. Enterprise Services provides the public service and many broader public sector organizations with data and voice networks, workstations and mobile devices, messaging and collaboration services, information security, data centre and application hosting, and enterprise architecture and standards.

Before joining Citizens’ Services, Alex worked in the Office of the Premier as the Assistant Deputy Minister for Cabinet Operations and Deputy Cabinet Secretary, where he led the team that supported ministries in bringing forward decisions to Cabinet and its committees.

Alex has held several executive roles with the BC Public Service during his 17 years of service including Executive Director of Social Policy with Treasury Board Staff, Executive Director of the Road Safety Initiative with the Ministry of Public Safety and Solicitor General and Executive Director of Strategic Design with the Government Digital Experience.

Alex is passionate about the public service and is always striving to build high performing teams that improve services and outcomes for citizens.

Alex holds a degree in Psychology from the University of Victoria and a certificate in Executive Leadership from Sauder Business School.



David Hume

Assistant Deputy Minister, Government Digital Experience

David was appointed Assistant Deputy Minister of the Government Digital Experience (GDx) division in February 2017.

David joined the BC Public Service in May 2009. Prior to joining government, David worked in various consulting and project roles with the United Nations, the Organisation for Economic Co-operation and Development, the Province of New Brunswick, the Government of Canada, and the Government of New Zealand. Starting out in 2002 with an organization called the KTA Centre for Collaborative Governance and continuing as the owner/operator of his own firm, most of his work has been focused on fostering innovation in policy development and public services to help better meet the needs of British Columbians.

David has bachelor's degrees in philosophy and English from the University of Victoria.



Beverly Dicks
Assistant Deputy Minister, Service BC

Bev was appointed Assistant Deputy Minister (ADM) of Service BC in April 2016.

Bev has worked in the social sector for over 30 years. Graduating from Memorial University of Newfoundland with a Bachelor of Social Work, she started her career as a generalist social worker in 1983. In 1988, she moved to British Columbia and, following a long tenure with the Ministry of Children and Family Development, joined the Ministry of Citizens' Services in 2016 as ADM for Service BC . Bev's strategic planning expertise, deep operations background, relationship-based approach to leadership and sector partnerships, and her extensive provincial cross-ministry work are valued assets in this role.

Bev is known for her energy, passion and enthusiasm for her work. She is described as a transformative change leader who is authentic, motivational and collaborative. In her leadership approach, Bev demonstrates her belief in the value of inclusion and engagement by integrating the voice of employees, partners and stakeholders. She is committed to ensuring that change within the system should only be championed if the anticipated result provides better outcomes for the public.

Personal Information



Sunny Dhaliwal
Assistant Deputy Minister, Real Property

Sunny was appointed Assistant Deputy Minister of Real Property Division on August 24, 2017. In the last three years, Sunny has been instrumental in transforming the division to being a much more client-centric organization, as well as overseeing transfer of a major facilities management contract to a new out-sourced service provider- CBRE Ltd., after 16 years with BGIS-WSI.

Prior to joining Citizens' Services, Sunny held senior leadership roles in the public sector and military for more than 27 years, earning a wealth of knowledge and experience in leading large and complex portfolios. Sunny served as the Executive Director, Provincial Programs, BC Emergency Health Service (BCEHS). In this role he was responsible for BCEHS aviation, fleet operations, emergency management, provincial logistics, facilities, procurement and contract management, critical care, and special operations, and led these challenging and diverse province-wide programs through times of major transformation.

Prior to joining the public sector, Sunny served in the Indian military for more than 20 years and held a number of prestigious commands, staff and instructional appointments. After commanding two service battalions, Sunny obtained an early retirement from the military in 2010 to pursue a career with BCEHS.

Sunny holds a Master in Public Administration degree from the University of Victoria and an M.Sc (Defence and Strategic Studies) and an MBA from India.



Bobbi Sadler

Assistant Deputy Minister, Procurement and Supply

Bobbi was appointed Assistant Deputy Minister (ADM) of Procurement and Supply on October 10, 2017.

During her 30 plus year career with the BC Public Service, Bobbi has successfully managed several large IM/IT projects and business transformation initiatives across the justice and social sectors. She was the Ministry Chief Information Officer (MCIO) for Citizens' Services in 2011, and prior to her appointment as ADM of Procurement and Supply, Bobbi was an assistant deputy minister and ministry chief information officer responsible for the IM/IT portfolio in the justice sector.

Bobbi holds certificates in business administration from Camosun College and computer-based information systems from the University of Victoria.



Dean Skinner
Assistant Deputy Minister and Executive Financial Officer,
Corporate Services

Dean was appointed Assistant Deputy Minister and Executive Financial Officer in April 2018, leading the Corporate Services Division (CSD) with the Ministry of Citizens' Services (the Ministry).

In this role Dean is responsible for promoting CSD's leadership, direction, governance and support services for the Ministry, including: financial management; strategic human resources; emergency planning; facilities management; corporate communications; strategic planning and performance, and risk management.

With over 20 years in the BC Public Service, Dean has held various positions working in finance and corporate services operations. Prior to his appointment to CSD, Dean worked for three years as the Chief Financial Officer with the crown corporation, Destination BC and six years as the Chief Financial Officer for the BC Public Service Agency.

Dean is a BCIT graduate and designated accountant (CPA, CMA).

Deputy Minister's Office

Executive Responsible: Jill Kot, Deputy Minister

Provision of executive leadership to the Ministry of Citizens' Services and direction-setting to enable cost effective and innovative services to citizens and clients.

Overall executive accountability for ministry strategic and operational performance. Ensures all deliverables in the Minister's mandate letter are accomplished. Oversight of ministry interface and co-ordination within the provincial government, with other governments and with external stakeholders.

Staff Members and Responsibilities:

Jeannette Cook, Director, Executive Operations

- Deputy Minister Office issues management
- Main ministry liaison between executive offices and the Minister's Office
- Manages Minister briefings and all material for the Minister's Office
- Point of contact / coordinates central agency material (Cabinet Operations, Treasury Board, etc.)
- Responsible for overall management of Deputy Minister's Office

Jennifer Molyneux, Senior Executive Assistant

- Maintains calendars, meeting materials for the Deputy Minister
- Works with Minister's Office to schedule meetings

Rebecca Thacker, Administrative Coordinator

- Coordinates meeting material in support of Minister briefings
- Coordinates ministry correspondence process
- Manages ministry eApprovals process
- Cliff Administrator

Office of the Chief Information Officer Overview

Executive Responsible: CJ Ritchie, Associate Deputy Minister and Government Chief Information Officer

Core Business Description

The Office of the Chief Information Officer (OCIO) is accountable for the operation of a broad government technology infrastructure as a key enabler in support of business transformation for government, broader public sector organizations and through participation inter-jurisdictionally on initiatives to evolve technology and business. The OCIO provides leadership and expertise for the expansion, coordination and provisioning of telecommunications services, vendor management, innovation, and technology that enable the digital transformation of government work environments and communities in every corner of the Province. The OCIO leads strategy, policy and standards for information technology (IT), information and records management, IT security and management of the information management / information technology (IM/IT) investment portfolio for the province.

The Office of the Chief Information Officer is comprised of five distinct business areas:

Enterprise Services Division

Provides the cost-effective management and supply of IM/IT services such as data and voice networks, workstations and mobile devices, messaging and collaboration services, information security and access management, data centre and application hosting, and enterprise design services. These services are essential for providing mission-critical supports to all of core government ministries, the broader public sector and Crown corporations as they deliver business solutions to ministries and citizens.

Corporate Information and Records Management Office

Responsible for leading and supporting the BC Public Service in the transformation to digital information management. This transformation includes transition to the digital storage of information and archiving government's information of permanent value in a digital archive (as required by the *Information Management Act* [IMA]). The division ensures information management (IM) projects align with government's vision for modernized IM, and is responsible for leading strategic IM initiatives, including coordinating responses to recommendations made by the Information and Privacy Commissioner.

Digital Platforms and Data Division

Leads the work of cross-government approaches to digital government and develops modern platforms that support better services for citizens. The division provides strategic leadership for the implementation of the Digital Framework and provides strategic direction on the Data Roadmap. The division leads a number of public- and ministry-facing programs, including DataBC, the Exchange Lab, Data Innovation Program, Digital Trust Service, Common Components Program and Data Science Partnership.

Information Communication Technologies

Provides leadership and expertise for the expansion, coordination and provisioning of telecommunications services, vendor management, innovation, and technology that enable the digital transformation of government work environments and communities in every corner of the Province. In addition, Information Communication Technologies is responsible for the successful sourcing and procurement of an annual \$100M+ agreement on behalf of all BC Government and Broader Public Sector organizations that enables digital government through voice, cellular, data and internet services.

Finance and Strategy Branch

Responsible for the organizations strategic and business planning processes. Responsible for designing and implementing new or major transformations of the organization's core business with multiple delivery components (e.g., governance, operations, finance, and citizen/business service delivery) providing a clear vision and strategic direction that aligns with the direction of Government (i.e., corporate enablers) and leading broad organizational change.

Corporate Information and Records Management Office Overview

Executive Responsible: Kerry Pridmore, Assistant Deputy Minister and Chief Records Officer

Core Business Description

The Corporate Information and Records Management Office (CIRMO) is the central agency responsible for developing corporate information management (IM) strategies, legislation, policies, and standards; and for delivering IM operations, training and compliance reviews.

CIRMO promotes effective IM practices across government and provides leadership to assist both the public and private sectors to adhere to the *Freedom of Information and Protection of Privacy Act* (FOIPPA) and *Personal Information and Protection Act*, respectively. FOIPPA provides individuals a right to access their own personal information held by public bodies, as well as general information about government operations, programs, and services, and CIRMO has a lead role in ensuring government meets its legislated responsibilities with regard to access to information.

CIRMO is responsible for leading and supporting the BC Public Service in the transformation to digital IM. This transformation includes transition to the digital storage of information and archiving government's information of permanent value in a digital archive (as required by the *Information Management Act* [IMA]). CIRMO ensures IM projects align with government's vision for modernized IM, and is responsible for leading strategic IM initiatives, including coordinating responses to recommendations made by the Information and Privacy Commissioner.

Corporate Information and Records Management Office is comprised of five branches:

Government Records Services

Government Records Service (GRS) provides systems, tools, advice, training and support to assist government bodies in managing their records appropriately. GRS is actively leading the following key strategic initiatives: Development of a long-term roadmap for a document and records management technology solution; Implementation of the Documenting Government Decisions provisions of IMA; and a redesign of information schedules.

Privacy, Compliance and Training

Privacy, Compliance and Training (PCT) provides services, support, and leadership to assist ministries, the broader public sector and the private and not-for-profit sectors to understand their responsibilities under the *Freedom of Information and Protection of Privacy Act* (FOIPPA) and *Personal Information and Protection Act*, respectively.

PCT provides information management training, and consultative support on strategic privacy issues. PCT supports Ministry Privacy Officers and the implementation of the Privacy

Management and Accountability Policy, and reviews and comments on Privacy Impact Assessments for all ministries (as required by FOIPPA). PCT is also responsible for the coordination, investigation, and resolution of all government information incidents, including privacy breaches.

Information Access Operations

The *Freedom of Information and Protection of Policy Act* (FOIPPA) provides individuals a right to access their own personal information held by public bodies, as well as general information about government operations, programs, and services — with limited exceptions.

Information Access Operations (IAO) has a lead role in ensuring government meets its legislated responsibilities with regard to access to information under FOIPPA. Staff at IAO carry out the day-to day work of providing timely responses to Freedom of Information (FOI) requests on behalf of client ministries. This includes helping citizens through the request process, working with ministries to ensure consistency and compliance with FOI requirements, and managing potential complaints/reviews. IAO also publishes responses to general FOI requests and facilitates the proactive disclosure of records to government's Open Information website as part of the proactive disclosure initiative.

Information Management Transformation

Information Management Transformation (IMT) Branch is responsible for driving IM transformation as an enabler for digital government. To accomplish this, the IMT Branch is accountable for the following:

- Managing the divisional operating budget, capital budget, facilities and corporate services, including developing a comprehensive financial management plan.
- Establishing and maintaining an information management transformational governance structure.
- Ensuring CIRMO priorities align with government, ministry and the Office of the Chief Information Officer (OCIO) strategic priorities, and aligning projects across the division, maximize efficiency and create momentum.
- Project planning, implementation and evaluation, including leveraging project management tools that are scalable based on the project's needs.
- Leading a cross government information management transformational strategy as well as stakeholder engagement plan to inform the strategy, ensure alignment and prioritization of activities.
- Leading cultural change in the division, cultivating progressive business and management approaches to customer service, organizational values and issues management.

Strategic Policy and Legislation

As the Ministries' central policy and legislation resource under the Chief Policy Officer the branch provides leadership through the development and management of the Ministry's strategic policy priorities and legislative instruments. This work enables coordinated, integrated, timely, and informed decisions on Ministry-wide policies and administration of programs. At a high level, SPL is accountable for:

- Providing strategic policy and legislation leadership, and oversight for the Ministry, while delivering priority policy products.
- Reviewing, creating, and updating strategic Ministry policy instruments to facilitate greater integration, alignment, and transparency.
- Managing the legislative process for all ministry legislation (Acts listed below).
- Ensuring Ministry policies and programs align with government strategic direction and government and Ministry strategy policy instruments.
- Transforming policy and legislative services to support a modern work environment.

Enactments for which Ministry of Citizens' Services has legislative responsibility

Citizens' Services Acts: Full Responsibility

BC Online Act

Business Number Act

Electronics Transactions Act

Freedom of Information and Protection of Privacy Act

Government Buildings Act

Information Management Act

Personal Information Protection Act

Procurement Services Act

Public Agency Accommodation Act

Queen's Printer Act

Citizens' Services Acts: Shared Responsibility

Primary Ministry Responsible: Finance and Deputy Premier

These acts as they relate to the establishment and operation of the Corporate Registry:

Business Corporations Act

Cooperative Association Act

Credit Union Incorporation Act

Financial Institutions Act

Insurance (Captive Company) Act

Mutual Fire Insurance Companies Act

Partnership Act

Pension Fund Societies Act

Societies Act

This act as it relates to the establishment and operation of the Manufactured Home Registry:
Manufactured Home Act

These acts as they relate to the establishment and operation of the Personal Property Registry:
Miscellaneous Registrations Act, 1992
Personal Property Security Act
Repairers Lien Act

Digital Platforms and Data Division Overview

Executive Responsible: Hayden Lansdell, Assistant Deputy Minister and Chief Data Officer

Core Business Description

On behalf of the Office of the Chief Information Officer, the Digital Platforms and Data Division enables and accelerates a strong and coordinated digital ecosystem so that government can best meet the needs of those it serves. Working closely with partners and clients, it seeks to ensure that data is used in ways that support better government and that the BC Public Service has the tools it needs to deliver modern services. Further it provides trusted technical and strategic guidance, ensures government investments in technology are aligned and efficient, and increases the digital capacity and capabilities of the public service.

Specifically, the division delivers several public and ministry-facing programs that support modernization of government, including: DataBC, the Exchange Lab, Data Innovation Program, Digital Trust Service, Data Science Partnership, and the Digital Investment Office. Additionally, it is responsible for convening a cross-ministry strategy for the digital modernization of government.

The Digital Platforms and Data Division is comprised of seven branches:

Partnerships & Capacity

This branch is responsible for growing digital and data capacity, extending partnership programs, and providing training, communications and talent management services. The branch is responsible for the Data Science Partnerships Program which supports data-driven decision making and builds data science capacity and data literacy in the BC Public Service.

Data Systems and Services

The Data Systems and Services helps government leverage its data assets in a coordinated, common manner. The branch is best known for administering two corporate data programs: a.) the DataBC program provides services and infrastructure that enable the public sector to manage, share and publish geographic and open data for use by citizens, the public service, businesses and academia; and b.) the Data Innovation Program supports evidence-based decision-making by providing a safe and privacy-enhancing environment for population-level research.

Digital Delivery Unit

The Digital Delivery Unit accelerates digital change in the Government of British Columbia. It is responsible for reporting progress against the Government's Digital Framework and holds two major levers of change. This includes responsibility for a.) Enterprise Architecture including standards, technical guidance and development of a blueprint for the future of information management and information technology (IM/IT) in the public service; and b.) through the Digital Investment Office overseeing the majority of government's IM/IT capital investments on behalf of the Deputy Minister's Digital Investment Board and the Government Chief Information Officer.

Digital Trust Service

The team provides capabilities to enable the Government of BC to establish and sustain trusted digital relationships with citizens and businesses. To do so, the team works to identify, create and deliver open, secure, and privacy-respecting digital capabilities for the citizens and businesses of British Columbia.

Strategic Design and Delivery

This team is responsible for the Exchange Lab (a digital incubator program) as well as strategic policy work related to the future IM/IT operating model in government. This team provides services to teams across government, including coaching, facilitation and learning about modern tools, processes and ways of working. It has also taken a lead coordinating role for the government's digital response to COVID-19.

Corporate Performance

The Corporate Performance Branch oversees the strategic planning, performance management and coordination of strategic priorities across the Digital Platforms and Data Division. It also provides secretariat services to the Deputy Minister Board for Integrated Data, the Strategic Council of Ministry Chief Information Officers, and the Council of Chief Information Officers (broader public service).

Platforms and Cloud Services

This team is responsible for providing government-wide platforms that enable modern application development. Currently this includes a private cloud (the OpenShift Container Platform) which hosts more than 300 applications. The team is also developing a path for safe and simple adoption of cloud-based services such as Amazon Web Services and Microsoft Azure compute and storage.

Enterprise Services Overview

Executive Responsible: Alex MacLennan, Assistant Deputy Minister and Chief Technology Officer

Core Business Description

On behalf of the Office of the Chief Information Officer, Enterprise Services Division (ES) enables Government to deliver services to citizens by providing high quality, secure and cost-effective information management and technology services. These services are essential for providing mission-critical supports to all government ministries, broader public sector clients, and Crown corporations as they deliver their services to other ministries and citizens.

ES supports government and broader public sector clients by providing essential work tools (i.e. desktops, laptops, tablets), maintaining state-of-the-art-data centres; preventing, detecting and responding to cyberattacks; supporting critical communication services (internet, telephone, and email); processing IT orders and service request; procuring workplace technology services; and delivering information management and information technology (IM/IT) services. The division is also responsible for operational communications and IT response to events such as large IT incidents / Wildfire / COVID-19, utilizing the IT Operations Centre.

Major initiatives for ES include implementation and management of Microsoft Teams during COVID-19; supporting the lifecycle of essential work tools through the workstation refresh program; implementing a new cloud-based tool to manage the ES's IT services (My Service Centre); and supporting the Justice Sector Branches by providing devices that are needed to virtualize courts in BC.

Enterprise Services is comprised of eight branches:

Enterprise Design Services Branch

The branch is responsible for ensuring the divisions services are planned and delivered in an efficient and coordinated way and that they meet user needs. This includes oversight for service planning processes, change management, and communications. The branch is also responsible for performance and major project management, and client engagement.

Device Services and Administrator's Office

Device Services provide essential work tools (i.e., desktops, laptops, tablets) that enable public service roles such as social workers, foresters, inspectors and wildfire fighters to access the critical information and applications they need to be productive in the field and to deliver services that people count on every day. Our branch manages the lifecycle of these tools to ensure technical currency is supported and maintained. We provide these services in partnership with IBM Canada. Additionally, the branch provides service desk support for these devices. Through its Mobile Device Management Services, the branch provides mobile clients easy access to their email, calendaring and address books on their iPhones, iPads and Android phones.

Hosting Services and Administrator's Office

Hosting Services supports the current and evolving needs of government clients and citizens by providing: state-of-the-art data centres in Kamloops, BC and Calgary, AB; stable support for over 3000 servers and associated hardware and software on which over 1600 critical government business applications run; security to protect the applications, associated services and business data; and printing services. Additionally, they enable core government and broader public sector (BPS) clients to access stable and secure infrastructure and services, through the agreement with ESIT Advanced Solutions, Inc. Hosting Services Branch is comprised of two separate units: the Hosting Administrator's Office (responsible for on-boarding of new entities or services, and deal governance and management), and Hosting Delivery (responsible for ensuring the delivery of all services to core government and BPS clients).

Information Security Branch

Responsible for setting the policies and standards for information security, promoting awareness, and ensuring compliance. Additionally, the branch provides cybersecurity services to support all of government and works to prevent, detect, and respond to cyberattacks (an average of 372 million unauthorized access attempts daily). The branch is composed of security awareness, vulnerability and risk management, advisory services, access and directory management, investigations and forensics, security operations, branch administration, and strategic initiatives.

Information Management Branch

Responsible for delivering information management and information technology (IM/IT) services to the Ministry. The branch provides IM/IT governance, investment and technology planning, policy and standards, corporate projects and services, and delivering shared solutions through digital platforms and services, and is responsible for supporting 80+ ministry application systems. Key business units: Project and Business Services, Information Security, Privacy and Compliance, Application Management and Business and Finance Operations to meet the mandate of the Ministry Chief Information Officer, Privacy and Security Officer.

Network Communications and Collaboration Services

Provides critical communication services to government and broader public sector clients. Services include internet and data networks (2000 network locations and over 8000 network devices in the province), telephones, email, SharePoint, conferencing, call-centres, and communication tools like Skype and Microsoft Teams (in 2020 so far, government has utilized over over 3 million minutes of video conferencing).

Service Management Branch

Responsible for the central tools and processes managing the division's Information Technology (IT) services and infrastructure used by government and many broad public sector clients. This includes IT orders and service requests, problems, assets, changes, client services, IT projects, Office of the Chief Information Officer (OCIO) IT Service Desk, incidents and IT Major Incident Response for the province and business continuity planning for the division. The branch is implementing a new cloud-based tool to manage the division's IT services (My Service Centre) through the Service Management Transformation Project. The branch is also responsible for operational communications and IT response to events such as large IT incidents / Wildfire / COVID-19, utilising the IT Operations Centre.

Workplace Technology Services Procurement

The branch is leading a project to procure workplace technology services after the current contract ends (September 2022). They work closely with a cross section of subject matter experts comprising of Ministry Clients and areas within the Ministry of Citizens' Services, including Office of the Chief Information Officer Enterprise Services, the Strategic Partnerships Office, and Procurement Services Branch. Services included in the procurement are Managed Workplace Technology Services (e.g., provisioning of computers/laptops, creating IDIR's, on-site technical support for computers/laptops) and the centralized service desk support (e.g., 7-7000).

Government Digital Experience Division Overview

Executive Responsible: David Hume, Assistant Deputy Minister

Core Business Description

The Government Digital Experience Division's (GDX) is responsible for ensuring government services and information are available online through government's main web presence at www.gov.bc.ca, and that ministry programs and services are informed by the input and experiences of regular British Columbians. GDX is a cost recoverable organization, meaning it charges ministries for many of its services. GDX's basic mission is to help government to understand people, and people find and access the services they need from government. GDX supports people focused policy development and great service experiences that build trust and confidence in government.

The division delivers products and services to ministry partners and organizations including design and delivery of public engagement projects, field research with service users, plain language writing of online service information, analytics, and training. It supports the technology of online applications and websites including gov.bc.ca, and the technology that delivers news releases and key government marketing campaigns.

Government Digital Experience Division is comprised of three branches:

Corporate Online Services

Focuses on technology delivery and overall management of gov.bc.ca and is made up of the following teams:

- The Analytics Team works with partners across the BC Public Service to enhance governments ability to gain meaningful, data-driven insights on how services are being delivered to citizens, online and offline.
- The Business and Communications Solutions Team enables government communications and government digital experience professionals to work effectively by providing the tools and services they need to do their jobs. It leads the development of news.gov.bc.ca, ensuring government news reaches the media and the public.
- The Digital Policy team provides guidance and support for Government Communications and Public Engagement (GCPE) and GDX teams to navigate the legislation, regulations, policy and processes to ensure our services comply with privacy, security and contract obligations.
- The Online Service Solutions team is responsible for leading the development of the technology and design of government's main web presence, www.gov.bc.ca
- Digital Engagement Solutions is responsible for the management of the technology required to support citizen engagements, as well as providing custom web presences for government paid information campaigns (e.g. Strongertogether.bc.ca, CleanBC.gov.bc.ca), program areas, and agencies boards and commissions.

Public Engagement and Design

Focuses on bringing citizens into the process of improving government policies, programs and services that affect them. The branch is made up of the following teams:

- The Service & Content Design Team works closely with ministry program areas to understand the needs of British Columbians through research and testing of services. The team then supports ministries to improve those services with the evidence of those needs in hand. This team applies government standards and policy direction to digital content (e.g., accessibility, plain language, Gender Based Analysis Plus).
- The Citizen Engagement Team helps to design, lead and implement large scale, complex online and face to face public engagement initiatives for the BC government. This team works across every ministry and GCPE office on high-profile engagements (e.g., CleanBC Plastics Action Plan, Old Growth Forests, Child Care, COVID-19 Response, Restart and Recovery).
- The Governance and Community team provides direction, training and support on government's policy and standards to support quality, accessible information on gov.bc.ca. This team also provides day-to-day support for the 1800 strong network of publishers across all ministries on gov.bc.ca.

Delivery Management Services

Supports GDX service delivery by providing procurement, project management, finance and cultural transformation expertise. The team also facilitates cross divisional planning and supports other ministries in their use of GDX vendors lists for Professional Citizen Engagement and Digital Services.

Service BC Division

Executive Responsible: Beverly Dicks, Assistant Deputy Minister

Core Business Description

Service BC is government's chief provider of services to BC residents and businesses. Through a provincial network of 65 service centres and the Provincial Contact Center, SBC provides approximately 300 government services on behalf of more than 40 partner ministries and agencies. The division enables the design and delivery of accessible, responsive and cost-effective services, making it easier for residents and businesses to interact with government. Our team member's unwavering commitment to an ethic of service has driven consistently high citizen and business satisfaction rates. In support of the division's overarching goal of providing residents and businesses with seamless, multi-service access to government programs, the Integrated Service Solutions branch markets the division's service offerings to partner ministries and the broader public sector to expand our continuum of services and leverage common platforms.

Our BC Corporate Registries branch facilitates and supports commerce in the province through the administration and verification of business, personal property, and manufactured home registrations. The Provincial Identity Information Management Program delivers trusted, secure identity services to support access to digital government services and information. Our common platforms of BCeID and the mobile BC Services Card are contributing to the transformation of digital services in the province. The Strategic Services branch provides SBC with corporate services and advice, service analytics and business trend analysis, supports new technologies and service model implementation.

Service BC is comprised of five branches:

Service Delivery Branch

The Service Delivery branch provides British Columbians access to over 300 government on behalf of more than 40 ministries and agencies through a provincial network of 65 in-person Service BC Centres. These centres are the primary in-person connection for BC residents to government services, and are located throughout the Province from larger metropolitan to smaller, rural communities. In many of these rural communities, Service BC Centres are the only government presence, meaning our service interactions can have great influence on British Columbian's perception of government. Through specialized Customer Service Professional training employees are provided the tools to best assist British Columbians which is reflected in the current citizen satisfaction rate of 96.4 percent, a leading industry standard indicator.

BC Registries and Online Services

Facilitates and supports the economy of the province through the administration and verification of businesses, societies, personal property and manufactured home registrations. The OneStop business registry is a partnership with Canada Revenue Agency that supports sharing the Business Number with provincial partners (i.e., Corporate Registry, WorkSafeBC, Ministry of Finance etc.). BC Online is an electronic service delivery channel for access to government information, products and services. BC Registries is collaborating with the Office of the Chief Information Officer in the development of OrgBook BC, a new online service that creates a digital identity of a company making it easier for companies to quickly and securely share verifiable business information.

Provincial Identity Information Management Program

Offers a trusted suite of identity services for British Columbians and businesses to support access to government services and information. Identity Information Management (IDIM) is responsible for three key services including BCeID, Biometrics, and the BC Services Card. BCeID offers secure, privacy enhancing identity services based on traditional verification with a username and password. BCeID currently provides BC residents, businesses and organizations trusted and convenient internet access to hundreds of BC Government services. The Biometrics service uses an individual's unique physical trait, such as a fingerprint to provide secure access under circumstances where very high degrees of identity verification are required. The BC Services Card service is an integrated partnership with the Ministry of Citizens' Services, the Ministry of Health and the Insurance Corporation of BC. The BC Services Card has robust security features that protect the data and personal information of British Columbians and is a trusted source of digital identity for residents and businesses to access government services in a timely and secure manner. The card can be used in-person, online or with the mobile app.

Strategic Services Branch

Provides corporate leadership and support to SBC through strategic initiative projects business improvement and centralized corporate services. The team manages business intelligence by collecting and analyzing information from all service channels, and investigates and implements new technologies and service models to inform service delivery transformation across the organization. The LeanBC unit focus on process improvements to services by integrating Lean principles into all facets of government operations.

Integrated Service Solutions Branch

The Integrated Services Solutions Branch is responsible for the management and operation of Service BC's Provincial Contact Centre and Online HelpDesk and works across Service BC lines of business to offer integrated service solutions by identifying, qualifying and pursuing new opportunities to expand the use of Service BC service channels and enablers. The branch goals are to create efficient and effective improvements in overall service experience for people and businesses while helping to solve pressing business challenges for partners. Onboarding new partners to our common service platforms such as the BC Services Card or the Provincial Contact Centre creates economies of scale resulting in efficient and effective improvements in overall service experience for people and businesses.

Real Property Division Overview

Executive Responsible: Sunny Dhaliwal, Assistant Deputy Minister

Core Business Description

The Real Property Division (RPD) is responsible for the Province's real estate portfolio, including office space inventory, special-purpose facilities such as courthouses, laboratories and correctional centres and other government program-related properties. Note, RPD is not responsible for the real estate portfolio of schools, post-secondary institutions or hospitals.

Serving all government ministries and some broader public sector entities, RPD provides everything needed to design, set-up and manage a government workplace. This includes all elements of leasing, furniture procurement, lifecycle stewardship of government-owned real estate assets, and management of the overall performance of RPD's facilities management contracts with service providers, including CBRE Ltd.

Major areas of work coming out of RPD include all new construction projects, modernizing the office space portfolio including creating mobile workplaces, delivering the CleanBC Government Buildings Program to reduce energy and greenhouse gas emissions in government buildings, and leading consultations with First Nations related to the disposition of property on behalf of clients.

Real Property Division is comprised of eight branches:

Accommodation Management

Accommodation Management (AcM) strategically plans and manages accommodation for ministry and broader public-sector clients within RPD's owned and leased portfolios across the province. This includes all elements of leasing such as negotiations, administration, landlord relations and audit. The branch also manages over 17,000 parking stalls and manages the provision of office furniture required to design, deliver, and maintain a client's workspace. AcM also provides strategic management of complex/multi-stakeholder projects to ensure overall project outcomes are consistent as well as meet client expectation. Additionally, AcM manages the supply of space and matches it with the demand from ministries to optimize the portfolio. AcM is also responsible for the strategic direction and implementation of Leading Workplace Strategies- a government wide initiative to modernize and optimize workspaces and to support a growing number of mobile workers.

Asset Management

Asset Management branch (AMB) delivers lifecycle stewardship of the owned real estate assets in RPD's portfolio. This includes ensuring that buildings retain their value through building renewal projects, as well as reflect the values of government by being sustainable, accessible, and safe for BC Public Service staff and citizens. AMB also leads cross-divisional responsibilities for Corporate Sustainability, including environmental stewardship and initiatives leading to creating energy efficiencies, managing the Routine Capital investment program, and risk management functions including support to business continuity and Emergency Management BC activities. AMB also delivers the CleanBC Government Buildings Program to reduce energy and greenhouse gas emissions in government buildings through projects such as energy retrofits and clean energy.

Client Services

Client Services (CS) is responsible for the interface between RPD and its clients and works to assist clients in achieving their strategic goals through the provision of cost-effective and efficient infrastructure services. CS' objective is to continually improve our service delivery and relationships by ensuring that communications are timely, clients are treated as partners, connections between the client and lines of service are strengthened and processes are clear, effective and transparent.

Facilities Contract Management

Facilities Contract Management (FCM) manages the provision of facility and project management services for the RPD portfolio. FCM has direct accountability for monitoring and managing the overall performance of RPD's property management service contracts with service providers including the major outsourced service provider- CBRE Ltd., and several public-private partnership agreements. FCM is focused on relationship management and the interpretation, administration and management of the facilities contracts around the Province.

Financial Planning and Reporting

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

Real Estate Business Services

Real Estate Business Services (REBS) provides a range of building and land occupancy information, electronic and hard copy drawings, GIS and records management services to support operations across RPD. REBS is the business owner of multiple RPD IM/IT systems including @RealBC, Livelink and RPD's Learning Management System. REBS enables these systems by providing IM/IT subject matter expertise, support and data governance functions across RPD.

Strategic Real Estate Services

Strategic Real Estate Services (SRES) tracks, oversees and reports on the cross-governmental approach to disposal of properties valued in excess of \$1 million. SRES matches ministry and agency demands with existing surplus properties through an Enhanced Referral Process. SRES provides strategic advice to government and leads consultations with First Nations related to the disposition of property on behalf of all ministry and some broader public sector clients.

Workplace Development Services

Workplace Development Services (WDS) provides expert advisory services in project delivery and oversight, building technology advisory services, and strategic facilities planning. WDS works with clients to translate their program requirements into building solutions and delivers projects such as the new Abbotsford Courthouse project, Surrey Courthouse Expansion and Renovation, and the Nanaimo Correctional Centre. WDS implements Leading Workplace Strategy (LWS) and tenant improvement projects, Routine Capital projects, Maintenance and Rehabilitation projects, and provides oversight of projects delivered by RPD's facility management service provider. WDS also implements special projects such as hazardous material abatement projects and CleanBC energy projects.

Procurement and Supply Division Overview

Executive Responsible: Bobbi Sadler, Assistant Deputy Minister

Core Business Description

The Division provides oversight on strategic contracts, procurement, contracting advice and supports all ministries, broader public sector and government executive. Provides implementation of the British Columbia Procurement Strategy and manages the coordination of multiple cross-government governance committees and corporate data.

Supply Services consists of five full cost recovery business units that serve the provincial government as well as the broader public sector and citizens: Asset Investment Recovery, BC Mail Plus, Distribution Centre Victoria, Product Distribution Centre (Coquitlam) and the Queen's Printer.

Intellectual Property Program manages and licenses all BC government-owned intellectual property and is responsible for managing the Naming Privileges Policy.

Procurement and Supply Division is comprised of five branches:

Strategic Planning, Partnerships and Transformation

Provides strategic oversight, leadership, guidance and support to the procurement and management of strategic contracts, ensuring that effective due diligence and best practices are exercised throughout the deal lifecycle, including: performance management, knowledge management, and capacity building.

Provides leadership and implementation oversight of the British Columbia Procurement Strategy and manages the coordination of multiple cross-government governance committee and corporate data. Leads proactive stakeholder engagement and the implementation of tools and templates to support the procurement lifecycle to maximize the value to citizens through government procurement.

Procurement Services

Provides strategic and operational procurement and contracting advice, guidance, and support to all ministries, broader public sector and government executive to ensure legislation, policies, and corporate values of fairness and transparency are followed. Services are BC Bid, Enterprise-Wide Sourcing Solutions, Professional Advisory Services, and Information Management / Information Technology (IMIT) Procurement.

Procurement Transformation

Provides leadership and implementation oversight of the British Columbia Procurement Strategy and manages the coordination of multiple cross-government governance committee and corporate data. Leads proactive stakeholder engagement and the implementation of tools and templates to support the procurement lifecycle to maximize the value to citizens through government procurement.

Supply Services

Consists of five full cost recovery business units that serve the provincial government as well as the broader public sector and citizens: Asset Investment Recovery, BC Mail Plus, Distribution Centre Victoria, Product Distribution Centre (Coquitlam) and the Queen's Printer.

Financial Planning and Reporting, and Intellectual Property Program

Provides expert financial advice and support for the division, manages and licences all BC government-owned intellectual property, and is responsible for managing the Naming Privileges Policy.

Corporate Services Division Overview

Executive Responsible: Dean Skinner, Assistant Deputy Minister and Executive Financial Officer

Core Business Description

The Corporate Services Division supports the ministry by providing leadership, direction, governance and support services including; financial management, strategic human resources, emergency planning, facilities management, corporate communications, strategic planning and performance and risk management.

Corporate Services Division is comprised of three branches:

Financial and Administrative Services

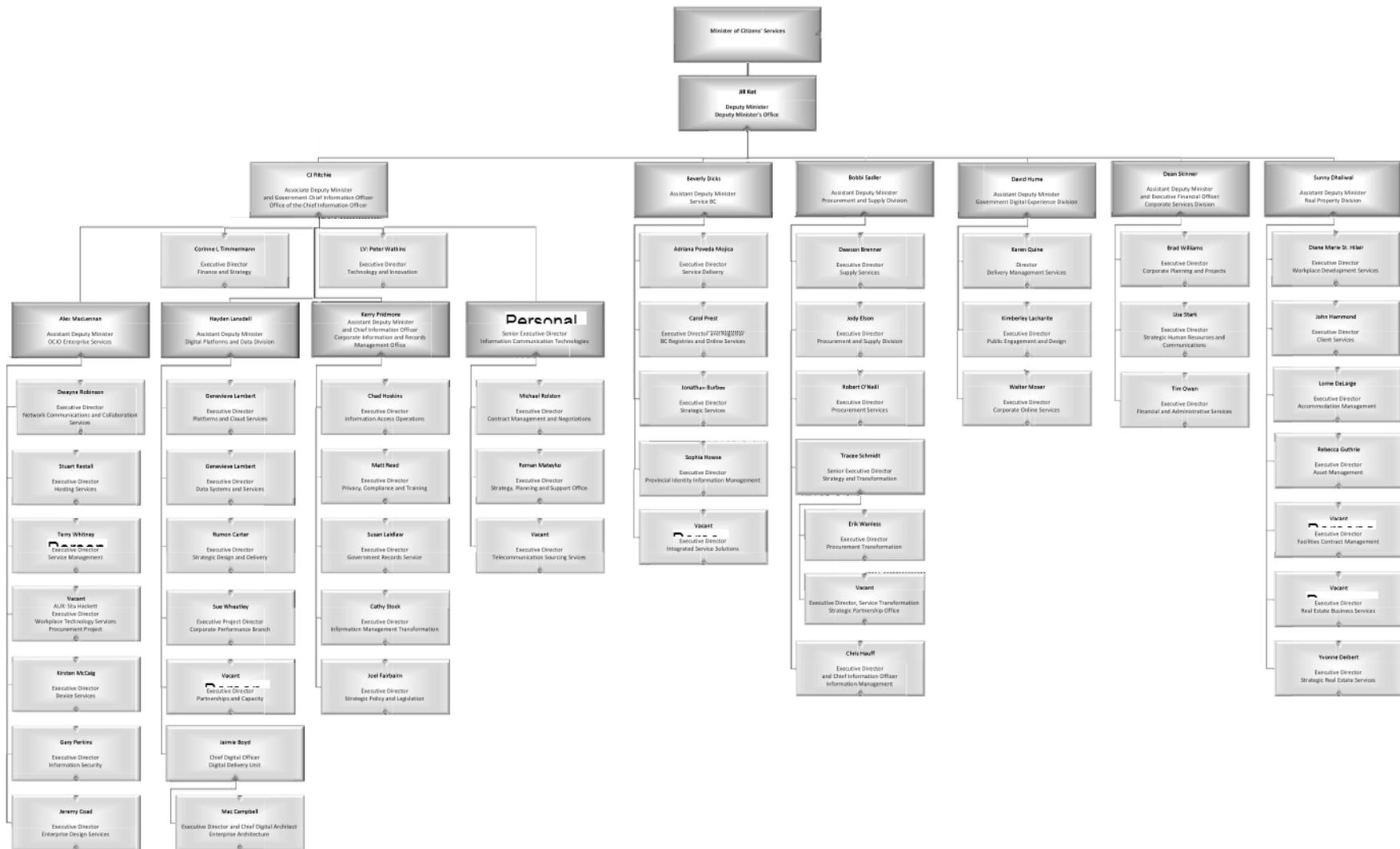
Provides corporate-level financial and administrative services with the goal to assist, educate and train ministry employees to support our ministry's financial control framework. This includes: designing and implementing the ministry annual operating, revenue and capital budget; accounting; financial monitoring and reporting; financial policy and controls; transaction processing; and coordinating communications and interactions with Treasury Board Staff, the Office of the Comptroller General and the Office of the Auditor General

Strategic Human Resources and Communications

Provides ministry-wide direction and consultation to ensure the alignment of HR/organizational development strategies to ministry business priorities and goals; and support executive and corporate communications and event coordination. This includes: ministry workforce planning; development and implementation of strategic HR priorities; engagement initiatives; and corporate communication materials.

Corporate Planning and Projects

Provides a leadership role for corporate planning and projects on behalf of the Deputy Minister and ministry executive to ensure strategic plans, reports and related material are developed and results monitored in accordance with legislation and core policy. This includes: the ministry Service Plan, Annual Service Plan Report and Estimates Debate material; business continuity planning, occupational health and safety and emergency management; and ministry facilities and security to ensure the safety of our spaces.



TELECOMMUNICATIONS SERVICES CONTRACT OVERVIEW

Information Communication Technologies Division

Lead Executive: CJ Ritchie, Associate Deputy Minister and Government Chief Information Officer

Background

Contract Owner: Ministry of Citizens' Services

Vendor: TELUS, Contract Term: 2011 – 2021, Renewal Contract Term: 2021 – 2023

Original Value: \$1 billion; Current Value: \$1.6 billion

Purpose: The Telecommunications Services Master Agreement (TSMA) provides mission critical telecommunications services to government and 11 broader public sector organizations including all Health Authorities. Aggregating the purchasing power of these organizations allows the province to realize best value for telecom services. Services include cellular, internet, telephone, and conferencing services.

The 10-year telecommunications deal was directly awarded to TELUS in July 2011 and exercised the two-year extension through to July 2023. The deal consists of three separate agreements:

1. Telecommunications Service Master Agreement (TSMA) – Provides the framework agreement for delivery of all core telecommunications services to the Province and its broader public sector partners. The TSMA provides government offices and workers connectivity, productivity and mobility services, and enables digital government through voice, cellular, conferencing and other data products and services. The contract allows for new technologies to be leveraged over its term.
2. Strategic Relationship Agreement – Defines the strategic relationship and related rights/obligations between the parties. It includes the principles by which the relationship will be governed, as well as the governance mechanisms and details of a Strategic Investment Fund (SIF) for transformative projects.
3. Connecting British Columbia Agreement (CBCA) – This agreement is a non-monetary agreement that defines how the vendor, working with the Province, will increase access to high-speed internet in rural areas over the 10-year term of the Agreement and improve access to cellular services along segments of major highways. Obligations under the CBCA are largely complete. It is scheduled to terminate in July 2021 and was not extended.

The value of the telecommunication deal extends beyond its core services:

- The Ministry of Citizens' Services and the Public Service Agency exercised a right of first offer for TELUS Employer Solutions to continue to provide stable payroll and human resources technology services with a value of approximately \$20 million per year.
- The contract provides for the Strategic Investment Fund (SIF) to develop services in partnership with TELUS. SIF is estimated at just under \$119 million by 2023 and currently funds 17 projects across core government and the broader public sector. As at June 30, 2020, \$71.36 million of SIF funding had been utilized. See Tab 10 for more information.

Contact: Michael Rolston, Executive Director, Contract Management & Negotiations
Ministry of Citizens' Services

Phone: (250) 812-6041
Date: October 29, 2020

Current Context

The contract's initial term was for 10 years with a 2-year renewal option. With approval of the Telecom Deal signatories and governance bodies, the Renewal Agreement for the Telecom Deal was completed, extending the contract through to July 2023.^{Advice/Recommendations}

Major Activities since July 2017

- Key TSMA Contract Updates:
 - February 24, 2017 – Negotiated Price Reductions through Enhanced Price Review.
 - July 1, 2017 – Unsubsidized Mobility Pricing Negotiated.
 - October 30, 2017 – Telepresence Service Established.
 - April 5, 2018 – Human Resources Management Services Service Established.
 - July 24, 2018 – Subsidized Mobility Pricing Reductions Negotiated.
 - December 2019 – Phase 1 – Service order and billing improvement project completion.
 - December 2019 – Backdated cellular credits calculated and distributed.
 - July 2020 – Extension negotiations completed, and two-year renewal signed.
 - August 2020 – Negotiated Extension pricing benefits begin.

- The Province has developed an audit plan to exercise its audit rights under the agreement. The plan calls for four specific reviews to take place over the term of the deal.
 - Privacy and Security Audit – Completed 2018
 - Cellular Price Review Audit – Completed 2018
 - Strategic Investment Fund Audit – Completed 2019
 - Strategic Investment Fund Audit 2 – TBD

Key Decisions in 2020/21

- TSMA End of Term – The TSMA was set to expire in 2021. As part of the due diligence process, the deal office reviewed options for key decision makers. Negotiations were completed and the contract extension was signed July 2020. TSMA extension negotiations provided contract stability and further cost reductions and benefits to the Province and broader-public sector partners.

Advice/Recommendations

FUTURE STATE TELECOMMUNICATIONS PROCUREMENT PROJECT

Information Communication Technologies Division

Lead Executive: CJ Ritchie, Associate Deputy Minister and Government Chief Information Officer

Background

In July 2011, the Telecommunications Deal¹ was signed between TELUS and eleven Greater Public Sector Entities (Entities), which include core government, crown corporations and health authorities. Three agreements comprise the Telecommunications Deal – Telecommunications Service Master Agreement; Strategic Relationship Agreement; and Connecting British Columbia Agreement. The Deal has a 10-year term with an option to extend for two years. The Deal was set to expire on July 2021 but has been extended to July 2023.

Since the telecommunications services covered by the Telecommunications Service Master Agreement are foundational to the day to day operations of the entities a sourcing strategy to secure their supply beyond July 2021 was formulated by the Telecom Office. The sourcing strategy consisted of two parts: (1) a decision to exercise a two year contract extension which provided positive value to the entities and (2) a sourcing project to explore options on how to structure a new Telecom deal including available services, management structure and funding to procure future telecommunications services beyond the new expiry date of July 2023.

Current Context

The sourcing project is undertaking all activities required to support the procurement of future telecommunication services, including solidifying the future telecommunications strategy, developing the required business strategies in order to publish a procurement opportunity and ensuring that the governance required to support this project is established.

The project team is working in conjunction with the respective participating entities and central agencies to ensure the procurement aligns with privacy, security, policy, technical and business requirements in addition to aligning to corporate strategies. This work will be used as input into a business case that will be endorsed by the Deputy Ministers Council on Procurement and Strategic Contracts and approved by Treasury Board.

A timeline reflecting the major milestones of this project has been developed. By meeting these milestones, the project will complete on time, ensuring that the next generation telecommunications contracted services are in place by July 2023. This will enable participating entities to successfully transition to the new contracted services with limited disruption.

¹ Please refer to TAB 8 – Telecommunications Services Contract Overview for details of the deal and its benefits

Major Activities since July 2017

- Project to plan the procurement initiated.
- Market sounding.
- Service requirements gathered from the entities.
- Alignment of procurement goals with entity business strategies.
- Assessment of policy and trade agreement alignment by Legal Service Branch and Procurement Services Branch.
- Completion of the Current Deal Assessment.
- Development of Request for Information.

Key Decisions in 2020/21

- Posting the Request for Information.
- Endorsement by the Deputy Ministers Council on Procurement and Strategic Contracts and approval from Treasury Board to proceed with the sourcing project.

STRATEGIC INVESTMENT FUND
Information Communication Technologies Division

Lead Executive: CJ Ritchie, Associate Deputy Minister and Government Chief Information Officer

Background

The Strategic Investment Fund (SIF) is intended for the development of strategic, ambitious, and transformative telecom-related services with significant positive impacts for the citizens of British Columbia. SIF is defined by the Strategic Relationship Agreement between the Province and TELUS and is one of three agreements that make up the Telecommunications Deal.

The value of SIF is based on a percentage of the revenue TELUS earns through the Telecommunications Deal for services provided to and purchased by government and the broader public sector. SIF is currently estimated at \$119 million over the 12-year term of the deal. As at June 30, 2020, \$71.36 million of SIF funding had been utilized.

All projects under SIF are developed in partnership with TELUS. A total of 17 projects have been approved, eleven are active and six have completed.

Personal privacy is paramount in the Province's vision for e-government. Explicit contractual obligations ensure TELUS complies with all aspects of BC's *Freedom of Information and Protection of Privacy Act*. Where the Province uses vendors to provide services to citizens, legally binding contracts protect the privacy and security of personal information. Contract language enables the Province to explicitly control collection, storage, use, disposal, and security of personal and private information.

Current Context

Due to the COVID-19 pandemic and the increased dependence on virtual technologies, a number of projects have received heightened interest. In some cases, projects are experiencing delays due to resource and supply impacts related to COVID-19, and in other cases they are being accelerated.

In July 2020, the SIF was extended for an additional two years as part of broader work to extend the Telecommunications Deal. This results in an estimated \$19 million of additional value to the SIF.

Table 1: SIF Projects as at June 30, 2020

Project Name	Greater Public Service Entity	Year Initiated	Approved Allocation	Amount Consumed	Target/Actual Completion
BC Hydro Dam Safety & IoT	BC Hydro	2017	\$20.35M	\$3.81M	Jul-21
BCIB Authentication	Public Service Agency (PSA)	2019	\$1.00M	\$0.67M	Sep-20
CaaS Phase 1 & 2	Fraser Health Authority & Provincial Health Services Authority	2018	\$12.77M	\$6.77M	TBD 2020
COVID-19 Assistance to Vulnerable Populations	Ministry of Citizens' Services	2020	\$0.19M	0.19M	Sep -20
Hazard Perception Testing, Training & Awareness	ICBC	2019	\$1.00M	\$0.00M	TBD 2020
Health Innovation Hub	Ministry of Health	2018	\$4.9M	\$2.44M	Dec-20
Home Health Monitoring	Ministry of Health	2013	\$40.0M	\$39.40M	Dec-20
ICBC Insight Data	ICBC	2019	\$0.20M	\$0.12M	Jul-20
Integrated Analytics Centre	Ministry of Education	2018	\$8.05M	\$2.29M	Dec-20
MHSU Virtual Clinic	Ministry of Health	2017	\$5.00M	\$4.72M	Jun-20
ShareEdBC	Ministry of Education	2017	\$10.7M	\$8.63M	Jul-21
Social Sector Service Delivery Transformation	Ministry of Children and Family Development	2019	\$0.50M	\$0.00M	TBD 2020
All Hazards Comms Investment Roadmap	Emergency Management BC	2018	\$0.53M	\$0.53M	Jan-20 (Complete)
Connected Consultation	Ministry of Energy, Mines and Petroleum Resources	2018	\$0.50M	\$0.50M	Jun-20 (Complete)
Keeping Young Adults Connected	Ministry of Children and Family Development	2018	\$0.02M	\$0.02M	Jun-18 (Complete)
Open Innovation Collider Space	Ministry of Citizens' Services	2018	\$0.47M	\$0.47M	Jan-20 (Complete)
Provincial Security Operations Centre	Ministry of Citizens' Services	2018	\$0.87M	\$0.83M	Jan-20 (Complete)
Total			\$107.00M	\$71.36M	

Major Activities since July 2017

A number of significant projects are entering into mature stages of the project development lifecycle, delivering value to citizens of BC. Examples of projects nearing completion include:

- Home Health Monitoring: Deploys devices for monitoring and educating patients with chronic medical conditions in their homes through remote monitoring technology.
- ShareEdBC: An online platform that enables Teachers and Educational Partners across the province to share and access to content aligned with BC's new curriculum.
- Virtual Clinics: Develops a mobile application for centralized intake and triage of individuals with mental health and substance use concerns through a self-managed patient portal. Two applications have been developed, one for BC Emergency Health Services workers and another for youth.
- Health Innovation Hub: Enables digital transmission of patient information across networked health care providers in the South Okanagan Similkameen area (e-referrals, patient records, admission/discharge notices, and other pertinent patient information), replacing slower methods such as fax and email.

Key Decisions Required by June 2021

- By March 31, 2021: Plan to be approved by the SIF Executive Governance Committee that optimizes fund and project value over the remaining three years of the SIF. This plan will recognize new opportunities resulting from the Telecommunications Service Master Agreement/Strategic Relationship Agreement contract extension and will include the development of a SIF value framework that supports active portfolio management and executive decision making.

FREEDOM OF INFORMATION AND PROTECTION OF PRIVACY ACT
Corporate Information and Records Management Office

Lead Executive: Kerry Pridmore, Assistant Deputy Minister and Chief Records Officer

Background

British Columbia’s *Freedom of Information and Protection of Privacy Act* (FOIPPA) balances government’s accountability to the public through access to information with a person’s right to privacy. FOIPPA has two main purposes:

- Freedom of Information (FOI): Make public bodies more open and accountable by providing the public with a legislated right of access to records held by a public body, including their own personal information, subject to reasonable exceptions.
- Protection of Privacy: Specify circumstances where public bodies are authorized to collect, use, and disclose personal information; and require public bodies to make reasonable efforts to ensure the accuracy and security of personal information.

FOIPPA compels public bodies to make information publicly available without the need for an FOI request (i.e., proactive disclosure). It also includes limitations on the storage and retention of personal information—notably requiring that personal information not be stored in, accessed from, or disclosed anywhere outside of Canada except in specified circumstances. Finally, FOIPPA establishes an independent officer of the Legislature—the Information and Privacy Commissioner—with a mandate to monitor how the Act is administered to ensure that its purposes are achieved.

FOIPPA covers over 2,900 public bodies, including government ministries, agencies, boards, commissions, Crown corporations, and “local public bodies” (which include municipalities, universities and colleges, school boards, health authorities, and self-governing bodies of professions).

Current Context

The Minister responsible for FOIPPA’s roles and responsibilities under the Act include:

- Establishing categories of records available to the public without a request for access.
- Establishing directions for privacy impact assessments and information sharing agreements.
- Authorizing the disclosure of personal information outside Canada in specific cases.
- Tabling an annual report on the administration of FOIPPA in the Legislative Assembly.

In 2016, the Minister responsible for FOIPPA issued eight Ministerial Directives requiring ministries to proactively disclose specific categories of information without the need for a formal FOI request (e.g., Ministers’ travel receipts; Ministers’ and Deputy Ministers’ calendars).

The Ministry is committed to continuing to examine the processes, policies, regulation and legislation related to access to information, in order to provide greater public accountability, increase openness and transparency, and better serve the people of British Columbia.

Major Activities since July 2017

- In January 2019, two of the eight Ministerial Directives (Summaries of Open and Closed FOI Requests, and Records Released in Response to an FOI Request) were repealed and replaced with amended versions to address concerns from the media and the Information and Privacy Commissioner regarding details of these disclosures.

Cabinet Confidences; Advice/Recommendations

- In October 2019, targeted amendments to FOIPPA, tabled as part of Bill 35 – Miscellaneous Statutes Amendment Act (No.2) 2019, received royal assent and are now in force. The amendments were designed to enable features associated with Canadian-based cloud technology. The amendments:
 - Enable the disclosure of personal information for temporary processing and the disclosure and storage of metadata outside of Canada.
 - Place conditions on these disclosures in order to ensure privacy is protected. For example, where possible, personal information in individually identifiable form in the metadata must be removed or destroyed, and vendors are prohibited from using or disclosing the information further.
 - Do not broadly authorize the use of all cloud services in the public sector, only those that operate in Canada and otherwise meet the Act's privacy protection requirements.
- In November 2019, the Minister responsible for FOIPPA also tabled the *Report on the Administration of the Freedom of Information and Protection of Privacy Act (2017/18 & 2018/19)* before the Legislative Assembly as required by the Act.
- In March 2020, the Minister responsible for FOIPPA signed an order (M080) under section 33.1(3), authorizing the disclosure of personal information to support government's response to the COVID-19 pandemic. This order was renewed as M180 in June 2020 (expiring in December 2020) and allows for the following:
 - A health care body may disclose personal information inside or outside Canada where necessary for communicating with individuals, supporting the public health response, or coordinating care, in relation to the COVID-19 pandemic.
 - A public body may disclose personal information inside or outside Canada by using third-party tools and applications for the purpose of supporting and maintaining the operations of a public body while supporting public health recommendations or requirements related to COVID-19.

Key Decisions Required by June 2021

Cabinet Confidences; Advice/Recommendations

PROACTIVE DISCLOSURE
Corporate Information and Records Management Office

Lead Executive: Kerry Pridmore, Assistant Deputy Minister and Chief Records Officer

Background

Government is committed to improving freedom of information (FOI) rules in order to provide greater public accountability, and a significant part of improving FOI is increasing the amount of information being made available proactively. Proactive disclosure is any release of government information to the public without a formal FOI request.

In 2016, eight ministerial directives were issued that require ministries to disclose specific categories of information without an FOI request:

- Gaming grants paid to community organizations;
- Ministers' and Deputy Ministers' calendars;
- Directly-awarded contracts;
- Ministers' travel receipts;
- Summaries of contracts with values over \$10,000;
- Summaries of alternative service delivery contracts;
- Summaries of open and closed FOI requests; and,
- Records released in response to FOI requests.

In June 2020, the Information and Privacy Commissioner released an investigation report on proactive disclosure by public bodies. The report acknowledged ministries' work in this area, recommended that government update its Open Information and Open Data Policy, and encouraged the establishment of additional categories of records for proactive disclosure.

Current Context

In compliance with ministerial directives, government proactively discloses information on a regularly recurring basis. Government is considering establishing additional categories of records for proactive disclosure.

Major Activities since July 2017

Two new ministerial directives came into effect January 2019, that repealed and replaced existing directives:

- Directive 01-2018: Disclosure of Summaries of Open and Closed Freedom of Information repealed Directive 05-2016, resulting in two changes:
 - The “description” of an open request will no longer be published.
 - Ministry names will no longer be published.

- Directive 02-2018: Disclosure of Records Released in Response to a Freedom of Information Request repealed and replaced the original Directive 06-2016, resulting in one change:
 - The minimum time delay for publishing FOI responses was extended from five business days to ten business days.

These new directives were in response to concerns from the media and the Information and Privacy Commissioner. They do not affect the availability of information published under the previous directives—that information will remain online and accessible.

Key Decisions in 2020/21

- The Ministry is reviewing potential opportunities for additional ministerial directives requiring ministries to proactively disclose specific categories of information without the need for a formal FOI request. Advice/Recommendations
Advice/Recommendations

TRANSITORY RECORDS

Corporate Information and Records Management Office

Lead Executive: Kerry Pridmore, Assistant Deputy Minister and Chief Records Officer

Background

Government has an increased emphasis on effective information management. All government employees are provided with training about what records are transitory, and what records are not. Improving transparency is a priority of this government, and the comprehensive guidance and training we are currently providing supports that priority.

The Corporate Information and Records Management Office provides records management training and information resources on records management that are available to all government employees. The principles and practices set out in the existing Transitory Records Schedule and related schedules, as well as in the associated Transitory Records Guide, are broadly consistent with practices in other provincial and federal jurisdictions.

The Province produces many millions of records each year, many of which are transitory. Transitory records are:

- records of temporary usefulness;
- only needed for a limited period of time in order to complete a routine action or prepare a final record, such as meeting arrangements, copies created for the convenience of an employee, or drafts;
- not required to meet statutory obligations, to sustain administrative or operational functions, or provide evidence of an activity; and
- not required for any government financial, legal, audit or statutory purpose, and are not required to be filed and kept in government recordkeeping systems.

Transitory information relevant to an active *Freedom of Information and Protection of Privacy Act* request or legal discovery should not be destroyed.

Current Context

The Information Management Act (IMA) stipulates that records can only be disposed of (destroyed) in accordance with approved information schedules, such as the Transitory Information Schedule. The Transitory Information Schedule is an approved information schedule under section 4 of the IMA. The Chief Records Officer (CRO) holds the responsibility in providing the statutory and policy requirements for ensuring government's compliance for the management of transitory and non-transitory records.

Advice/Recommendations

Major Activities since July 2017

- April 2019 – IM 117 was refreshed and included content on identifying and managing transitory records.
- July 15, 2019 – Deadline for all staff are required to retake or complete IM 117.

Key Decisions Required by June 2021

None.

IMPROVING RESPONSE AND PROCESSING TIME FOR FREEDOM OF INFORMATION REQUESTS (MANDATE COMMITMENT)

Corporate Information and Records Management Office

Lead Executive: Kerry Pridmore, Assistant Deputy Minister and Chief Records Officer

Background

Government is committed to improving response and processing times for freedom of information (FOI) requests:

- In 2016/17, government's on-time performance was 80 percent.
- In 2017/18, we increased on-time performance to 90 percent.
- In 2018/19, government's on-time performance was 89 percent.
- In 2019/20, government's on-time performance was 83 percent.

So far in 2020/21, government has responded to 88 percent of FOI requests within statutory timelines. Government was able to take extensions as a result of COVID on many files and the current timeliness rate may be difficult to maintain for the remainder of the fiscal year.

Government has received record-breaking numbers of requests over the last few years:

- In 2017/18, ministries received 10,471 requests, which at the time was a record-high.
- That record was broken in 2018/19, when ministries received 12,247 requests.
- In 2019/20, government surpassed those highs again with over 13,000 requests received.

Current Context

Information Access Operations is exploring new technologies to make responding to FOI requests more efficient and secure.

Major Activities since July 2017

- We are continually working to improve the ways we process FOI requests, which is why — despite the significant increase in request volumes — we have been able to maintain our performance.
- The ability to maintain performance levels despite ever increasing numbers of received requests in 2017/18, 2018/19, and 2019/20 reflect a focus on process improvements, organizational and staff development, and the application of new technologies.

Key Decisions Required by June 2021

- Going forward, the ministry is exploring ways to improve FOI services for citizens even further.
- Key decisions and areas of focus will include:
 - Implementing new technologies to improve response times;
 - Reviewing legislation, policies, processes and regulations with an eye to increasing public accountability;
 - Building on a culture of committed and professional staff focused on upholding respect for freedom of information rules and our 'duty to assist' applicants; and,
 - Maintaining our record of high staff retention through ongoing professional development.

IMPROVING ACCESS TO INFORMATION

Corporate Information and Records Management Office

Lead Executive: Kerry Pridmore, Assistant Deputy Minister and Chief Records Officer

Background

Government is taking steps to make substantive progress on improving access to information rules to provide greater public accountability. To address this priority and increase access, the ministry has undertaken work to:

- review legislation, policy and practice; and,
- engage in consultation with stakeholders.

The ministry is carefully examining the policies, regulation and legislation related to access to information. British Columbia receives more freedom of information (FOI) requests per year than Alberta, Saskatchewan and Manitoba combined. As these FOI requests continue to grow in number, size and complexity, government must continue to look for ways to strengthen its capacity to respond effectively.

In addition to evaluating current policies and procedures to enhance performance, government is exploring new technologies to make responding to FOI requests more efficient and secure. Extensive stakeholder consultations and engagements were completed over the past few years, including with the Information and Privacy Commissioner, BC Civil Liberties Association and the BC Freedom of Information and Privacy Association, a comprehensive online public engagement closed in Spring 2018 and ministry staff have engaged with indigenous communities across the province.

Current Context

The ministry has identified opportunities for improvement, with the goal of enhancing government's access to information regime and increasing public accountability:

- Completed a comprehensive online public engagement and reported publicly on the results (<https://engage.gov.bc.ca/infoaccess/>).
- Repealed and replaced two Ministerial Directives with amended versions to address concerns from the media and the Information and Privacy Commissioner regarding details of the disclosures of summaries of open FOI requests and records packages responsive to requests.
- Completed a request to all ministries for proposed amendments to add new public bodies to Schedules 2 and 3 of *Freedom of Information and Protection of Privacy Act* (FOIPPA).
- Brought into force Information Management Act amendments that formalize the obligation for all government employees to document key decisions.
- Updated internal policies in the FOI Request Processing Guidelines.
- Engaged Deloitte to conduct an assessment of current state FOI processes within core Government to identify the total and per-request costs of the FOI process, as well as recommendations for process improvements.

- Completed a user experience design review of FOI services and designed a roadmap for future improvements, including:
 - Creating a FOI Coordinator's Community of Practice;
 - Launching a new FOI request form;
 - Reviewing and updating FOI web content;
 - Refreshing the mandatory IM117 information management training; and,
 - Implementing a secure file transfer service for delivery of large files.
- Completed extensive policy and legal analysis of recommendations for legislative amendments from the Office of the Information and Privacy Commissioner, past Special Committees, advocacy groups and the public.
- Launched the FOI Coordinators' Community of Practice to share knowledge, experiences, and best practices across government's entire FOI community.
- Created internal process guideline documents for Ministry FOI Coordinators to ensure consistent approach and practice across government's entire FOI community.
- Work is underway to update a policy guide to FOIPPA that is used by ministries and broader public sector bodies.

Major Activities since July 2017

See current context.

Key Decisions in 2020/21

Key decisions and areas of focus will include:

- Implementing new technologies to improve response times;
- Reviewing legislation, policies, processes and regulations with an eye to increasing public accountability;
- Building on a culture of committed and professional staff focused on upholding respect for freedom of information rules and our 'duty to assist' applicants; and,
- Maintaining our record of high staff retention through ongoing professional development.

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Withheld pursuant to/removed as

Cabinet Confidences; Advice/Recommendations

INFORMATION MANAGEMENT ACT
Corporate Information and Records management Office

Lead Executive: Kerry Pridmore, Assistant Deputy Minister and Chief Records Officer

Background

The *Information Management Act* (IMA) is British Columbia's legislative framework for modern, digital information practices. The IMA came into force on May 10, 2016, replacing the 1936 *Document Disposal Act* as government's primary information management law.

Current Context

IMA modernizes and streamlines government information management by:

- Transitioning government to digital information management.
- Establishing the digital archives and requiring information to be archived in digital form, unless exceptions apply.
- Establishing a Chief Records Officer (CRO) to approve information schedules, manage the digital archives and promote effective information management.

Under the IMA the mandate of the CRO includes:

- Promoting the preservation of valuable government information for current and future use.
- Approving information schedules that govern the holding, transferring, archiving and disposal of government information.
- Managing the digital archives and promoting its availability to the public.
- Promoting effective information management by government bodies.
- Examining, evaluating and reporting on the management of government information and making recommendations considered advisable.

IMA applies to all ministries and to government agencies that are designated “government bodies” in a schedule. The schedule currently includes 41 government agencies, commissions and corporations that are agents of government, or primarily controlled by government, and that were historically covered by the *Document Disposal Act*. IMA also covers courts and court information but in a more limited way that recognizes the independence of courts and court information from the executive arm of government. Under IMA, court information must be managed, archived and disposed of in accordance with court information schedules.

IMA requires ministries and designated public sector organizations to hold, transfer, archive and dispose of information in accordance with an information schedule. An information schedule specifies how long certain information must be retained and when it will be disposed of, transferred or archived.

IMA also establishes the digital archives as government's primary archival repository. The digital archives will preserve and make accessible digital records (government information in digital form) that have been appraised as having permanent value to government and society.

IMA requires digital information of archival value to be transferred to the digital archives, and non-digital information to be digitized before it is archived, unless the CRO exempts the information from the digitization requirement. While the museum archives (Royal BC Museum) will continue to operate, it will start to receive less and less archival information as information is created, stored and eventually archived digitally.

Major Activities Since July 2017

- IMA was amended on March 31, 2019, to:
 - Require that government bodies have an appropriate system in place for creating and maintaining government information that is an adequate record of their decisions.
 - Enable the CRO to issue guidelines to government bodies in relation to matters covered by the Act.
 - Include a requirement for the CRO to provide the minister with an annual report on the carrying out of the CRO's mandate. The first report, 2019 annual report, was presented to the Legislative Assembly on July 7, 2020.
- The CRO issued a directive and guidelines effective March 31, 2019, to support the IMA amendments:
- The CRO Directive on Documenting Government Decisions sets out the components of an appropriate system for creating and maintaining government information, and what constitutes an adequate record.
- The CRO Guidelines on Documenting Government Decisions expand on the Directive.
- The CRO issued a directive effective October 1, 2019, that places digital information scheduled for archiving on hold until notified. Physical records ready to be archived are currently exempt from the IMA digitization requirement and can be transferred to the BC Archives at the Royal BC Museum.
- The CRO issued a directive effective July 2, 2020, announcing the Digitizing Government Information Standard. The Standard provides practical and technical requirements that must be followed when converting physical government information into digital form to create authentic, defensible digital records.

Key Decisions Required by June 2021

- The Corporate Information and Records Management Office is committed to establishing the digital archives under the IMA. Cabinet Confidences; Advice/Recommendations
Cabinet Confidences; Advice/Recommendations

INFORMATION MANAGEMENT TRAINING - IM 117

Corporate Information and Records Management Office

Lead Executive: Kerry Pridmore, Assistant Deputy Minister and Chief Records Officer

Background

All ministry employees are required to take government's mandatory information management training (i.e., IM 117) every two years. The IM 117 course provides employees with training on the implementation and best practices that flow from legislation governing access to information, records management and protection of privacy. This training course was originally launched in February 2017, and at that time over 28,000 government employees completed the course. Refreshed training was launched in April 2019, and completed by more than 90 per cent of Ministry employees.

Ministers, Deputy Ministers, Parliamentary Secretaries, political staff and many ministry senior executives are provided IM 117 training in person, with additional sessions provided over the last two years to further support positive information management practices. Building on the successes of the initial version of IM 117, the refreshed course retained familiar concepts, while introducing new material — including new content on the requirement to document government decisions.

The course includes a wide range of teaching methods to support adult learning, through quizzes and scenario-based learning. The course is intended to support a diverse range of learning preferences and aims to make the material engaging and easy to absorb. Employees have access to supplemental resources to aid in effectively managing the government information they handle throughout the course of their work.

Current Context

To ensure that the course remains relevant to employees, the Corporate Information and Records Management Office (CIRMO) actively monitors developments in information management that might be appropriate for inclusion in future versions of the course. CIRMO routinely monitors ministry completion rates, including ministers' office staff in order to ensure that new employees are properly onboarded and well informed of their information management responsibilities.

Major Activities since July 2017

- From summer 2018 - April 2019, Privacy, Compliance and Training worked with key stakeholders to refresh training to better support adult learning, update information management material and include new content on the requirement to document government decisions and information security.
- In April 2019, CIRMO launched the refreshed IM117 course which was completed by over 90 per cent of BC public service employees during that refresh cycle.
- In 2020, Privacy, Compliance and Training engaged stakeholders including CIRMO, Information Security Branch and the Public Service Agency to review the course and begin work to prepare for the 2021 refresh cycle.

Key Decisions Required by June 2021

- To support employees' current requirement to take information management training every two years, a review of the current course began in 2020 to inform a recommendation for how mandatory information management training will be delivered in 2021. A Key Decision will therefore be whether or not to commence this work given the fiscal implications of new online course development.

PERSONAL INFORMATION PROTECTION ACT
Corporate Information and Records Management Office

Lead Executive: Kerry Pridmore, Assistant Deputy Minister and Chief Records Officer

Background

British Columbia's *Personal Information Protection Act* (PIPA) governs the collection, use and disclosure of personal information by private and not-for-profit sector organizations in a manner that recognizes:

- The right of individuals to protect their personal information.
- The need of organizations to collect, use or disclose personal information for appropriate purposes.

It also sets out a right for people to access their own personal information that is held by an organization.

Federally regulated industries (e.g., banks, telecommunications, transportation) are covered under Canadian federal legislation—the *Personal Information Protection and Electronic Documents Act* (PIPEDA). Where organizations operating in BC are involved in cross-border flows of personal information for commercial purposes, those cross border transactions fall under federal jurisdiction and PIPEDA.

The Information and Privacy Commissioner, an independent officer of the Legislature, is responsible for monitoring how PIPA is administered to ensure that its purposes are achieved. The Commissioner's responsibilities include:

- Commenting on privacy implications arising from programs proposed by organizations.
- Conducting audits and investigations to ensure compliance with PIPA.
- Investigating and resolving privacy complaints.
- Mediating access and privacy disputes between individuals and organizations.
- Conducting reviews of organizations' responses to access requests and personal information correction requests.

The Minister has no statutory role under PIPA. However, the Ministry has accountability for managing the legislation, including reviewing and developing legislative amendments. PIPA specifies that at least once every six years, a Special Committee of the Legislative Assembly must be appointed to conduct a comprehensive review of the Act and submit a report to the Legislative Assembly within one year after the date of its appointment.

Current Context

A Special Committee was appointed on February 18, 2020. The Special Committee held hearings and received submissions from over 30 organizations and stakeholders. It was set to begin its deliberations when the Legislative Assembly was dissolved in September. It is expected that the Legislative Assembly will appoint a new Special Committee to complete the PIPA review.

Previous Special Committees reviewed PIPA in 2008 and 2014. The 2008 Special Committee made 31 recommendations. The government publicly accepted all of the 2008 recommendations. The 2014 Special Committee made 15 recommendations. The government publicly accepted 11 of the 15, 2014 recommendations. None of the recommendations from either Special Committee have been actioned.

The most common recommendations made to this year’s Special Committee include mandatory breach notification, stronger enforcement powers for the Information and Privacy Commissioner, and the need for Canada’s federal and provincial privacy laws to remain similar.

There have been significant developments in privacy law in other jurisdictions. For example, in 2018 the European Union’s (EU) General Data Protection Regulation (GDPR) came into force, which is considered the most important change in data privacy regulation in 20 years. A 2001 EU decision recognized Canada’s private sector privacy regime as being sufficiently robust that Canadian organizations would not be required to adopt additional privacy protections in order to collaborate with EU businesses; however, this matter is currently under consideration by the EU following the introduction of the GDPR.^{Advice/Recommendations}

Advice/Recommendations

In addition, in 2019 the Canadian federal government released its digital charter and published a discussion paper on proposals to modernize its private-sector privacy legislation and regulatory framework. BC’s PIPA is required to remain “substantially similar” to the federal act;^{Advice/Recommendations}

Advice/Recommendations

The Ministry

will continue to monitor developments in data privacy regulation in Canada and other jurisdictions.

Major Activities Since July 2017

- On February 18, 2020, the Legislative Assembly appointed a Special Committee to review PIPA. The Special Committee was dissolved in September.

Key Decisions Required by June 2021

Advice/Recommendations

- A new Special Committee needs to be appointed.

Advice/Recommendations

PERSONAL INFORMATION PROTECTION AND ELECTRONIC DOCUMENTS ACT
Corporate Information and Records Management Office

Lead Executive: Kerry Pridmore, Assistant Deputy Minister and Chief Records Officer

Background

The *Personal Information Protection and Electronic Documents Act* (PIPEDA) is the federal privacy law for private-sector organizations in Canada. PIPEDA sets out the rules for how businesses must handle personal information in the course of commercial activity. PIPEDA covers private sector organizations that conduct business across Canada, as well as federally regulated organizations such as banks, airlines and broadcasting companies.

BC's *Personal Information Protection Act* (PIPA) is required to remain "substantially similar" to PIPEDA or the provisions of PIPEDA will apply (the Governor in Council can exempt an organization or an activity from PIPEDA if the collection, use or disclosure of personal information occurs within a province that has legislation that has been deemed substantially similar to the PIPEDA).

Advice/Recommendations Advice/Recommendations

On November 1, 2018, amendments to PIPEDA were brought into force including requirements to:

- Report "breaches of security safeguards" to the Office of the Privacy Commissioner of Canada.
- Notify individuals affected by the breach.

BC's PIPA does not currently contain similar requirements to report or notify in the event of a breach, though the Information and Privacy Commissioner for BC, as well as past Special Committees of the Legislative Assembly, have recommended adding these requirements both to PIPA and to the

Freedom of Information and Protection of Privacy Act.

Legal Information

Legal Information

Legal Information

Advice/Recommendations

Advice/Recommendations

Current Context

The federal Select Standing Committee on Access to Information, Privacy and Ethics tabled a report to the House of Commons on February 28, 2018, making 19 recommendations for changes to PIPEDA. The Government of Canada thanked the Committee for its recommendations and indicated that the issues are complex and will require further dialogue with Canadians to take this important work to the next step. This was followed by a 2019 Innovation, Science and Economic Development Canada discussion paper on proposals to modernize private-sector privacy legislation and the regulatory framework.

In 2019 the federal government released Canada’s Digital Charter, which sets out ten guiding principles for the federal government’s policy and legislation. The Prime Minister also sent mandate letters to the Minister of Innovation, Science and Industry, the Minister of Justice and Attorney General, and the Minister of Canadian Heritage instructing them to work together to modernize Canada’s privacy laws, including PIPEDA. Legislative reform is likely to follow the model set-out in the white paper and is expected to occur in the near term.

There have also been significant developments in other jurisdictions including the European Union’s introduction of the General Data Protection Regulation (GDPR), which is considered the most important change in data privacy regulation in 20 years^{Advice/Recommendations}

The Ministry will continue to monitor developments in data privacy regulation in Canada and other jurisdictions.

Major Activities Since July 2017

None.

Key Decisions Required by June 2021

None.

DIGITAL ARCHIVES

Corporate Information and Records Management Office

Lead Executive: Kerry Pridmore, Assistant Deputy Minister and Chief Records Officer

Background

The *Information Management Act* (IMA) establishes a digital archives to preserve and make available government’s digital records of permanent value. Progress has been achieved in planning the implementation of the digital archives, which — once created — will make British Columbia a leading jurisdiction in preserving and providing access to its digital heritage.

The IMA, which was brought into force in 2016, establishes a digital archives under the authority of the Chief Records Officer (CRO), in support of the CRO’s mandate to preserve and make available valuable government information. The digital archives will complement and coordinate with the Royal BC Museum’s archives, which will continue to hold and make available the permanent physical archival records of the Government of British Columbia. Digital archives holdings will be available to citizens and researchers across BC, and around the world over the Internet. The digital archives are a key component of efforts to digitize the provision of services to citizens, thereby increasing the accessibility and efficiency of government programs. A digital archives will address challenges relating to electronic degradation, obsolescence of hardware and software, and the risk of natural and human-caused disaster. It will ensure that our key documentary heritage is both preserved and made available to the public, in an accessible format, far into the future.

Since the IMA came into force, the Corporate Information and Records Management Office (CIRMO) has been developing expertise and gathering information on the requirements for a successful digital archives, otherwise known as a “trusted digital repository”. CIRMO employees have consulted with digital archives experts in other leading jurisdictions, including the United Kingdom, the Netherlands, Australia, and the United States. Additional consultations have occurred with internal stakeholders, including the Royal BC Museum. Key planning documents have been created in support of this project, including functional and technical requirements, an operating model and a preliminary cost estimate. The ministry has capital approved for this project. Approval of operating costs is in progress.

A robust, staged procurement process is underway. A Request for Information was issued in 2018, with further stages after all financial approvals are in place. The planned online “opening” of the BC Government digital archives is expected within the next few years, contingent on the timing of operating funding approval.

Current Context

CIRMO has done considerable research on modern approaches, standards and technology for creating a successful “trusted digital repository,” and has completed key planning and requirements documentation. It is estimated that digital collections will become available through the archives in the next few years, contingent on the timing of operating funding approval.

Major Activities since July 2017

- August 2018 – CIRMO issued Request for Information on Digital Archiving solutions.
- March 2019 – Office of the Chief Information Officer Digital Investment Office committed Capital Funding for Digital Archives.

Key Decisions Required by June 2021

Advice/Recommendations

DOCUMENTING GOVERNMENT DECISIONS

Corporate Information and Records Management Office

Lead Executive: Kerry Pridmore, Assistant Deputy Minister and Chief Records Officer

Background

In 2017, the previous government introduced a bill to amend the *Information Management Act* (IMA) by:

- creating a legislated obligation to document government decisions (DGD);
- expanding the powers of the Chief Records Officer (CRO); and,
- adding a requirement for the CRO to prepare an annual report for the Minister, to be tabled in the Legislative Assembly.

This bill made British Columbia the first jurisdiction in Canada to introduce a requirement to document government decisions in its information management legislation. The new and amended provisions in the IMA that were introduced in that bill were brought into force on March 31, 2019.

The new requirement to adequately document key government decisions is supported by robust guidance and a legally binding directive issued by the CRO, which were developed over the past year. These legislative updates are an important step towards fulfilling government’s commitment to meet or exceed the 27 recommendations made by former Information and Privacy Commissioner David Loukidelis who is a leading information and privacy expert. Mr. Loukidelis, has reviewed our approach to implementing a requirement to document government decisions and has stated, “When properly implemented, the directive and guidelines will result in a leading-edge framework for the documentation of government decisions that meets or exceeds requirements in other jurisdictions around the world.”

Current Context

All public servants are required to take the Information Management: Protection of Privacy, Access to Information and Records Management (IM 117), every two years. IM 117 was updated in April 2019 with information on the DGD requirement under the IMA; all staff were required to retake or complete it by July 15, 2019.

The readiness assessments conducted by ministries and the government organizations covered by the IMA revealed that, in general, government is already following good practices regarding DGD. There are well-established policies and procedures around the documentation of common corporate decisions such as the preparation of legislation, policies, human resources, budget, financial and procurement decisions. Ministries work hard to ensure their line-of-business decisions are appropriately documented.

In addition to various case management systems in use across government, there are many corporate systems and tools in place to support the creation of records of decision, including Corporate Accounting System, Recruitment Management System, BC Bid, the CLIFF Correspondence Management System and eApprovals. The Electronic Document and Records Management System is in use across government to manage records of all types, and Corporate Information and Records Management Office's Government Records Service provides guidance on appropriate recordkeeping on local area networks and on SharePoint.

Major Activities since July 2017

- December 2018 to March 2019 – CIRMO worked with Ministries and IMA government bodies to prepare for the new requirement. Each organization identified an executive-level Champion for the initiative.
- March 31, 2019 – Documenting Government Decisions requirement was brought into force.
- April 2019 – IM 117 was updated with information on the DGD requirement under the IMA.
- July 15, 2019 – Deadline for all staff are required to retake or complete IM 117.

Key Decisions Required by June 2021

None.

PRIVACY MANAGEMENT

Corporate Information and Records Management Office

Lead Executive: Kerry Pridmore, Assistant Deputy Minister and Chief Records Officer

Background

The right to privacy is fundamental. It is of vital importance that British Columbians are able to trust that their personal information is protected. The Corporate Information and Records Management Office (CIRMO) supports ministries in the delivery of a comprehensive privacy management program (a framework to support compliance with government’s legal requirements) and provides corporate leadership in the review of privacy impact assessments (PIAs), the provision of strategic privacy advice, development of corporate privacy policy, and information incident management. Government’s privacy management program remains one of the most robust in the country.

PIAs are an important element of addressing privacy issues proactively and assessing ministry compliance before programs launch and we provide expert advice and expedient review of PIAs. In 2019/20, CIRMO reviewed 1171 PIAs, decreasing review time despite a 40 percent volume increase.

Training is a major component of a robust privacy management program. CIRMO supports government employees through the delivery of online information management training. This training includes privacy, security, records management and access to information. This online training was refreshed in 2019 and government achieved a 90 percent completion rate by ministry employees.

CIRMO also provides online privacy training to employees, contracted service providers and other interested parties. The largest portion of this group is service providers, which has included over 34,300 service provider employees receiving privacy training since 2016. In 2018, CIRMO launched the BC Information Privacy Certificate training program to enhance and foster in-depth privacy expertise in the BC government. Since then, 430 people have enrolled in the program and 198 have completed their certificates thus far.

CIRMO is responsible for coordinating, investigating, and resolving all actual or suspected information incidents, including privacy breaches, within ministries. CIRMO provides expert advice, recommendations and investigative services focusing on the containment and recovery of information, the suspension of access to information, harm assessment and privacy breach notifications, and preventative measures.

- In 2019/20, 2234 privacy incidents were reported, of which 1891 were investigated and 1743 resulted in confirmed privacy violations. To date for 2020/21 (April 1, 2020 to September 30, 2020), 1006 actual or suspected privacy incidents have been reported, of which 842 have been investigated and 609 have resulted in confirmed privacy violations.
- CIRMO is currently responding to approximately 150 information incidents and privacy breaches, the majority of which represent a low risk of harm.

Contact: Kerry Pridmore, Assistant Deputy Minister and Chief Records Officer
Ministry of Citizens’ Services

Phone: (778) 698-1591
Date: October 30, 2020

Current Context

CIRMO has recently conducted its routine review of the Privacy Management and Accountability Policy, which sets out the elements of government’s privacy management program and is redesigning both the PIA process and related documentation, with the support of the Service Design Team to better meet ministry needs.

CIRMO has launched a revamped Information Incident Management Policy, which was revised to reflect current practices and process improvements. CIRMO has put its Information Management Practice Review program, which audits privacy and information management activities on hold given current fiscal reviews.

Major Activities since July 2017

- Reviewed and addressed recommendations made in the Ombudsperson’s *Misfire: The 2012 Ministry of Health Terminations and Related Matters* report.
- Major investigations (complete and underway), including:
 - The unauthorized disclosure of reports related to the Insurance Corporation of BC’s financial situation to the media.
 - The use of concealed surveillance cameras at a government office building in Victoria.

Security Concern

Security Concern

- Finalized the Information Sharing Agreement (ISA) Directions, supporting ISA Guidance and the Information Sharing Code of Practice, which came into force early 2020.
- Undertaken a service design review of the privacy impact assessment process.

Key Decisions in 2020/21

- To support employees’ current requirement to take information management training every two years, a review of the current IM 117 course commenced in 2020 to inform a recommendation for how mandatory information management training will be delivered in 2021.

Advice/Recommendations

INVESTIGATIONS Corporate Information and Records Management Office

Lead Executive: Kerry Pridmore, Assistant Deputy Minister and Chief Records Officer

Background

The Corporate Information and Records Management Office (CIRMO) provides expert advice, recommendations and investigative services focusing on the containment and recovery of information, the suspension of access to information, privacy breach notifications, harms assessment, and preventative measures. Incident response and investigative procedures are based on best practices shared by other investigative units within government, rooted in the principles of administrative law and are intended to incorporate consistency and scalability into response processes and are acknowledged as the most well-established of their kind within Canada. The Investigations Unit (IU) was established in 2018 and works closely in conjunction with the BC Public Service Agency, Investigations and Forensics Unit of the Information Security Branch in the Ministry of Citizens' Services, and the Office of the Comptroller General in the Ministry of Finance, as needed.

CIRMO staff receive training through the Justice Institute of BC's Investigations and Enforcement Skills program, as well as through the BC Information Privacy certificate training program.

In the 2018/2019, 2026 actual or suspected privacy incidents were reported, of which 1735 were investigated and 1606 resulted in confirmed privacy violations. In 2019/2020, 2234 privacy incidents were reported, of which 1891 were investigated and 1743 resulted in confirmed privacy violations. To date for 2020/2021 (April 1, 2020 to September 30, 2020), 1006 actual or suspected privacy incidents have been reported, of which 842 have been investigated and 609 have resulted in confirmed privacy violations.

Current Context

CIRMO is currently responding to approximately 150 information incidents and privacy breaches, the majority of which represent a low risk of harm. While the majority of these incidents represent a low risk of harm, notable incidents include:

Security Concern

Major Activities since July 2017

- In collaboration with the Internal Investigations Working Group, reviewed and addressed recommendations made in the Ombudsperson’s *Misfire: The 2012 Ministry of Health Terminations and Related Matters* report.
- Conducted a program consultation to seek feedback from key stakeholders.
- Updated and launched the Information Incident Management Policy.
- Developed and launched new training and stakeholder engagement initiatives.
- Resolved a number of significant information incidents, including:
 - The unauthorized disclosure of government’s legal costs associated with Tent City in Victoria to the media.
 - The unauthorized disclosure of reports related to the Insurance Corporation of BC’s financial situation to the media.
 - The unauthorized disclosure of reports related to the Oil and Gas Commission to the media.
 - The use of concealed surveillance cameras at a government office building in Victoria.
- Continue to investigate significant information incidents, including:

Security Concern

Key Decisions Required by June 2021

Advice/Recommendations

- Supported in the development and launch of new training and stakeholder engagement initiatives. These included informative videos posted to @Work on best privacy practices and breach reporting, an update to the British Columbia Information Privacy training to a remote learning format and a residency program that invites individuals to learn about the skills required to conduct investigations.
- Extensive work done to migrate the IU database (Perspective) over to the Information Management Branch and have the IU take over administrative duties associated with the database. This was historically the responsibility of Investigations and Forensics Unit, Information Security Branch.

USE OF NON-GOVERNMENT EMAIL (STAFF AND CONTRACTORS) Corporate Information and Records Management Office

Lead Executive: Kerry Pridmore, Assistant Deputy Minister and Chief Records Officer

Background

The Appropriate Use Policy requires that government information (including email) be stored in a protected government system except in extenuating circumstances:

- This ensures that the information is properly managed according to government records management rules, properly protected from unauthorized access, and that it is available in response to a Freedom of Information (FOI) request; and,
- Specifically, the Appropriate Use Policy stipulates that “employees must use their government email accounts when conducting government business” (s. 17).

If an employee has used a non-government email account to do government business in an extenuating circumstance, the policy requires that:

- A copy of the email is sent to their government email account;
- The record(s) are deleted from the non-government email account as soon as possible; and,
- Any confidential information collected, accessed, used or disclosed is limited to the least amount necessary to deal with the extenuating circumstance.

If an FOI request is made while records reside outside of a government-issued email account, the non-government-issued account must be searched as part of the call-for-records process.

It is important to note that not all government contractors are issued government email addresses; however, any emails sent or received while conducting government business are under government control and are subject to FOI.

Current Context

Information management (IM) training is routinely provided to ministerial staff and refreshed every two years. Additional guidance has been developed to assist ministers’ offices when onboarding new political staff to the government system.

Major Activities since July 2017

- August to December 2017 – CIRMO conducted IM training sessions for ministers and parliamentary secretaries.
- April 23, 2018 – Chief of Staff Geoff Meggs sent an email to all political staff reminding them of their obligation to use their government email accounts for government business.
- April to June 2019 – CIRMO conducted IM training sessions for ministers and parliamentary secretaries with refreshed content.

Key Decisions Required by June 2021

None.

PROACTIVE RELEASE OF TRANSITION BINDERS
Corporate Information and Records Management Office

Lead Executive: Kerry Pridmore, Assistant Deputy Minister and Chief Records Officer

Background

Under the *Freedom of Information and Protection of Privacy Act* (FOIPPA), the Minister responsible for the Act may designate categories of records that are proactively available to citizens without the need to submit a Freedom of Information (FOI) request. In such instances, a ministerial directive is issued to require the release of information in accordance with set timelines. There are currently ten categories of records that are proactively disclosed under ministerial directive, including contracts, executive calendars and travel expenses, responses to Freedom of Information (FOI) requests and gaming grants.

The number of categories has not increased for several years. There is an opportunity to release more information on a proactive basis, and for this reason, the Ministry of Citizens' Services will be proposing implementation for new proactive disclosure directives under the authority of section 71.1 of the Freedom of Information and Protection of Privacy Act for:

- The Corporate Transition Binder
- Ministers' Transition Binders

Transition binders are regularly requested through freedom of information. Establishing them as categories under FOIPPA will make them available by default, eliminating the need for individual requests and processing and setting consistent timelines for disclosure. While directives are not required to proactively release information, establishing directives concerning the release of transition binders does have significant advantages. Aside from fostering transparency and public accountability, ministerial directives will ensure consistency in timing and application and provide for an all of government approach.

Current Context

- Ministerial directives are being drafted.
- Coordination for implementation of these directives will be led by the Corporate Information and Records Management (CIRMO) Division within Citizens' Services.
- Transition binders will be required to be published within 90 days of government being established - should a new government be sworn in around December 1, 2020, the first proactive release of transition binders would occur around March 1, 2020.
- It will be important that all ministries follow the consistent process and the timelines for release – training will be provided by CIRMO.

Major Activities Since July 2017

See current context.

Key Decisions Required by June 2021

- Consider a further expansion of proactive disclosure to include additional categories.

DIGITAL FRAMEWORK

Digital Platforms and Data Division

Lead Executive: Hayden Lansdell, Assistant Deputy Minister

Background

Governments around the world are using digital tools and practices to provide better services to people and business. A digital government uses modern technology, as well as the culture and practices of the modern age, to deliver services that are deserving of people’s trust.

With support and leadership from the Ministry of Citizens’ Services (CITZ), the Government of BC is progressively adopting digital tools and practices. In July 2019, the Office of the Chief Information Officer launched a Digital Framework with partners across government (see attached). The Framework established priority actions to accelerate the transition towards digital government, largely by modernizing tools as well as the cultures, processes and policies that support their adoption.

CITZ has supported partners across government in delivering digital services. Examples:

- Health Gateway (Ministry of Health) – an online portal for BC residents to securely access their health records at any time, from anywhere, using the BC Services Card mobile app; and,
- Robotic Process Automation (Ministry of Social Development and Poverty Reduction) – a process to use software bots to eliminate repetitive tasks for employees. Since September 2018 the ministry has saved over 900 hours/month verifying applicant information.

CITZ also partnered across government to provide a suite of digital services in response to the COVID-19 pandemic. Examples of government’s digital response to the pandemic:

- COVID-19 Self-Assessment – The Ministry of Health launched a self-serve application for information on COVID-19 symptoms;
- Supply Hub – Emergency Management BC created a platform to enable critical sectors to purchase surplus Personal Protective Equipment from core government; and,
- Transition to remote work – Core government seamlessly transitioned to working remotely to respond to public health orders.

Current Context

British Columbians expect easy access to simple online government services. Public servants expect digital tools to do their jobs. CITZ has been effective in supporting digital change in certain areas.

For example, it has accelerated digital projects through the BC Exchange Lab, making it easier for ministries to meet their objectives using technology. It has improved online services, making them better customized to the needs of users. It has provided strong solutions for digital identity through the BC Services Card, making it easier for British Columbians to access trusted online services. It has modernized tools and infrastructure for delivering digital services, including by updating government’s approach to hosting. Through its support for the Digital Investment Board, it has promoted adoption of best practices across government.

Although government has made good progress, it continues to have opportunities to advance priorities established in the Digital Framework. Examples of ongoing efforts:

- Funding – Investments in information management and information technology (IM/IT) have not always delivered the anticipated value. CITZ identified opportunities to modernize the way technology is funded, making decisions more evidence-based, transparent, consistent, agile-friendly, and focused on value to citizens. It instituted a technical review of all investment proposals to enhance coherence across government.
- Policy – Many IM/IT policies had become outdated relative to advances in technology. CITZ has updated select digital policy instruments to ensure information, data, and resources are consistently managed across government. It introduced 10 Digital Principles to guide digital service development and delivery; they include designing with people and embedding inclusion, managing risks proportionately, and taking an ecosystem approach. Further work on the policy suite is required.
- Modern tools – Government’s long-term, traditional data centre contracts are expiring by 2025. Ministries are seeking guidance on the use of modern tools and infrastructure, including cloud. In late 2019, government amended the *Freedom of Information and Protection of Privacy Act* to enable certain aspects of using Canada-based cloud technology in BC. CITZ is now advancing a new Hosting and Application Development Framework to provide clear direction on how to build and host applications that support digital services.

Through activities like those identified in the Digital Framework, government continues to improve how it delivers the services that matter most to people. Benefits include improving citizen experience, reducing costs, supporting the BC economy including through innovative procurement programs, and de-risking major IT projects. Advancing digital change and modernizing government will continue to require cohesive, government-wide investment and prioritization.

Major Activities since July 2017

- July 2019 – Released initial Digital Framework.
- October 2019 – Created digital.gov.bc.ca, a citizen-facing portal, for insight into digital government in BC.
- February 2020 – Reached consensus on digital principles for government.

Key Decisions Required by June 2021

- Having made significant progress delivering on commitments in the Digital Framework, government has an opportunity to refresh its strategy for modernizing and embracing digital government. Based on ongoing work to update government’s digital operating model, there may be opportunities to advance an ambitious, government-wide plan for digital government. There will also be ongoing opportunities to advance elements of the policy framework for digital change, including through discussions at Treasury Board.

Digital Framework



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Executive Summary

Digital technologies are transforming the way British Columbians live and work. To meet their expectations of government, we must transform too.

This Framework—a draft—sets out our plan to harness contemporary tools and ways of working to make government more modern, reliable and responsive to British Columbians' expectations. Our goals are to:

1. **Provide easy to use online services** for all British Columbians.
2. **Understand and address today's complex social challenges** using trusted information.

To deliver on these goals, our first actions are to:

- Establish a Digital Services Office and digital standards to bring modern tools and ways of working into the hands of all public servants.
- Create a new digital and data policy framework to guide the work of public servants.
- Invest in self-serve and easy to use common components to help teams deliver digital services faster and more cost effectively.
- Modernize the way technology is funded to accelerate the speed at which digital initiatives get off the ground and achieve better value from our investments.

We will co-develop both this framework and the actions that it sets out. We will work in the open—the more eyes there are on something, the better it gets. And we will deliver early and often to continuously improve our products and services as we learn how they are used.

Share your ideas, follow progress and learn more about the amazing digital services teams from across the BC Public Service are building at www.gov.bc.ca/groups/digital-government.

What do we mean by common components?

When you access a government service online, you probably think about the public-facing parts of the service like the website or online form. But underlying these services are important pieces of infrastructure that can solve common problems for all of government. These building blocks are common components—for example, a way to tell government who you are, apply for a permit, pay government or get notified about something.



Introduction

How can we understand and meet British Columbia's changing expectations?

A social shift is underway. The internet has changed our lives—it has never been easier to connect with one another, borrow a car, book an appointment, find a place to stay or translate a language. Private sector companies have driven this change by inventing new technologies and ways of working to stay ahead of the competition.

These advances have also changed people's expectations of government. At every level, the public sector has been grappling with the changes digital technologies have brought—and continue to bring—to our communities, our economy and our environment. Here in B.C., technology has started to transform the way government delivers programs and services. Our ministries and agencies have started adapting to these changes by adopting new tools and ways of working.

This transformation has only just begun. This digital framework—a draft—sets out actions that will help us achieve our goals. It will guide our continued transformation so that we can meet the rapidly changing needs of British Columbians.

Developed by the Ministry of Citizens' Services in consultation and partnership with others across government, this framework will help to optimize how we operate. It will help us make the best possible use of modern processes, business models and technologies to become a more effective government.

We are well on our way to becoming a digital government.



What is Digital Government?

*Every aspect of our work in government relies on technology. But what is the difference between **using** technology and **being** a digital government?*

Digital governments use the culture, processes, business models and technologies of the internet era to improve the way they work¹. As a government, this means being able to work across organizational boundaries (inside and outside government) to share tools, data and learning to deliver government's priorities at the fastest pace, lowest cost and greatest equity.

Becoming a digital government means using digital tools and approaches to provide easy to use online services for all British Columbians and to use trusted information to understand and address today's complex social challenges.

¹ Definition from Tom Loosemore, Public Digital.

Framing the Problems

Three basic questions framed the consultations upon which this framework is based:

- What problems are we trying to solve?
- Is there anything that prevents us from solving those problems?
- If so, what needs to change?

We found four clear answers. But we also found an underlying theme: we are working on digital initiatives in pockets of government, *despite* our current structure and systems, not *because of them*. It's time to drive a coordinated shift towards digital government.



We need to deliver services that meet people's needs, faster.

Today, providing services to citizens or implementing government priorities involves technology. Yet it takes government about three years to plan and deliver a technology project, and the online services we deliver are not meeting citizens' expectations—B.C.'s client satisfaction score for online services was 59%. We can do better to meet people's modern expectations.



We need trusted information to respond to complex social challenges

B.C. is facing complex challenges like an opioid crisis and a lack of affordable homes. But organizational silos and poor quality data can affect our ability to understand and respond to these kinds of problems. With high quality integrated data and the policies and culture to make use of it, we can gain new insights that can help us make more informed decisions on these kinds of complex issues.



We need to spend more wisely

Every year, government spends nearly \$500M on technology, yet over 90% of this spending goes to maintaining old systems rather than investing in improved digital services and common components. We need to spend more wisely with smaller and more iterative approaches to building and funding technology. We also need to build and reuse common components to help teams deliver digital services faster and more cost effectively.



We need to empower public servants and give them the right tools to do their job

Public servants closest to operational or service delivery challenges aren't always empowered to solve them even though they are often best positioned to do so. We need to reimagine how we work to enable practices, processes and tools that allow public servants closest to a problem to address it.

What will change?

*What will change about the way government implements its **mandates and policies**?*

Consider the following scenario. An executive in government has been asked by her minister to implement a high priority mandate, fast. Her task is to improve mine oversight in B.C. Technology is embedded in everything we do in government, and this public servant knows that she will need simple, intuitive ways for the public to have their say on mining issues. She will also need data-driven back-office systems to help her team improve mine oversight. But she also knows that it could take years to unlock funding and years more to deliver on her mandate using today's policies, technologies and ways of working.

In the future, this public servant will be able to get to work fast thanks to modern policies, an agile-friendly funding process and simple digital standards that will guide her work. She will form a team and take a user-centered approach to understanding the problems they need to solve. She will then guide her team through a well-defined iterative development process using modern tools and ways of working. She will be able to show real progress to her clients in a matter of weeks, not years.

*What will change about the way government approaches **cross-cutting problems** like **mental health**?*

Consider the following scenario. A public servant is working on a challenging issue – helping children and youth that experience mental health challenges. He knows that this is a tough, cross-government challenge, but has struggled to find the right information to inform the policies his team creates.

In the future, teams of public servants like this one will have access to the Data Innovation Program, which helps public servants conduct safe research and analysis using cross-government data. This type of analysis could yield new insights for this public servant, helping his team understand how children and youth use government services. Ultimately, programs like the Data Innovation Program will help public servants design more effective policies, programs and services.



Introducing the Digital Framework

It's time to accelerate change

This digital framework builds on work already underway in pockets across government. For example:

- British Columbians can access government services using a digital identity card.
- We created the Civil Resolution Tribunal, Canada's first online tribunal, and made the platform usable by others.
- We have developed innovative procurement solutions such as Sprint With Us.
- We have introduced process automation in a number of service areas.
- We have safely integrated data from across government to provide trusted information and new insights on complex problems.
- Teams from across government working in the Continuous Service Improvement Lab are using modern tools and approaches to solve problems faster, with better outcomes, at lower cost.

However, these projects have largely happened in pockets of government, without the benefit of supports like integrated policies, standards or common components. Implementing this framework will establish these supports, helping us accelerate our shift to becoming a digital government.

With the digital framework as our guide, we will work horizontally across organizational boundaries, sharing and reusing tools, data and learning to:

- **Provide easy to use online services** for all British Columbians.
- **Understand and address today's complex social challenges** using trusted information.

It's only by transforming ourselves into a collaborative, integrated organization fit for the digital age that we will meet the needs of British Columbians.

Four priorities under the framework



1. Services to Citizens

Simple, easy to use online services that meet British Columbians' changing expectations.



2. Data and Information

Sharing data across government's organizational boundaries in safe, privacy-protecting ways to deliver truly citizen-centered services and better understand today's complex social challenges.



3. Digital Inside

Empowering public servants with modern processes, tools and practices so that they can do their jobs best.



4. Connected Outside

Partnering with others outside government to deliver better value to British Columbians.



Services to Citizens

Simple, easy to use online services that meet British Columbians' changing expectations.

Under the digital framework, the first priority is to use digital technologies and ways of working to deliver simple, easy to use online services for People and Businesses. To achieve this, any initiative should begin with a strong understanding of the end users' needs. We will also need to equip our digital service teams with the tools and processes they need to deliver value faster on government priorities.

Modern digital services should be:

- Based on user needs identified through research with users.
- Designed and tested with the people who will be using them.
- Accessible and inclusive for all British Columbians, regardless of their level of ability, the kind of devices they use, their location, or their environment.
- Designed to work end-to-end, including website content, the transactional service, the policies and back-office functions, and any offline parts of the service.
- Joined up across all channels to meet users' needs regardless of whether they access the service online, by phone, by mail or face to face.



Services to Citizens

Priority Actions

Objective

01 Launch digital standards that set the expectation that teams will use user-focused, agile approaches, open standards and common components to develop digital services.

Digital services meet British Columbians' modern expectations.

02 Identify and invest in self-serve and easy to use common components.

People will have a common experience of government, and digital teams will be able to deliver services quickly and cost-effectively.

03 Improve BC Services Card onboarding to make it simpler for ministries to use.

British Columbians will have a safe, common way to identify who they are when interacting with government.

04 Scale OrgBook BC and the Verifiable Organizations Network to help people share and verify important credentials about B.C. businesses.

Faster, more streamlined services for businesses in B.C.

05 Deliver two new digital services to demonstrate the value of modern tools and ways of working.

Two new simple, fast and intuitive digital services that meet the needs of British Columbians.



Data and Information

Sharing data across government's organizational boundaries in safe, privacy-protecting ways to deliver truly citizen-centered services and better understand today's complex social challenges.

The foundation of a modern digital government is data. It is at the core of evidence-informed decision-making and simple, intuitive services. To be a digital government, we need reliable data that is safely integrated across organizational boundaries so that it tells the whole story. We must also continue expanding access to government data to drive innovation and promote greater transparency. It is only by creating the policies, cultures and tools to safely and easily share data across our organizational boundaries that we can achieve our goals.



Data and Information

Priority Actions

Objective

- | | |
|---|--|
| 01 Create an updated digital and data policy framework, starting with modernizing Core Policy on information management and information technology management. | Better use of data to support the public good while protecting sensitive and personal information. |
| 02 Convene an ongoing public engagement process to discuss the use of digital technologies and data for social, environmental and economic benefit. | Co-development of a trusted approach to using digital technologies and data to better serve people and businesses in British Columbia. |
| 03 Deliver the Data Innovation Program, which provides ministries with safely integrated cross-government data to better understand important policy issues. | Improved decision-making about B.C.'s most complex issues, such as housing affordability and the opioid crisis. |
| 04 Identify priority data registers, trusted datasets that can be reused across government, and invest in making them easy to use and re-use. | Improved service delivery to citizens, who will not need to understand how government is internally organized to access services. |



Digital Inside

Empowering public servants with modern processes, tools and practices so that they can do their jobs best.

To deliver better programs and services for British Columbians, we need an equipped and empowered public service. This means coordinating a shift towards more digital ways of working. It means having guiding policies and governance firmly in place. And it means ensuring employees have the tools and skills they need to deliver value faster on government priorities.

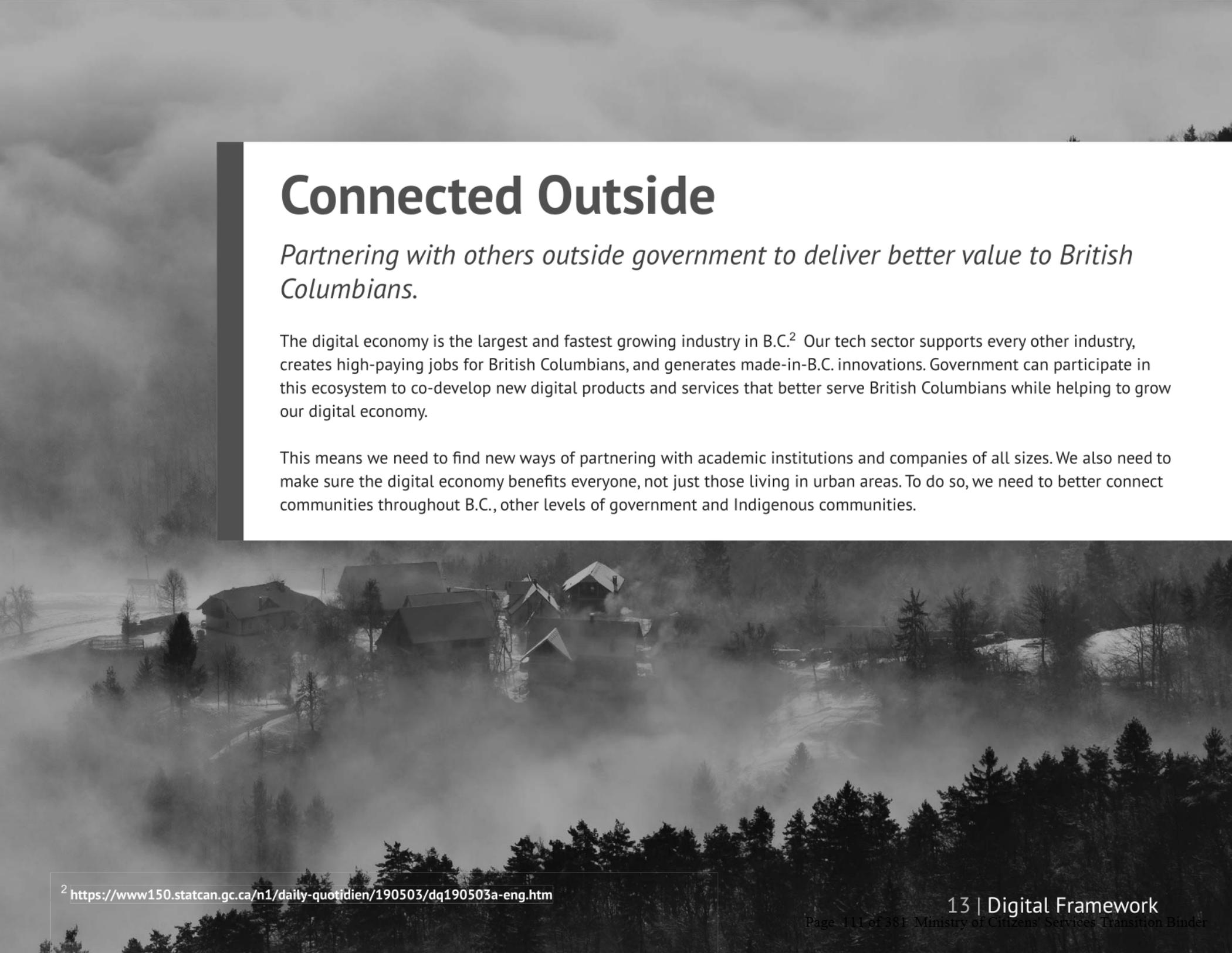


Digital Inside

Priority Actions

Objective

-
- | | |
|---|--|
| 01 Create a Digital Services Office to help bring modern tools and ways of working into the hands of public servants. | Public servants will have better access to and guidance to support modern tools and ways of working. |
| 02 Modernize the way technology is funded. | Funding for priority digital initiatives will be faster, agile friendly, more flexible, evidence-based, and ensure better value. |
| 03 Provide clear direction to government on the use of modern tools and infrastructure. | Digital teams will have the tools they need to deliver better value to citizens, faster. |
| 04 Develop a program to develop and retain digital talent in the public service while also attracting new talent. | The BC Public Service will be better equipped to deliver government's priorities. |
| 05 Transform the way Citizens' Services delivers services to ministries using Service BC's model for serving citizens. | Ministries across government will receive better services from Citizens' Services. |
-



Connected Outside

Partnering with others outside government to deliver better value to British Columbians.

The digital economy is the largest and fastest growing industry in B.C.² Our tech sector supports every other industry, creates high-paying jobs for British Columbians, and generates made-in-B.C. innovations. Government can participate in this ecosystem to co-develop new digital products and services that better serve British Columbians while helping to grow our digital economy.

This means we need to find new ways of partnering with academic institutions and companies of all sizes. We also need to make sure the digital economy benefits everyone, not just those living in urban areas. To do so, we need to better connect communities throughout B.C., other levels of government and Indigenous communities.

² <https://www150.statcan.gc.ca/n1/daily-quotidien/190503/dq190503a-eng.htm>



Connected Outside

Priority Actions

Objective

-
- | | |
|--|--|
| 01 Extend and share B.C.'s world-leading digital procurement programs like Sprint With Us. | Government buying will help grow local economies, create local jobs and takes advantage of made-in-B.C. innovations. |
| 02 Launch digital.gov.bc.ca, a website that will showcase our work on digital government | B.C.'s work on digital transformation will be shared and amplified, helping us better connect with our partners. |
| 03 Continue expanding connectivity for rural and Indigenous communities in B.C. | Increased economic and social development, educational opportunities, access to digital services, health and public safety for all British Columbians. |
| 04 Pilot the development of a data commons ³ , starting by creating a governance model to share natural resources and emergency management data. | Enhanced collaboration with other levels of government, First Nations and industry to solve complex problems using data. |
-

³ What do we mean by Data Commons?

Data commons bring together data to support analysis and sharing. They include the technical platform where data is brought together, but more importantly, data commons define common principles and governance structures to make sure data is shared safely.



First Actions

Four priority actions to build momentum across government

With the digital framework in place, we will start implementing four priority actions that will build momentum for our transition into a digital government:

- 01** Establish a Digital Services Office and digital standards to bring modern tools and ways of working into the hands of all public servants.
- 02** Create a new digital and data policy framework to guide the work of public servants.
- 03** Identify and invest in self-serve and easy to use common components to help teams deliver digital services faster and more cost effectively.
- 04** Modernize the way technology is funded to accelerate the speed at which projects get off the ground and achieve better value from our investments.

To demonstrate the value of modern tools and ways of working, we will also deliver and showcase two new digital services that will make it easier for people and businesses to interact with government. Our new Digital Services Office will develop one of these digital services, and another ministry in government will lead the other with our support. We will report regular progress as we develop these digital services.



Our Approach

Learning by doing

This framework is our starting point. It sets out our approach—the guiding policies, key goals and direction for the future. But it also leaves space for learning and adapting. For that reason, we will continuously update and improve the framework as we learn by doing.

We also recognize that this framework sets a high-level, government-wide plan, and that ministries will need more detailed plans and strategies. The digital framework will provide a foundation for ministries to develop their own digital plans and strategies to modernize the services they provide and optimize the way they operate.

Share your ideas, follow progress and learn more about the amazing digital services teams from across the BC Public Service are building at www.gov.bc.ca/groups/digital-government.

Our Commitment

To the BC Public Service



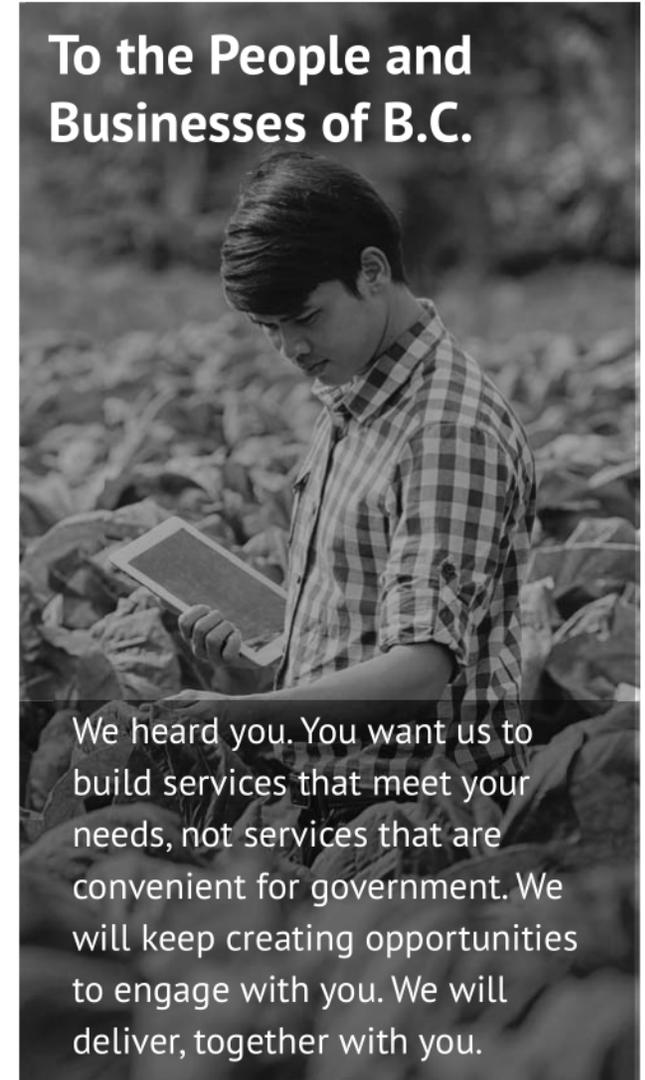
Digital is the new normal. Take advantage of the support available to learn modern approaches to work, and keep improving how you serve B.C.

To Our Partners



We will make it easier for you to work with us to create public value. Join us, challenge us, contribute with us on our shared mission to build a better province.

To the People and Businesses of B.C.



We heard you. You want us to build services that meet your needs, not services that are convenient for government. We will keep creating opportunities to engage with you. We will deliver, together with you.

Connect, contribute and track our progress at www.gov.bc.ca/groups/digital-government



BRITISH
COLUMBIA

DATABC PROGRAM

Digital Platforms and Data Division

Lead Executive: Hayden Lansdell, Assistant Deputy Minister

Background

The DataBC program, established in 2010, provides the common components that enable the public sector to manage, share and use data in government and open data for use by citizens, businesses and academia. The DataBC program supports the sharing of data across organizational boundaries through services that enable data discovery, sharing, geocoding and mapping. The DataBC program's services allow public bodies to digitize business processes and improve service delivery.

Current Context

All ministries and 39 additional public bodies rely on the DataBC program to find, share and use data. The DataBC program's common components support more than 200 public sector systems. These include applications that support wildfire and emergency management, help British Columbians locate child care and mental health services, and provide real-time data about driving and road conditions.

Public bodies use the BC Data Catalogue to make more than 1,500 open datasets available to citizens, industry and academia. The program's BC Address Geocoder is relied on across government to improve the quality of address data. It is more accurate than Google in rural areas and, in times of crisis and natural disaster, it has been used by the Ministry of Children and Family Development to quickly locate and provide support to children in care.

The Ministry of Health uses the DataBC program's BC Route Planner to identify ideal locations for new diagnostics facilities, based on driving distances from population centres and the program's web mapping services were used by the Justice sector to publish a map of unidentified human remains, representing 200 unsolved cases. Since its publication in March one of these cases has already been solved.

Major Activities Since July 2017

- December 2017 – High Availability Data Sharing Services – Delivered improvements to data sharing services that significantly enhanced availability and eliminated scheduled downtimes. These improvements increased capacity and decreased service interruptions for government business areas that rely on data sharing services for day-to-day operations, including resource management and emergency services.
- October 2018 – Data Roadmap – Developed an 18-month roadmap to improve data maturity in the Province, identifying key actions in the areas of policy, talent management, data literacy and technology.
- Spring 2019 – Developed Capacity for Sharing Streaming Data – Developed capability to deliver real-time streaming event data using wildfire and lightning strike data.
- Summer 2019 – BC Data Catalogue Improvements – BC Data Catalogue was updated to improve data discovery of sensitive data required for decision-making. The first use case for this capability supports Gender-Based Analysis Plus.

Contact: Alex Ritchie, Director
Ministry of Citizens' Services

Phone: (778) 698-2971
Date: October 13, 2020

- Spring 2020 – Launched TransLink Truck Route Planner – Developed a new digital trip planning tool, in partnership with TransLink, to help commercial vehicle operators plan their routes across greater Vancouver.
- Summer 2020 – Secure Data for Forest Tenures – Delivered secured data sharing services to enable Ministry of Forests to develop digital system to meet complex needs of users introduced by new legislation.

Key Decisions Required by June 2021

- Fall 2020 – Accelerating Public Access to BC Assessment Data – Decision on whether to accelerate the timeline for publication of a limited subset of BC Assessment data before planned 2022 open data release. The data has been identified from the Ministry of Jobs, Economic Development and Competitiveness to support economic recovery efforts, Integrating Industrial Lands into the Community Information Tool.
- Winter 2021 – Funding for New Technology to Support safe Data Exchange – Decision for funding for Application Programming Interface technology for digital tools that safely allows government information and programs to be connected.

DATA SCIENCE SERVICES

Digital Platforms and Data Division

Lead Executive: Hayden Lansdell, Assistant Deputy Minister

Background

The Digital Platforms and Data Division leads the Data Innovation (DI) Program and the Data Science Partnerships (DSP) Program to support effective data analytics to improve decision-making about BC's most complex issues.

The DI Program is a data integration program for government, which provides access to linked and de-identified data in a secure research platform. This program enables government to create new population-level insights about complex issues, which can lead to better programs, policies and services for British Columbians. The DI Program is supported by Population Data BC, a highly reputable academic organization that has facilitated population-based research for over 20 years.

The program's privacy and security framework is based on the internationally recognized Five Safes model, as well as legislation (*BC Statistics Act*) which prohibits the identification of individuals.

The data integrated through the DI Program spans seven ministries (Ministry of Advanced Education, Skills and Training, Ministry of Education, Ministry of Health, Ministry of Children and Family Development, Ministry of Public Safety and Solicitor General, Ministry of Social Development and Poverty Reduction, Ministry of Jobs, Economic Development and Competitiveness and the Ministry of the Attorney General), four broader public sector organizations, and over 134 individual data files from Statistics Canada grouped in 36 different data sets. These person-centred data files are brought together, de-identified and made ready for analysis under the care and control of government.

The Data Science Partnerships Program is a set of services established as a companion to the DI Program to address calls for support from ministries. The DSP Program builds data science capacity in the BC Public Service by providing tools, training and data scientists and supporting ministries in using the DI Program. The DSP Program fills capacity gaps identified by stakeholders, including cross-ministry partnership building, data science (study design, machine learning, advanced analytics), and project facilitation.

Current Context

Government efforts to evaluate the impact of programs and services has increased demand for data analytics services, including developing data integration and machine learning skills. Since the DI Program opened in 2018, five projects have been completed and seven projects are currently underway, with several more being planned. Recent projects in DI Program with support from DSP include:

- Identifying patterns in the services used by children and youth experiencing mental health challenges;
- Examining whether a guaranteed basic income could work in BC, what it would cost and whether it would be better than our existing social support system;

- Analyzing the complex needs of children and youth in care are and what model of care can best address those needs; and,
- Analyzing the homeless population in BC based on cross-ministry data on service usage in order to help reduce and prevent homelessness.

In addition to projects occurring in the DI Program, the DSP Program is supporting three additional data projects and five more projects are under development.

Major Activities since July 2017

- November 2017 – Office of the Information and Privacy Commissioner reviewed the DI Program’s Privacy Impact Assessment.
- May 2018 – The DI Program’s first research project was approved.
- April 2019 – The Basic Income project was undertaken within the DI Program.
- October 2019 – The DSP Program hired data science fellows, hosted in the Ministry of Social Development and Poverty Reduction, Ministry of Education and the Ministry of Public Safety and Solicitor General.
- October 2020 – DSP data science fellows completed capstone projects and concluded their fellowships. All three successfully won government positions.
- As October 2020 – The DSP Program has chaired a Data Science Community of Practice and hosted 24 events with 597 participants and provided 9 training days to 390 attendees.

Key Decisions by June 2021

Advice/Recommendations

EXCHANGE LAB
Data and Digital Platforms Division

Lead Executive: Hayden Lansdell, Assistant Deputy Minister

Background

Over 100 digital services have been developed by partners across government using the modern methods and technologies established and supported by the Lab and the community it cultivates. Example products include:

- Health Information Gateway: a tool to empower citizens with access and control over their health records any time, on any device, including their COVID-19 lab results.
- Greenhouse Gas Industrial Reporting & Control: part of the implementation of the CleanBC strategy, this system helps the Climate Action Secretariat to better understand industrial greenhouse gas emissions in the province, enabling the development of programs to reduce emissions.
- Mines Digital Service: contributing to government’s response to the Office of the Auditor General’s report on mining compliance and enforcement, this suite of scalable, open source, data-driven systems adds transparency and rigor to mining regulatory processes.
- Verifiable Organizations Network / OrgBook BC: a searchable public directory of verifiable data about organizations legally registered in British Columbia. BC businesses are now empowered with a locally-issued trusted digital identity that can be used globally, enabling the faster, safer creation and management of BC businesses. This tool has been integral to enabling a handful of COVID-19 response initiatives in support of BC businesses.

Aligned with key enablers of modern public service delivery, the Exchange Lab is composed of three separate but closely linked teams: (i) Strategic Design & Delivery, (ii) Digital Marketplace, and (iii) Platform Services.

The Strategic Design & Delivery Team delivers services similar to those provided by vendor professional services and technology implementation firms but are delivered at significantly lower cost and greater client satisfaction. Since 2016, pre-COVID-19, these services were typically delivered at the Lab’s physical space at 1012 Douglas Street, in Victoria. That approach involved establishing teams for a “residency” period at the Lab, helping the team clarify challenges to services and to develop digital applications that respond to citizens expectations. When fully operational, the physical Lab hosts up to 10 teams at a time from various ministries; concurrently, the Exchange Lab team advises and supports dozens more teams outside the Lab every year.

In order to more rapidly access these innovative outside supports, the Lab developed and operates - in partnership with the Ministry of Citizens’ Services (CITZ) Procurement and Supply Division – the Digital Marketplace. The Marketplace’s procurement instruments have injected nearly \$15 million into the BC economy, enabling the scale-up of a number of prominent BC technology start-ups.

With teams established, a typical barrier to action for program areas is the BC Government’s standard digital (hosting and application development) infrastructure – on these legacy tools it can take months to put a digital service into production. In response, the Lab’s Platform Services Team builds and supports – in partnership with CITZ’s Enterprise Services Division – the modern infrastructure that is a necessary enabler of fast and efficient service delivery. This “DevOps Platform” has been a critical enabler of many of BC’s COVID-19 digital response initiatives. The team also supports a community of developers from every corner of the province, and beyond.

Current Context

The Exchange Lab has played a pivotal role enabling government to respond to critical COVID-19 service delivery challenges. Specifically, the Exchange Lab teams led or were instrumental in delivering products including (but not limited to):

- Travel screening applications (returning travellers, silviculture workers, temporary foreign workers – collaboration of Ministries of Health and Public Safety & Solicitor General).
- The Supply Hub (both for collecting offers and for selling PPE – Emergency Management BC).
- The Employment Variance Application for Temporary Layoffs (Ministry of Labour).
- BC 211 (web and call center) (collaboration of Ministry of Health and the Office of the Office of the Seniors Advocate).
- Dormant Sites Reclamation Program (Ministry of Energy, Mines and Petroleum Resources).
- Small and Medium Business Recovery Grant Program, Business Confidence Application and Community Information Tool (Ministry of Jobs, Economic Development and Competitiveness).

The capabilities of the teams, network and Executive that built these products would not have existed without prior Lab residency, or in situ coaching, support and enabling technology services.

Major Activities Since July 2017

- May 2018 – Launch of Sprint with Us, a procurement tool to quickly acquire technology teams.
- November 2018 – Organizational changes, including CITZ investments in staffing the Lab team.
- Fall 2019 – Engagement across government to help define demand for platform products; capital infusion through the Digital Investment Board to enable greater stability, security, and broader adoption of modern technology across the BC Public Service.
- Fall 2020 – Information Management / Information Technology Operating Model Treasury Board submission, which seeks to extend across the Public Service the modern ways of working piloted at the Exchange Lab.

Key Decisions Required by June 2021

None.

DIGITAL ARCHITECTURE AND COMMON COMPONENTS SERVICE

Digital Platforms and Data Division

Lead Executive: Hayden Lansdell, Assistant Deputy Minister

Background

As the Government of BC embraces digital government, the Ministry of Citizens' Services (CITZ) is working to support an enterprise approach, empowering partner ministries across government. In support of a collaborative, government-wide approach to digital change, the Digital Architecture and Common Components service is intended to support the quality, efficiency and sustainability of government's Information Management / Information Technology assets and the services that they support.

Common components are an important element of effectively transitioning towards digital government. They are repeatable design patterns in providing coherent digital services. Richard Pope of the Harvard Kennedy School defines them as "shared components...[that] solve common problems for the whole of government (and potentially beyond). For example: sending a text message, hosting a web application, taking a payment or signing a document".

Investments in digital architecture and common components are expected to support:

- Digital services that meet the expectations of British Columbians;
- Common citizen experience of government services; and,
- Digital teams that deliver services quickly and cost effectively.

Current Context

This service is being established with partners across government. Work has been underway since January 2019. Initial priorities include establishing sound governance and launching a repository of common components. CITZ has also made significant progress in developing guidance for ministries on aligning their applications with a coherent, government-wide approach, specifically through a Hosting and Application Development Strategy.

Major Activities since July 2017

- January 2019 – Established the Enterprise Architecture Branch and role of the Chief Digital Architect. The branch's mandate is to develop and implement strategies to enable digital government, including through a common components program, guidance to partners across government, and a future state IT blueprint.
- Summer 2019 – Established a government-wide vision for common components. Established a business capability model, maturity model and reuse rating.

Key Decisions Required by June 2021

- CITZ will continue to strengthen investments in digital architecture and common components. As this work matures, there may be opportunities to continue to align project spending and digital investment with a coherent, government-wide approach, including through deliberations on specific projects at Treasury Board.

Contact: Mac Campbell, Executive Director and Chief Digital Architect
Ministry of Citizens' Services

Phone: (250) 216-8768
Date: October 13, 2020

BC CLOUD INITIATIVE Digital Platforms and Data Division

Lead Executive: Hayden Lansdell, Assistant Deputy Minister

Background

Cloud computing is the delivery of computing services – including computing, storage, databases, etc. – over the Internet to offer faster innovation, flexible resources, and economies of scale. The term is generally used to describe data centres available to many users over the Internet.

Cloud computing represents a fundamental shift in the delivery of Information Technology (IT) services. Adopting cloud computing will help the BC government to maintain IT service excellence during a period of increasing demand for digital services and timely access to emerging technologies.

Enabling cloud will improve the timeliness and quality of the digital services citizens upon which citizens rely. The demand for cloud services comes from ministries but also the broader public sector – from health authorities to school districts, municipalities to contracted social service providers.

The Office of the Chief Information Office (OCIO) is leading the BC Cloud Initiative – a collaboration between all relevant areas of the Ministry of Citizens' Services, including Privacy, Security, Procurement, Architecture and Enterprise Design that aims to develop and implement a corporate approach to cloud adoption. A centralized approach under the OCIO is required in order to ensure there is a coherent approach to cloud adoption across government as well as the broader public sector.

Current Context

Adoption of cloud is progressing across the BC government and the broader public sector. An exponential growth of cloud adoption in government is expected over the next few years as cloud storage and tools become the new norm in the market.

Ministries and public bodies expect the OCIO to provide the leadership, guidance and support required to maximize the benefits of cloud and manage and mitigate any potential risks of its adoption. Data security and privacy protection is of paramount importance to cloud adoption in British Columbia.

The BC Cloud Initiative is employing client-oriented methods to developing an approach to cloud adoption. These methods allow us to better understand our clients' needs, pilot solutions with small groups, and scale the solutions once they have been validated. The BC Cloud Initiative is also exploring a partnership with the federal government to leverage the progress it has already made in supporting safe cloud adoption.

Major Activities since July 2017

- Oct 2019 – Completion of Cloud Service Design Project. Findings and recommendations highlight the opportunity areas for OCIO to focus effort on.
- Oct 2019 – The *Freedom of Information and Protection of Privacy Act* was amended to authorize public bodies to disclose personal information inside and outside Canada for processing that is automated and temporary. This amendment allows the use of cloud-based functionality (e.g., spell check) of the tools that public servants used everyday such as Word, Outlook and Google Analytics.
- December 2019 – Establishment of a Cloud Pathfinder team to develop and test corporate approaches to cloud adoption.
- September 2020 – Onboarded to the Government of Canada’s Cloud Brokerage Service as a pilot to leverage the federal government’s procurement and security compliance efforts in the development of the OCIO’s managed cloud service.

Key Decisions Required by June 2021

Advice/Recommendations

DIGITAL INVESTMENT PORTFOLIO Office of Chief Information Officer

Lead Executive: Hayden Lansdell, Assistant Deputy Minister

Background

Government manages a diverse digital investment portfolio designed to deliver great services for British Columbians. Investments in digital services and systems are overseen by the Digital Investment Board (DIB), a committee of Deputy Ministers. Core government's digital investment portfolio includes the minor Information Management / Information Technology (IM/IT) capital budget. The Ministry of Citizens' Services manages this budget on a day to day basis through the Office of the Chief Information Officer (OCIO).

The minor IM/IT capital budget can be used for projects valued at less than \$10 million in a fiscal year and \$20 million in total. Capital projects above these thresholds are classified as major projects and must be submitted to Treasury Board for approval.

The OCIO manages the digital investment portfolio to enable ministries to deliver services that people count on. The portfolio also aims to sustain core IM/IT systems, strengthen the security and management of information, and support efficient government operations. The OCIO works to ensure coherence in digital investments across government.

Tactics that the OCIO uses to manage the IM/IT capital budget include:

- Gated funding – Projects can be broken into smaller pieces with gated funding approvals to ensure benefit realization for each deliverable before receiving additional funding.
- Technical support – The OCIO has a small digital support team that provides technical expertise and oversight to support ministries in aligning with best practices.
- Oversight – Comprehensive quarterly reviews and reporting are in place to ensure project challenges are identified and risks are addressed early in the project cycle.

Current Context

The minor IM/IT capital envelope is currently valued at approximately \$110 million per year. British Columbians expect easy access to simple digital services from government. As ministries seek to access funds to provide these services, the OCIO works to align investments with government priorities, build coherence across government, and ensure a strong focus on user experience.

Governments around the world are modernizing to make better use of technology in today's digital world. Growing interest in accessing government services online, when and where people need them, suggests that demand for technology funding will continue to grow. The way that technology is funded also needs to continue to improve to align with global best practices.

There is significant demand for IM/IT capital from across government. In total, there are 84 active projects funded in fiscal year 2020-21. These projects range from individual applications for ministries to engage with people to major Information Technology systems.

Examples of completed projects include:

- A mobile app for Drive BC to provide information on road events and road conditions.
- A website and online registry to combat the manufacturing of counterfeit pills, particularly those containing opioids, by ensuring that pill presses and related equipment are only in the hands of legitimate owners and businesses.
- A public-facing application allowing citizens and businesses to apply for private, non-medical cannabis retail licences and an application for worker security verification for private cannabis retail store workers.
- Improvements to the technologies, tools and data to support wildlife incident management.
- Improvements to the system that supports the delivery of medical supplies to approximately 3,000 children and 6,000 adults that rely on life sustaining and quality of life medical products.
- Continuing capital maintenance for over 1,500 applications used in ministries to manage operations and deliver services to citizens.

Major Activities since July 2017

- The IM/IT budget has funded elements of government’s COVID-19 pandemic response. This work has focused on supporting the continuity and accessibility of essential services to all British Columbians. Examples include:
 - BC Emergency Benefits for Workers – a project to enable online applications and access to financial relief to workers who lost income due to COVID-19.
 - Mental Health and Substance Use Virtual Care – online applications to support emergency responders and youth, two groups particularly impacted by COVID-19.
 - A mobile app to allow citizens to book appointments using their BC Services Card for authentication.
 - Launch of new service delivery channels, including video validation to activate the BC Services Card, online access to medical test results, and access to relief programs including from the federal government (e.g., Canada Emergency Response Benefit, Income Tax, disability assistance).

Key Decisions by June 2021

- Government will continue to face opportunities to optimize management of the minor IM/IT capital envelope. Beginning in 2020, the OCIO instituted a technical review for all proposed IM/IT investments from across government. This review continues to create opportunities to align investments with best practices, including by funding high performing agile teams, prioritizing user experience of digital services, and focusing on high impact results.

CRITICAL SYSTEMS STANDARD

Digital Platforms and Data Division

Lead Executive: Hayden Lansdell, Assistant Deputy Minister

Background

Mandatory policies in the Government of BC are set out in the Core Policy and Procedure Manual. The relevant section on information management and information technology (IM/IT) establishes that the Government Chief Information Officer “develops, proposes, and maintains corporate-wide IM/IT policy, procedures and standards, and evaluates compliance.”

To support this mandate, the Office of the Chief Information Officer (OCIO) leads strategy, policies and standards for telecommunications, information technology, cybersecurity, and is accountable for the operation of technology infrastructure for the Government of British Columbia. Part of this work includes managing a broad suite of diverse IM/IT standards.

Depending on the criticality of the business services that are impacted, disruptions to IM/IT can be very problematic. They can be costly and create significant hardship for stakeholders, including citizens that depend on government services. In 2015, the OCIO implemented a Critical Systems Standard to protect systems that deliver services that are mission critical and align with business priorities.

Current Context

As of October 2020, only 6 percent of systems identified as critical systems across the Government of BC have been assessed as compliant with the Critical Systems Standard. Given past challenges with compliance, in 2019, Internal Audit & Advisory Services (IAAS) at the Ministry of Finance completed a review of the Critical Systems Standard. The purpose of this review was to assess the effectiveness of the standard in protecting systems that deliver mission critical and business priority services.

The audit found that there were opportunities for improvement within the standard and with associated compliance activities. The OCIO accepted all recommendations made by the Ministry of Finance team and developed an action plan to respond. All 13 recommendations have been addressed.

The audit’s recommendations focused on three themes:

1. Alignment of the standard to other relevant policy areas (e.g., business continuity planning);
2. Clarity within the standard; and,
3. Engagement activities for the purposes of improving compliance.

Complying with the recommendations of the review has offered advantages, and further work is underway. Clients across government have highlighted that, at present, the standard may not adequately address possible shortcomings in the underlying infrastructure services that critical systems rely on. Also, the review did not assess whether the standard was on sound footing with respect to modern technology good practices; some have criticized the review for lacking pragmatism. The OCIO continues to seek opportunities to improve IM/IT standards, including the Critical Systems Standard, and compliance across government.

Major Activities since July 2017

- In April 2019, the OCIO developed and began implementing an action plan in response to the Ministry of Finance review of the Critical Systems Standard. Action items within the action plan:
 - Updated the Critical Systems Standard in collaboration with stakeholders.
 - Published a new Critical Systems Standard.
 - Reviewed changes in standards with all major stakeholders.
 - Assisted ministries with the process of identifying critical systems.
- Based on implementation of the action plan, the number of registered Critical Systems dropped from 180 to 75. The OCIO shifted its focus to a compliance program for ministries in November 2019.

Key Decisions Required by June 2021

- Work continues with stakeholders to continuously improve the standard and monitor compliance. No major decisions are expected to be required regarding the direction of the standard. The OCIO will continue to seek opportunities to modernize IM/IT policies and standards, as well as to improve compliance across government.

THE COLLECTION OF RACE-BASED DATA Digital Platforms and Data Division

Lead Executive: Hayden Lansdell, Assistant Deputy Minister

Background

In response to a request by the Government of British Columbia, BC's Office of the Human Rights Commissioner (BCOHRC) recently released a [report](#) on disaggregated data to advance social equality without reinforcing marginalization. The report describes gaps in government's current ability to understand and respond to racism and inequality, including limited data, unclear governance and lack of ethical oversight for equity research. The recommendations focus on principles to guide disaggregated data collection and targeted actions to embed those principles in legislation for the purpose of improving human rights.

Current Context

Cabinet Confidences; Advice/Recommendations

Major Activities Since July 2017

- June 2020 – Letter from Premier John Horgan requesting advice from the BCOHRC on the collection of race-based data.
- September 2020 – BCOHRC's report in response to the Premier's letter.

Cabinet Confidences

Cabinet Confidences

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Withheld pursuant to/removed as

Cabinet Confidences; Advice/Recommendations

WORKSTATION REFRESH

Enterprise Services Division

Lead Executive: Alex MacLennan, Assistant Deputy Minister and Chief Technology Officer

Background

It is important that government employees have the tools they need to deliver high-quality services to the people of British Columbia. The last workstation refresh within government began in September 2013 and was completed in December 2014. The devices that were distributed under the 2013 workstation refresh are now over 5 years old, no longer eligible for manufacturer warranty support, and unable to meet the business needs of government staff. The purchase of workstations and laptops is via the existing Workstation Support Services contract with IBM, managed by Citizens' Services.

A new workstation refresh project began in January 2018 to replace the outdated workstations in use by government employees. The new devices run the Microsoft Windows 10 operating system and Office 2016 office suite and was scheduled to be completed by July 2020. However, to align with changing fiscal and COVID-19 priorities, refresh work has been paused and a new completion date is still to be determined.

Current Context

Since January 2018, 27,000 new devices have been deployed across government. There are approximately 3000 still to be replaced. Once refresh is complete, it is estimated that more than 80 percent, up from 50 percent, of government devices will be laptops. This will allow staff to be productive from anywhere, anytime.

The Ministry is recommending moving away from a periodic workstation refresh (e.g., every five years) to a rolling refresh program (a percentage is replaced each year). The rapid evolution of technology, the impact to productivity of older workstations, and new software applications that demand faster processor and memory mean over-extending workstation life beyond this timeline can be detrimental to organizational performance and potentially the security of the device (i.e., unreliable tools which prevent employees from being able to do their job effectively). This program will modernize and optimize government's approach to replacing workstations on a consistent basis ensuring ministries and staff have consistent access to modern work tools. It will also more evenly distribute the capital and operating costs out over multiple years.

Major Activities since July 2017

- January 2018 – Workstation Refresh project was officially initiated.
- October 2019 – Workstation Refresh project was 85 percent complete.
- October 2019 – Workstation Refresh project timeline adjusted to complete in July 2020 in order to align with changing fiscal priorities.
- December 2019 – Due to increasing financial pressures caused by unsupported funding for amortization, a decision was made to slow refresh down to complete by February 2021.

- March 2020 – Workstation Refresh project was 90 percent complete but is paused due to COVID-19 priorities. Since March only refreshes identified as COVID-19 required and Assistant Deputy Minister approved were completed.
- Winter 2020 – Re-initiation and completion of Refresh (Completion goal: March 2021).

Key Decisions Required by June 2021

- October 2019 – In response to direction from Treasury Board (September 2018), the Office of the Chief Information Officer (OCIO) submitted a plan to modernize and optimize government’s approach to replacing workstations. The OCIO recommends the implementation of a rolling workstation refresh model for government’s fleet of workstations with an initial refresh cycle of five years beginning in Fiscal Year (FY) 2020/21 and ending in FY2024/25. In FY2025/26, begin four-year refresh cycles.

Cabinet Confidences

IT SERVICE MANAGEMENT TRANSFORMATION

Enterprise Services Division

Lead Executive: Alex MacLennan, Assistant Deputy Minister and Chief Technology Officer

Background

The Service Management Branch is currently leading a program to transform how the Enterprise Services Division (ES) provides Information Technology (IT) services to ministries. These services include providing workstations, software, connectivity, and system infrastructure, resolving related issues and managing the associated assets (e.g., network, workstations, hardware and software). On an annual basis, ES fulfills nearly 200,000 orders, resolves incidents (e.g., service outages, security incidents) involving over 300,000 client interactions, manages over a million IT assets, and ensures that over 12,000 changes to government's complex IT infrastructure are managed well to avoid outages. These functions are all managed with an IT service management toolset.

Ministries need timely, reliable access to IT services to provide their programs and services to citizens. The Service Management Transformation Program (SMTP) was launched in 2017 to establish a service model and tools that would enhance the service provided to ministries. SMTP is addressing these issues by modernizing the Office of the Chief Information Officer (OCIO)'s primary Service Management toolset to better enable a digital workforce, support government's future IT service management needs, and to respond to audit recommendations.

Current Context

We have made good progress on this transformation since November 2017 using an agile process with incremental improvements to better adapt to government's changing IT management needs. We have delivered important new functionality to support ministries and respond to audits. In response to expenditure reduction targets set in 2020, the pace of implementation has been slowed. However, much of the originally envisioned functionality has been implemented, and the project team will continue to implement enhancements and add functionality to support ministries.

Major Activities since July 2017

- July 2018: Launched OCIO My Service Centre (MySC), the new tool (ServiceNow). Since then, implementations have included services and functions that provide:
 - Increased access to IT services and information with a central portal for all government employees; it had over 120,000-page views in one month.
 - Improved management of IT incidents through the OCIO Service Desks, and increased awareness of government impacts through improved communication and visibility of status.
 - Faster onboarding and transfers for employees and contractors, enabling them to start working productively more quickly (reduced to 1-2 days from 4-10).
 - Improved asset management, enabling ES to better meet audit recommendations for the assets managed in the new toolset.

- Improved IT change management, enabling ES to meet audit recommendations, and to provide increased visibility and continuity of services for government.
- Integration with Corporate Accounting Services to enable cost recovery for services.

Key Decisions Required by June 2021

- Operating model for support of the tool (Decision required by November 2020).
- Procurement model for completing remaining projects (Decision required by November 2020).
- Priority for implementing remaining IT services and management functions.

INTERNAL DIRECTORY AUDIT REMEDIATION Enterprise Services Division

Lead Executive: Alex MacLennan, Assistant Deputy Minister and Chief Technology Officer

Background

The Office of the Auditor General (OAG) conducted an audit of BC Government’s Internal Directory Account Management between August 2017 and June 2019. The audit was conducted to determine whether government has “designed and implemented key controls as identified in the Access Control chapter of the BC government’s Information Security Standard for protecting government information and information assets from unauthorized access.”

The OAG selected five ministries to participate in the audit:

- Ministry of Citizens’ Services;
- Ministry of Finance (including agencies);
- Ministry of Health;
- Ministry of Attorney General; and,
- Ministry of Forest Lands and Natural Resource Operations and Rural Development.

On August 12, 2019, the Minister of Citizens’ Services met with the Auditor General to discuss the audit and on August 13, 2019, the OAG published the Audit of the BC Government’s Internal Directory Account Management. The OAG concluded:

- The Office of the Chief Information Officer (OCIO) “has designed key controls for protecting government information and information assets from unauthorized access as identified in government’s security standards.”
- The OAG noted that “although the selected entities have implemented some of the controls identified by government’s security standard, there are instances where key controls have not been implemented. These deficiencies increase the risk of unauthorized access to government’s information systems.”

The OAG made seven recommendations in the August 13 report:

- 1) Recommendation #1: OCIO work with ministries to apply clear roles and responsibilities as defined for the IDIR user accounts provisioning processes; and to reconcile the Information Security Policy and Standards as they relate to the maintenance of a central record of access rights for IDIR users.
- 2) Recommendation #2: OCIO work with non-compliant ministries to ensure they: develop and document ministry specific procedures for setting up IDIR user accounts for new employees and contractors, establish a formal training and education program for those who are involved in the IDIR service, and implement a process ensuring only properly authorized IDIR user accounts requests are acted upon.
- 3) Recommendation #3: OCIO work with non-compliant ministries to ensure they develop and document ministry-specific procedures for establishing access permissions for authorized IDIR user accounts to access applications.

- 4) Recommendation #4: OCIO work with non-compliant ministries to ensure they develop and document ministry-specific procedures for the removal of IDIR user accounts of terminated employees and contractors.
- 5) Recommendation #5: OCIO work with non-compliant ministries to ensure they establish processes for reviewing privileged IDIR account users' access rights and monitoring their activities to ensure they are appropriate and authorized.
- 6) Recommendation #6: OCIO work together with the BC Public Service Agency to compare the IDIR user employee profiles with the government employee payroll database and where discrepancies are identified make the appropriate corrections.
- 7) Recommendation #7: OCIO work with ministries to expand the scope of the monthly review of IDIR user accounts to include checking for non-expiring password settings and IDIR accounts that have remained active, even after employees and contractors no longer work for government.

Current Context

- Since August 2017, the OCIO and the five selected ministries have participated in the audit with OAG.
- The ministries and OCIO began remediating the items before the audit was published and since February 2018, have been receiving and remediating reports of IDIR users with accounts that are inactive. These accounts are disabled after 90 days.
- The audit report was published on August 13, 2019, and OCIO accepted each of the seven recommendations audit on behalf of government.
- The OCIO will work with ministries to develop a detailed action plan and presentation for the Public Accounts Committee.
- The Internal Directory Account Management Audit went to the Public Accounts Committee meeting on November 7, 2019.
- The OCIO led the Internal Directory Audit Remediation project to ensure the actions are completed and audit recommendations fulfilled by December 2020.
- The audit recommendations are substantially remediated, and the completion report will be submitted December 2020 or sooner.

Major Activities Since July 2017

- August 2017 – Audit activity initiative.
- June 2019 – Audit activity completed.
- August 8, 2019 – Internal Directory Audit Remediation Project began.
- August 12, 2019 – Minister Jinny Sims met with Auditor General Carol Bellringer.
- August 13, 2019 – Office of Auditor General publishes report externally.
- November 7, 2019 – Public Accounts Committee meeting on the Audit.
- December 31, 2020 – All audit recommendations will be implemented.

Key Decisions Required by June 2021

- December 31, 2020 – Submit Detailed Action Plan to OAG and Office of the Comptroller General to signoff as complete.

WORKPLACE TECHNOLOGY SERVICES PROCUREMENT

Enterprise Services Division

Lead Executive: Alex MacLennan, Assistant Deputy Minister and Chief Technology Officer

Background

Ministry of Citizens' Services (CITZ) provides Workstation Technology Services supporting 39,500 workstations and 18,150 mobile devices. Since December 2004, these services have been provided through the Workplace Support Services (WSS) contract with IBM Canada. The scope of service delivered through the WSS contract includes: service desk support; managed workplace technology services (MWTS); deployment and decommissioning services; field services; and hardware acquisition.

In 2015, Workplace Technology Services Procurement Project team began a procurement process, which included posting a Request for Information with the goal to procure a single vendor. Following the completion of the Request for Information process, a Negotiated Request for Proposal was posted, and one submission received before the procurement was cancelled in October 2017, in response to changes in the Province's strategic priorities.

In May 2018, the Province introduced the BC Procurement Strategy with the purpose to improve procurement, realize increased value for money, and create benefits for communities. A project team was reformed in August 2018, and began planning a service delivery model in alignment with the BC Procurement Strategy.

The Province has maintained service continuity by extending and amending the agreement, posting three Notices of Intent (NOI): September 8, 2017, resulting in an end date of March 31, 2019; November 13, 2018, resulting in an end date of September 30, 2020; and on June 17, 2020, resulting in an end date of September 30, 2022, with an additional two, six-month renewal options. The June 17, 2020, NOI stated the additional term would allow the Province time to complete its planning for service delivery and finalization of solicitation documents in order to best conduct a competitive procurement process for the next generation of Services in the Spring of 2021. The NOI was uncontested by the market and closed on June 26, 2020.

Current Context

Advice/Recommendations

Advice/Recommendations

. This option was found to support the desired business outcomes, provide a competitive opportunity for a wide variety of companies of different sizes to participate and create the opportunity for the Province to access industry-leading "best of breed" technologies and solutions.

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Ministry of Citizens' Services

Phone: (250) 514-2779
Date: October 30, 2020

Workplace Technology Services Procurement Project is also recommending:

- Future contracts to be outcomes-based, focusing on outcomes that are important to the Province and aligned to the target future state.

Advice/Recommendations

Major Activities Since July 2017

- September 8, 2017 – NOI issued.
- November 13, 2018 – NOI issued.
- June 17, 2020 – NOI issued.
- June 29, 2020 – Treasury Board approval to extend existing contract.
- July 28, 2020 – Concept Case approved by the Assistant Deputy Ministers' Peer Review Committee.
- October 6, 2020 – Business Case endorsed by the Assistant Deputy Minister Peer Review Committee.
- October 27, 2020 – Business Case to be presented to the Deputy Ministers' Committee on Procurement and Strategy Contracts.

Key Decisions Required by June 2021

Advice/Recommendations

HOSTING AND STORAGE

Enterprise Services Division

Lead Executive: Alex MacLennan, Assistant Deputy Minister and Chief Technology Officer

Background

Enterprise Services Division (ES) provides many services to ministries that are essential to their ongoing operations and business delivery. Two essential services, hosting and storage are used by every ministry to run their business applications and store their business-critical data. For context, there are over 1600 ministry applications running on more than 3,000 servers and over 5 Petabytes (PB) of data (200 PB = All printed material ever) in use within the two Province Data Centres in Kamloops, BC and Calgary, AB. These services, based largely on consumption, are provided by our service provider, ESIT Advanced Solutions, Government Financial Information

Ministries rely on the hosting and storage services to be available 24 hours a day, 7 days a week and that growth, due to increasing digitization within government, of roughly 10 percent per year can be accommodated. Some ES services are not funded by ministries but are subsidized by services that are billed directly to ministries such as hosting and storage services based on consumption. Because the amount of the storage that ministries require keeps increasing with the level of digitization in government, the cost of storage has become a significant financial burden on ministries which limits their ability to invest in modernization and enhance services to the public.

Current Context

While ministries are pleased with the quality of storage services, and the service provider is meeting all associated services levels, there are several activities underway to enhance the services and provide more cost-effective options for ministries.

- While business knowledge and records management responsibilities reside with ministries, Hosting Services Branch (Hosting) is partnering with Corporate Information and Records Management office to provide advice, guidance and additional reporting to support ministry efforts to better manage their data and associated data storage and backup costs.
- Hosting is collaborating with ministries on projects to migrate to lower cost storage options and investigating and implementing new services (e.g., Object Storage) and solutions (e.g., NextGen Shared File) that take advantage of new lower-cost technology.

Cabinet Confidences

Major Activities Since July 2017

- 2019 – Low cost Object Storage Service introduced.
- 2020 – Collaboration with Natural Resource Sector on Azure File Storage Pilot.
- 2020 – Collaboration with Attorney General Prosecution Services Object Storage Pilot.
- 2020 – Initiated NextGen Shared File Services Project.

Key Decisions Required by June 2021

Cabinet Confidences

Contact: Stuart Restall, Executive Director, Hosting Services Branch
Ministry of Citizens' Services

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Date: October 12, 2020

SUPPORT FOR GOVERNMENT PRIORITIES Enterprise Services Division

Lead Executive: Alex MacLennan, Assistant Deputy Minister and Chief Technology Officer

Background

Enterprise Services (ES) is responsible for delivering the technology infrastructure required for all of government's operations, including delivering services to citizens. While individual ministries are accountable for identifying and providing many of the technology solutions (i.e., applications) required to fulfil their individual mandates, all of government's technology solutions rely on the infrastructure, applications and accompanying support services provided by ES.

Specifically, ES provisions and supports government's:

- 39,500 workstations and the enterprise applications that come with them (e.g., Microsoft Suite).
- 18,150 mobile devices and over 3000 multi-function print devices.
- Network that links over 2,200 locations across the province thereby providing employees with access to files and digital tools (e.g. business applications).
- Two data centres (Kamloops and Calgary) – which contain the servers responsible for running and safeguarding over 1,600 business applications and their data.
- 1 million gigabytes of digital government records (e.g., shared files, email, decision documents), in addition to the data created and used by applications.

ES also provides the security services that government and citizens rely upon to protect these assets from cyberattack – repelling 372 million unauthorized access attempts daily. With these services, ES reduces the risks to government of loss of public funds, personal information and government records, and minimizes disruptions to government operations and public services upon which citizens rely daily.

In addition to maintaining the health and security of the Province's technology infrastructure, ES is required to ensure that hardware, software, and the over 300 related support services, constantly adapt to government's emerging business needs and priorities (e.g. expansion of digital services).

Current Context

Examples of ES' support for government's emerging business needs and priorities include:

- Wildfire Response – Every year ES provides the tools and information management / information technology infrastructure to support temporary and mobile support centres the support the wildfire response. This includes laptops, mobile phones, Unified Communications, networks, and printers - everything a command centre (or support centre) needs to manage the logistics of fighting provincial wildfires. These are set up in the spring for wildfire season and disassembled in the fall.
- Court Virtualization – Access to justice during the pandemic remains a priority for the Ministry of Attorney General (AG) and the citizens of BC. The focus now is providing safe access to courts during the pandemic. AG has accelerated the virtualization of courts and are using video instead of in-person sessions. This has required the fast provisioning of new laptops, upgraded networks and printers to enable citizens, lawyers and judges to safely participate in the courts system.

- IT Service Management Transformation – Government relies on ES services to run their programs. They need to order services and report issues in a timely way that works for them. ES and our service delivery partners need to be able to resolve customer issues, and deliver services, promptly and professionally. The Service Management Transformation Program is transforming ES service operations – providing increased access to services and improving speed of delivery (e.g., through self-service and automation).
- Applications for Citizens – ES supports the DevOps Platform Services Team in architecting, implementing and supporting the OpenShift Container Platform (OCP). The OCP has become the default platform for the development of many critical ministry applications over the past two years including some developed in rapid response to COVID-19. Services to support the underlying infrastructure are provided through ES and government's hosting services partner, ESIT Advanced Solutions.

Key Decisions Required by June 2021

Advice/Recommendations

SERVICE DESIGN PROJECTS Government Digital Experience

Lead Executive: David Hume, Assistant Deputy Minister

Background

The Government Digital Experience Service and Content Design team works with organizations across government to improve the design and delivery of their programs and services. The team achieves this goal by focusing on the needs of people ahead of focusing on technology or process. In industry, this is called a human-centred approach. In practice this means conducting research with citizens that use the service and program staff to uncover their needs and experiences.

The team then creates visual tools (e.g. personas, journey maps) to arrive at a better understanding of the challenges and opportunities for a service. The desired result is an improved service experience for citizens (e.g. a better form and accessible web content) and an improved back-stage process for staff, such as the use of modern technology, improved policies and time-saving procedures.

Current Context

This team has been heavily involved in COVID-19 response. The team has been working with nearly every ministry as they introduced new programs or services, including:

- Emergency Management BC's Returning Traveller Program to ensure that every person in BC has a self-isolation plan in place.
- Labour's Variance Application for Employers and Employees to meet the need for businesses to extend layoffs during the pandemic and ensure workers retained their employment history.
- BC's Restart Plan to guide every sector in their efforts to restart their business safely.
- Health Career Access Program to fill much-needed health care assistant positions in BC.
- Education's Back to School campaign to provide parents, students, teachers and staff with the information they needed to safely return to the classroom.

This team also works to build capacity and capability across the public service. A few key initiatives the team has led this year include:

- Designing and implementing a new font for the BC government to make sure that Indigenous languages are accurately displayed on gov.bc.ca.
- Publishing a Design Research Guide to help all ministries conduct research with citizens that use government services.

Major Activities since July 2017

- *Childcare, Ministry of Children and Family Development (April 2017 - 2019)* – Developed new, plain language web content for the Affordable Childcare Benefit launch. Our input helped inform the eligibility calculator, MyFamily Services Portal design and improved web content.
- *Substance Use Alone – Opioids, Ministry of Mental Health and Addictions (February – September 2018)* – Conducted research to understand context and needs of people using substances alone to inform the ministry's strategy and an information campaign aimed at preventing overdose deaths.

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Ministry of Citizens' Services

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Date: October 15, 2020

- *Cannabis Licensing, Ministry of Attorney General (February – September 2018)* – Conducted research and developed design of digital business license application process for cannabis retailers.
- *CleanBC, Ministry of Energy, Mines and Petroleum Resources (January – March 2019)* – Re-designed the BetterHomes.ca. website to help British Columbians research and select home energy rebates.
- *Autism Program, Ministry of Children and Family Development (November 2018 – August 2019)* – Launched new, plain language website and completed research to inform the funding and outreach program and updates to their form design.
- *Service BC Signage/Triage, Ministry of Citizens' Services (March 2018 – December 2018)* – Developed new office signage and triage system for people visiting Service BC offices.
- *Freedom of Information (FOI) Requests, Ministry of Citizens' Services (February – September 2018)* – Conducted research to understand opportunities to improve current FOI process and developed new FOI form.
- *Cloud Solutions, Ministry of Citizens' Services (July – October 2019)* – Conducted research to understand how Ministry staff currently access cloud technology to provided recommendations to Office of the Chief Information Officer.
- *Privacy Impact Assessment Process, Ministry of Citizens' Services (April – July 2019)* – Conducted research to understand opportunities to improve current Privacy Impact Assessment process.
- *Vital Statistics – Name Change, Ministry of Health (September – December 2019)* – Developed prototype of a digital form for the legal name change process to reduce error rates, administration time and improve the user experience.
- *Agriculture Land Use Inventory, Ministry of Agriculture (January – June 2020)* – Design a new approach to inventory data reporting/viewing to inform land use decisions and support the objectives of the Strengthening Farming Program.
- *Design research COVID-19 web content (March – August 2020)* – Conducted design research with different communities to improve the user experience on the COVID-19 web page.
- *Environmental Waste Disposal, Ministry of Environment (September 2020 – ongoing)* – Capacity building project to improve web content on the environmental waste discharge process in BC.
- *Liquor and Cannabis Regulation Branch, Ministry of Attorney General (April 2020 – ongoing)* – Content design research and content writing to improve how citizens access information on liquor and cannabis licensing.
- *Early Childhood Education Registry, Ministry of Children and Family Development (October 2020 – ongoing)* – Designing an application package for international early childhood educators (form, web content) and perform service design research to improve the back-end processes.
- *Hazardous Waste Manifest, Ministry of Environment (September 2020 – ongoing)* – Performing service design research to explore solutions to improve the hazardous waste manifest web content and form, access to information and the back-end staff process.

Key Decisions in 2020/21

None.

CITIZEN ENGAGEMENT Government Digital Experience

Lead Executive: David Hume, Assistant Deputy Minister

Background

The Citizen Engagement Team provides expertise, planning and design leadership to conduct public engagement across government. Government engages British Columbians on many issues, usually through online or face to face consultations. The focus of the work is based on the principle that when British Columbians provide feedback on programs, policies and services that affect their lives, these ideas and experiences help government connect more effectively with the needs of people. Additionally, the team works with ministries to analyze citizen feedback and prepare summary reports that are made public and shared with decision makers for their consideration as part of legislative, regulatory, policy and service changes and improvements.

Ministries are mandated to work with the Citizen Engagement Team through Chapter 22, in government's Core Policy. This mandate ensures citizens have a consistent experience when engaging with government and their feedback will be considered as part of government processes.

This team manages the web platform where online engagements are hosted called engage.gov.bc.ca, as well as [govTogetherBC](http://govtogetherbc.ca), where all open and closed engagements can be found along with engagement results and outcomes. GovTogetherBC serves as the one stop shop for anyone to learn about BC government public engagement opportunities.

Since 2012, the BC government has asked for feedback on more than 380 topics and received approximately 1.2 million pieces of input.

Current Context

Since March 2020, much of the team's efforts have been supporting COVID-19 and COVID-19 Recovery. This team was either planning for or conducting several public engagements when the writ dropped.

Over the past three years, the team has seen a 400% increase in the volume of engagements that it is responsible for overseeing, however staffing levels have remained relatively flat, and the technology supporting engagements is aging. In addition, efforts underway across government to make programs and services more accessible and to advance the reconciliation with Indigenous peoples means we must adjust the model and tools used to engage citizens. The program is struggling to grapple with these issues given resource constraints.

Major Activities Since July 2017

Some examples of large engagements that occurred during the last mandate are:

- CleanBC:
 - Clean Growth Future (transportation, buildings and Industry) – To support BC’s clean growth plan, public feedback was gathered on the first set of priority areas – transportation, buildings, and a clean growth program for industry.
 - Telephone Townhalls – To support the launch of CleanBC, a Plan which outlined significant actions to reduce carbon pollution, use our clean energy to power BC’s economy, and create opportunities across the province. Participants could join in one of four Climate BC telephone town halls held in March 2019.
 - Adaptation – To develop a climate preparedness and adaptation strategy to help ensure that communities across BC can prepare for a changing climate.
 - Plastics – To gather public feedback to inform a new regulatory framework.
- Cannabis Regulation – To prepare for legalization in July 2018, the government conducted a five-week public and stakeholder engagement on the legalization and regulation of non-medical cannabis to help ensure that the provincial regulatory framework reflects the needs and values of British Columbians.
- Daylight Savings Time – To gather input from British Columbians on their views on how we should observe time in our province.
- Canadian Chinese Museum – To inform early stages of planning the museum by asking the public for thoughts for how best to recognize key moments in our shared history.
- ICBC - Rate Fairness – To introduce changes to the current system to make insurance rates fairer for British Columbians by making all drivers more accountable for their decisions and driving behaviour. The public engagement results helped to inform ICBC’s changes.
- Rental Housing – To support a Rental Housing Task Force to better understand what further changes may be needed to modernize BC’s tenancy laws. Their engagement included talking to the public, rental housing providers, renters and other stakeholders on their views and experiences with current tenancy laws and processes.
- Electoral Reform – To support a referendum in the fall of 2018, which asked British Columbians to decide whether BC should keep its current voting system (First Past the Post) or move to a system of Proportional Representation.

Key Decisions Required by June 2021

- Update Core Policy Chapter 22 to refresh the mandate and model for delivering citizen engagement. These updates are necessary to reflect recent organizational changes (GDX transferring out of Government Communications and Public Engagement), changes to the technology and tools necessary to meet expectations associated with government’s goals for increased accessibility and reconciliation, and addressing resourcing needs to support the high demand for engagement activities.

SUPPORTING CITIZENS' ACCESS TO SERVICES ONLINE

Government Digital Experience Division

Lead Executive: David Hume, Assistant Deputy Minister

Background

For most people, accessing government services starts with a Google search. Their next step is typically finding a page on www.gov.bc.ca or another BC affiliated web site. The challenge is to help that person quickly understand the information they need to know and help them take the right next step, ideally without having to make a phone call or visit an in-person office. In a typical year, this search-find-and-click transaction happens over 100 million times.

Success in this journey is supported by a collection of internal to government standards, services, research and technology aimed at creating service experiences that build trust and confidence. A core function of the Government Digital Experience Division (GDX) is to manage and maintain that collection so that it is simple for ministries to create strong digital service experiences for people.

Current Context

GDX supports public engagements, access to services, distribution of government news, and government paid information campaigns. GDX is developing a strategy to redesign gov.bc.ca to continuously improve the online service experience, clarify governance and update the technology that underpins gov.bc.ca. The strategy has several components that are already moving forward:

- Understanding needs—through direct interviews with citizens and data collection from their online and offline service interactions, GDX helps ministries build a clear view of the strengths and challenges of how people are using government services.
- Stronger content— online public information needs improvement. The average reading level of information on gov.bc.ca is grade 7-9, with outliers as high as grade 14. Most of our information is in English only, out of step with the language needs of our population. Moreover, content is not always findable by modern search engines because of a poor approach to organizing the information. To start to address these challenges, GDX has created a small team of content specialists focused on improving service information.
- Better forms—alongside web pages, online forms are a critical and basic part of delivering services. GDX has a focus on form design and delivery and is developing a tool that means ministries can create and publish forms without a dependency on expensive software developers.
- Running experiments— GDX runs experiments to trial new technologies and approaches to see what works in improving people's experiences with services.
- Modern technology and design—technology is continuously changing. Work is underway to replace the underlying technology for delivering GDX's key products so that they enable a fresher, more modern visual design, improved opportunities for the personalization of information, make information more available to people with disabilities, and power ministries to improve the technology in collaboration with GDX.

- Clearer standards—while GDX has the ability to set standards and guidelines for ministries, these standards are not always clear and as a result government’s overall approach to the digital service experience can become inconsistent. GDX has work to do to ensure its guidance and benchmarks are clear and the 1800 web publishers across government are part of an ongoing collaboration in helping people get the services they need.

Major Activities Since July 2017

- Replacing aging technology to deliver faster and better.
 - Software for search and analytics have been replaced.
 - A new forms publishing tool has been created to build forms cheaply and quickly.
- Trialling new service experiences.
 - Creating a new way to deliver service information as mobile device friendly ‘service journeys’ that link together all the steps a person needs to take in getting a service one page.
 - Trialling an online account style feature that personalizes the online experience at my.gov.bc.ca. This ‘alpha version’ currently supports the Ministry of Health’s Foodsafe program and can be expanded to allow citizens to track things service status and required information.
 - To help citizens more easily find both health and non-health related COVID-19 information and services, GDX implemented a virtual assistant or chatbot on gov.bc.ca that also helps to inform government of citizens’ concerns and needs around COVID-19.
- Making the web usable for everyone.
 - Development of the Corporate Design System, which resides on digital.gov.bc.ca, enabling designers and developers across government to build consistent high quality digital products.
 - Optimize the web interface for people using assistive devices and technologies through the release of an Accessibility Toolkit to guide web authors and developers. COS collaborated with the Government of South Australia on this work.
 - Currently redesigning gov.bc.ca to further improve service-first approach and personalized visitor experience.

Key Decisions Required by June 2021

- Q1 2021/22 – Cross-government alignment with gov.bc.ca redesign.

MULTI-LANGUAGE SERVICE INFORMATION PROGRAM PROPOSAL Government Digital Experience Division

Lead Executive: David Hume, Assistant Deputy Minister

Background

Just under one million British Columbians speak a language other than English, yet most service information produced by the Province is only in English. This creates inequities among non-English language communities when accessing government services and information. Multiple ministries and organizations are currently struggling to close this service gap.

Cabinet Confidences; Advice/Recommendations

Current Context

From June to September 2019, the Government Digital Experience division conducted comprehensive qualitative and quantitative research to better understand how diverse language communities access government service information and to identify program models for delivering government service information in languages other than English.

User research demonstrated:

- Low awareness of government services and lack of confidence in the information provided online indicates there is a significant service gap;
- The highest service information needs relate to basic human needs such as health, housing and employment;
- Mandarin (3.2%), Punjabi (3.0%), and Cantonese (2.9%) are the most common languages spoken at home other than English in BC; and,
- If information is translated into other languages, French translation should be provided.

In addition, cross government collaboration and jurisdictional analysis reveals that:

- BC's ad hoc approach to translation is inefficient and costly;
- The service gap extends beyond high number groups to new, growing immigrant communities (e.g., Arabic speaking refugees);

- Community service organizations are stepping in to fill the gap, but they aren't seen as authoritative and they are not expert interpreters or translators; and,
- Simple, clear and curated service information in English information is critical to creating good service information in other languages.

The following strategies, informed by the research, are guiding program design:

- Start with a pilot of key service information in Mandarin, Punjabi, Cantonese and French, followed by testing and iterating with a focus on managing expectations;
- Build a flexible and scalable program that takes a multi-year, multi-phased approach;
- Establish a provincial policy and governance framework to guide the program and establish relationships;
- Build strong partnerships with community agencies, provincial ministries and organizations and the federal government;
- Establish content teams which include writers and editors, then determine the most effective mode of translation (i.e. human, machine, or both and contracted vs. in-house); and,
- Connect content teams to GCPE media and marketing outreach teams.

Cabinet Confidences; Advice/Recommendations

Major Activities Since July 2017

- June to September 2019 – Conducted research to inform program development.
- September to December 2019 – Cabinet Confidences; Advice/Recommendations

Cabinet Confidences; Advice/Recommendations

- March to September 2020 – Demand for multi-language translation of COVID-19 information increased government translation costs significantly.
- Cabinet Confidences; Advice/Recommendations

Key Decisions Required by June 2021

Advice/Recommendations

IMPROVING DIGITAL ACCESSIBILITY AND INCLUSION

Government Digital Experience Division

Lead Executive: David Hume, Assistant Deputy Minister

Background

According to BC's Accessibility Secretariat, there are more than 926,000 British Columbians over the age of 15 with some form of disability. This represents nearly 25 percent of the provincial population. The BC Government is committed to developing new laws, standards, and policies to better support people with disabilities to live with dignity and to meaningfully participate in their communities. In 2019, the *Accessible Canada Act* received Royal Assent. This federal legislation provides direction for BC's proposed Accessibility legislation.

Some of the key impediments to peoples with disabilities being able to participate meaningfully in today's world include:

1. Attitudinal barriers where behaviours, perceptions, and assumptions that discriminate against persons with disabilities.
2. Organizational or systemic barriers where policies, procedures, or practices that unfairly discriminate and can prevent individuals from participating fully in a situation
3. Architectural or physical barriers where elements of buildings or outdoor spaces create barriers to persons with disabilities.
4. Information or communications barriers occur when sensory disabilities, such as hearing, seeing, or learning disabilities, have not been considered. These barriers relate to both the sending and receiving of information.
5. Technology barriers occur when a device or technological platform is not accessible to its intended audience and cannot be used with an assistive device.

Accessibility is a general term used to describe the degree to which a product, device, service, or environment is available to be used by all intended audiences. In the context of accessible technology, this means ensuring people with disabilities can use assistive devices to access and act on information posted online. Some assistive devices that help the disabled access the internet include screen readers, screen enlargement applications, cognitive aids and voice recognition programs. The Web Content Accessibility Guidelines are international web accessibility guidelines used by developers to ensure their technology is accessible.

Current Context

Government Digital Experience (GDX) has been actively working to improve accessibility of information posted to the government's websites. In 2016, BC met its commitment to upgrade gov.bc.ca web templates to meet international standards. As new features are added to gov.bc.ca, we must continue to meet these standards.

Currently, the content on gov.bc.ca does not meet international standards. GDX helps ministry program areas make improvements with content design and implementation and provides consultation and training on corporate on plain language, writing for the web and accessibility.

Contact: Kim Lacharite, Executive Director
Ministry of Citizens' Services

Phone: (250) 588-1700
Date: October 15, 2020

To address the issues of accessible content, GDX works with every ministry to ensure:

- Accessible and inclusive web content for all.
- Collaboration with persons with disabilities and the non-profits that support them.
- Evidence-based, human-centred design is used to inform website and content development.

To support these directives, GDX has:

- Founded a cross-ministry Digital Accessibility Working Group.
- Founded a cross-ministry Accessibility Community of Practice.
- Released the Accessibility and Inclusion Toolkit to help staff across government understand what they need to know and do to make information online accessible.

To inform and be informed of current best practice, GDX is working in collaboration with:

- The Employee Accessibility Advisory Council.
- The Accessibility Secretariat.
- The Public Service Agency.
- The State government of South Australia.
- The Government of Canada.

Major Activities Since July 2017

- October 2018 – Founded the Digital Accessibility Working Group to develop and maintain a toolkit of accessibility resources.
- June 2019 – The *Accessible Canada Act* received Royal Assent, this legislation will provide direction for provinces and territories to follow.
- September 30, 2019 – GDX launched the Accessibility and Inclusion Toolkit.
- Spring 2020 – BC's cross-government Accessibility Community of Practice was established.
- Fall 2020 – GDX worked with the Exchange Lab and the Government of Canada to incorporate accessibility requirements into BC's procurement of Information and Communications Technology goods and services.

Key Decisions Required by June 2021

Advice/Recommendations

SERVICE BC CENTRES

Service BC

Lead Executive: Beverly Dicks, Assistant Deputy Minister

Background

The Service Delivery branch provides British Columbians with in-person access to government services through 65 Service BC Centres located throughout the province. In many rural communities, Service BC Centres are the only in-person government presence. Our team member's unwavering commitment to an ethic of service has driven consistently high citizen and business satisfaction rates. Service BC has had a physical presence in communities for over 150 years.

Current Context

Service BC Centres provide approximately 300 government services on behalf of more than 40 ministries and agencies. These services range from accessing income assistance and childcare subsidies, to issuance of driver licenses and obtaining support for starting a business. Specialized customer service training and tools support employees to consistently deliver excellent service, evidenced by a citizen satisfaction rate of 96.4 per cent, a leading industry standard indicator.

Major Activities since July 2017

- Opened three new limited Service Centres dedicated to identity verification services in Burnaby, Surrey and Vancouver.
- Expansion of Send by Video program, making it possible for all Service BC Centres to authenticate a British Columbian's identity and enable them to use their mobile BC Services Card to access digital government services.
- Updated agreement with the Industry Training Authority to provide exam invigilation services in the Greater Vancouver Area, expanding service access to the entire province.
- Integration of Social Development and Poverty Reduction (SDPR) services at 43 Service BC Centres. Preparations to introduce SDPR services in Oliver, Ashcroft and Clinton are underway.
- Registration and awareness of organ donation in partnership with BC Transplant.
- Implementation of new queue/case load management system in all Service BC Centres to capture analytics and enable delivery of a more personalized service experience to BC residents.
- Introduction of online booking for in-person appointments at all Service BC Centres.
- Deployment of new programs and services to protect public health and safety during the COVID-19 pandemic – Isolation check-ins for Returning Travelers and Temporary Foreign Agricultural Workers.

Key Decisions Required by June 2021

None.

PROVINCIAL CONTACT CENTRE Service BC

Lead Executive: Beverly Dicks, Assistant Deputy Minister

Background

The Service BC Provincial Contact Centre (Centre) provides informational and referral services for all government ministries, and specialized transactional services for select client ministries. The Centre currently provides multi-channel access to services through phone, email, SMS text, and video chat. Translation services are offered in 140 languages. This service is provided through a collaborative contract with Service BC and MAXIMUS. The contract outcomes focus on improving service delivery while ensuring best value for money through consolidation and transformation of contact centres across government.

Current Context

Our Contact Centre volumes are quite high, ranging between 100,000 - 140,000 enquiries per month. The top six service ministries are: Citizens' Services, Finance, Social Development and Poverty Reduction, Health, Attorney General, and Labour. The Centre's citizen satisfaction rate is 88 percent. The Contact Centre has consolidated eight partner ministry programs since 2017.

Major Activities Since July 2017

- July 2017 – Service BC Contact Centres transition to new vendor MAXIMUS Canada.
- March 2018 – Onboarded Ministry of Finance's PayBC program.
- March 2018 – Onboarded Ministry of Finance's Property Tax Branch program.
- October 2018 – Onboarded Ministry of Finance's Speculation and Vacancy Tax program.
- January 2019 – Onboarded Employment Standards Branch program.
- June 2019 – Launched beta mobile video chat to the public.
- October 2019 – Launched beta SMS text in the "Contact Us" page of www.gov.bc.ca.
- October 2019 – Permanent onboarding of Finance's Speculation & Vacancy Tax program.
- January 2020 – Onboarded Teacher Certification Branch's Annual Practice Fee Payments.
- January 2020 – Entered into an agreement with Ministry of Health to onboard Health Contact Centre services for Medical Services Plan, Pharmacare and Fair Pharmacare programs. Once implemented this program will triple the size of the current Contact Centre.
- March 2020 – Launched the COVID-19 Information Line (1-888-COVID19), the primary provincial contact centre for all non-health COVID-19 enquiries.
- April 2020 – Onboarded Emergency Management BC to support Evacuee Registration & Assistance portal.
- July 2020 – Onboarded the new Employment Standards Branch Variance Application to support business owners in applying for exemptions for temporary layoffs due to COVID-19.
- August 2020 – Service expansion to extend Emergency Management BC support hours during wildfire/flood season to 12 hours per day/7 days week.
- August 2020 – Onboarded Elections BC to support overflow calls and general Election questions.

Key Decisions Required by June 2021

None.

HEALTH INSURANCE BC PROGRAM Service BC

Lead Executive: Beverly Dicks, Assistant Deputy Minister

Background

On December 7, 2016, Service BC (SBC) and MAXIMUS Canada Services Inc. (MAXIMUS) signed a contract to deliver Service BC Provincial Contact Centre services. This collaborative contract binds Service BC and MAXIMUS to jointly achieve contract outcomes to improve service delivery, while ensuring best value for money through consolidation and transformation of contact centres across government.

In January 2020, Service BC and the Ministry of Health (HLTH) entered into an agreement to onboard Health Contact Centre services for Medical Services Plan, Pharmacare and Fair Pharmacare programs to Service BC. Health Contact Centre services are currently part of a much larger outsourced contract between HLTH and MAXIMUS. This contract expires December 2022, and HLTH chose a multi-sourcing contract option whereby Service BC would provide Health Contact Centre Services and an alternate contractor would provide the remaining beneficiary and Information Management/Information Technology services.

Through this agreement, HLTH will benefit from Service BC's citizen-centred approach, along with the ability to deliver services through the most efficient, cost effective means, while maintaining high citizen satisfaction levels and keeping personal information protected.

Current Context

Service BC is currently leading the project to transition Health Contact Centre services to Service BC's Provincial Contact Centre, and it is on track to "Go Live" February 1, 2021. Staffing levels will be increased during this transition in order to achieve SBC's service levels. Existing Health Insurance BC contract staff will be offered the opportunity to transition to Service BC, and additional staff will be hired to augment the team.

The HLTH/Service BC agreement plans for a phased approach to service improvements for the period from February 1, 2021, through to December 2022, followed by full implementation January 2023. As a result of the transition to Service BC, British Columbians will experience improved access to information and services and consistent, up-to-date information through a simple, easy to use, unified service experience.

Major Activities Since July 2017

- March 2019 – Discovery phase completed- Initial engagement, leadership discussions including negotiations with procurement team.
- January 2020 – Memorandum of Understanding (MOU) between SBC and HLTH signed.
- January 2020 – Planning phase completed – requirements review, estimates, approvals.
- July 2020 – Change Order signed with MAXIMUS.
- July 2020 – MOU amendment signed by SBC and HLTH.
- July 2020 – Validation phase completed – execute Change Order, establish project governance.
- August 2020 – Project implementation - HLTH Contact Centre transition to SBC begins.

Key Decisions Required by June 2021

None.

BC SERVICES CARD Service BC

Lead Executive: Beverly Dicks, Assistant Deputy Minister

Background

The Provincial Identity Information Management (IDIM) Program is responsible for identity management services for all British Columbians on behalf of the BC Government. The BC Services Card (BCSC) is a trusted, government issued identity credential enabling safe, secure, privacy-enhancing access to multiple government services in-person, online or through the BC Services card mobile app. Ministry of Health (HLTH), Citizens' Services (CITZ) and the Insurance Corporation of BC (ICBC) work in partnership to deliver the BCSC as an integrated program.

The BCSC replaces the previous CareCard and can be combined with the BC driver's licence to provide photo identification in a single card. This change took effect in February 2013, with a five-year roll-out designed to match the driver's licence renewal process.

Underlying the BCSC is an identity management system that leverages the BCSC card to confirm an individual's identity before granting access to specific government services. Only the required minimum data is shared, there is no sharing of data across services. The BC Services card currently has a smart chip.

Advice/Recommendations
Advice/Recommendations

In January 2020, following a formal assessment by the Treasury Board of Canada Secretariat, the BC Services Card program received a letter of acceptance as a Level 3 High Assurance trusted digital identity, making BC the first and only jurisdiction in Canada with a solution able to meet this high standard of trust on behalf of British Columbians.

Current Context

To date, there are approximately 4.75 million British Columbians with a BC Services Card. Through our Digital Framework, CITZ is committed to the digital transformation of government services. Having a digital identity solution embedded in our service model for government means we will have a profound impact on the way British Columbians and businesses access government services digitally. IDIM's current focus is to develop the tools and processes that will support the digital transformation. The BC Services Card mobile app offers a Verify by Video function to provide increased convenience and choice for our digital society.

Major Activities since July 2017

- January 2018 – BCSC mobile app was released. This added increased convenience for BC residents to have a digital option to access government services.
- April 2018 – Ministry of Advanced Education, Skills and Training launched the new online Student Aid BC application process using the BCSC, allowing students to log-in to Student Aid BC to apply for funding, and track their application online.
- March 2019 – Individuals who are making payments to government can use their BCSC online to verify themselves, make payments and view their payment history.
- May 2019 – Health Care Professionals, including Canadian Blood Services employees, can use their BCSC online to view information about patients. Some providers can also view patients who are waitlisted to receive services in their area.
- June 2019 – Beta launch of Verify by Video. This provided expanded access to digital government services by allowing British Columbians to verify their identity using a mobile device to activate their BCSC, instead of having to physically attend a Service BC Centre.
- November 2019 – Business representatives can use their BCSC to complete transactions with BC Registries such as filing, account management and payment online.
- December 2019 – British Columbians can use their BCSC to view information about their personal health records online via Health Gateway.
- January 2020 – BC Services Card program received a letter of acceptance as a Level 3 High Assurance from the Treasury Board of Canada Secretariat.
- February 2020 – Health Professionals, such as physicians and pharmacists, can use their BCSC to securely enrol for access to the Health PharmaNet application.
- February 2020 – BC residents can access federal online services offered through the Canada Revenue Agency My Personal Account such as personal income tax and benefit information.
- April 2020 – Launch of Send Video service. This further expanded access to digital government services by allowing British Columbians to verify their identity by sending in a video recording for verification, instead of waiting for an available agent to Verify by Video.
- August 2020 – Individuals can access federal services offered by Employment Services Development Canada, including Employment Insurance, Old Age Security and Canada Pension Plan.
- September 2020 – Individuals can access patient health services offered by the Vancouver Island Health Authority, such as medical records, appointments and secure messaging.

Key Decisions Required by June 2021

None.

VERIFY BY VIDEO / SEND VIDEO Service BC

Lead Executive: Beverly Dicks, Assistant Deputy Minister

Background

The Provincial Identity Information Management (IDIM) Program is responsible for identity management services for all British Columbians on behalf of the BC Government. The BC Services Card (BCSC) is a trusted government issued identity credential enabling safe, secure, privacy-enhancing access to multiple government services in-person, online or through the BC Services Card mobile app.

Service BC has expanded the user experience by offering multiple channels for BC residents to interact with their government by delivering services through the most efficient, cost effective means, while maintaining high citizen satisfaction levels and keeping personal information protected.

In 2018, the BC Services Card mobile app was launched, allowing British Columbians to access online government services using their mobile card. Previously, to access those services, residents were required to physically visit a Service BC Centre to verify their identity.

A new service, Verify by Video, launched in June 2019, allows residents using the BCSC mobile app to verify their identity without making an in-person visit. British Columbians can securely use their iOS or Android mobile device and interact with an agent in real time or send a video to Service BC Centres for identity verification.

Current Context

British Columbians can install the BCSC mobile app on their mobile device and select the Verify by Video option. Currently 200,000 residents have activated their mobile BCSC. There are two choices available:

- Live video - connects the BC resident with a Service BC agent on a video call to verify their identity. The mobile BC Services Card is then set up on the mobile device while on the call so they can access government services online. Interactions take approximately 2 minutes and 30 seconds to complete.
- Send video – a feature recently added to address the increase in digital users due to the COVID-19 pandemic. A photo and short video are submitted to the Service BC Centre for review. If successfully verified, the person receives a confirmation email and their mobile card is activated. This option is available 24/7, which means there is no need to wait on the phone and can be completed at any time. This process takes approximately 1-2 business days to complete.

Major Activities Since July 2017

- 2018 – BCSC mobile app was launched, allowing British Columbians to access online government services using their mobile card.
- April 2020 – Send Video was launched as part of the response to the COVID-19 pandemic.

Key Decisions Required by June 2021

None.

CORPORATE REGISTRIES Service BC Division

Lead Executive: Beverly Dicks, Assistant Deputy Minister

Background

BC Registries and Online Services (BC Registries) provides for the administration and management of the Corporate Registry, Personal Property Registry, Manufactured Homes Registry and OneStop Business Registry. BC Online is a digital service delivery channel and provides online access to government programs such as the Corporate Registry applications, Court Services Online and the Wills Registry. BC Registries is governed by 10 related statutes and acts including the *Business Corporations Act* and the *Personal Property and Security Act*. Business satisfaction is regularly measured, and the 2019 survey indicates 86 per cent overall satisfaction.

Current Context

Registries is actively modernizing our service experience. Today, British Columbians and businesses expect simple, consistent and personalized service experiences through a blended choice of accessible, digital, mobile, telephone and in-person services. A pan-Canadian lens is also required from BC Registries to support trade, investment and labour mobility.

Major Activities since July 2017

- January 2019 – The launch of OrgBook BC. OrgBook BC leverages data in the Corporate Registry to create a secured, verifiable credential that the public and private sector can use to verify that a business is authorized to do business in BC, and that the status has not changed.
- July 2019 – In partnership with the Ministry of Attorney General, BC Registries has leveraged the Civil Resolution Tribunal to resolve disputes between societies and cooperatives. This new service creates an opportunity to showcase the continued commitment of government to meet the needs of small community-based groups.
- November 2019 – All BC cooperative associations are able to file Annual Report and other maintenance filing requirements online. This service leverages the BC Services Card to verify the identity of corporate officers.
- June 2020 – a new corporate entity type called Benefit Companies was launched.
- July 2020 – a new identity service was launched for out of province users that requires notaries to verify an individual’s identity. This service will improve the transparency and integrity of the corporate registry.
- September 2020 – Soft launch of Names Request Online service.

Major Activities from a Pan-Canadian Lens

- June 2020 – BC Registries onboarded to the federal government Multi-Jurisdictional Registry Access Service as part of the Premiers commitment to the Reconciliation and Cooperation Table.
- June 2020 – Manitoba government was added as a signatory on to the existing New West Partnership Trade Agreement (NWPTA) along with the premiers of British Columbia, Alberta, and Saskatchewan. The NWPTA requires the jurisdictions reconcile their corporate registration and reporting requirements to reduce barriers to trade.
- Beneficial Ownership – As recently highlighted by the Panama Papers and Bahamas leaks, corporate entities and trusts can be misused for illicit purposes. Canada has committed to implementing Beneficial Ownership, which is defined as the natural person that owns, controls or profits from a corporate entity. BC Registries is working across Canada and with the Finance and Corporate Policy and Tax Policy branches of the Ministry of Finance in support of this initiative. The following Beneficial Ownership initiatives has been completed:
 - BC has amended the *Business Corporations Act* to require companies to hold information on their Beneficial Owners in the company's registered office.
 - BC has introduced the *Land Ownership Transparency Act* that requires the Land Title and Survey Authority (LTSA) to hold Beneficial Ownership information in the LTSA records. The LTSA is currently building an application to support this requirement.
 - BC issued a white paper to the public with consultations completed in spring 2020.

Key Decisions Required by June 2021

None.

REGISTRIES MODERNIZATION Service BC

Lead Executive: Beverly Dicks, Assistant Deputy Minister

Background

The BC Registries modernization program will fundamentally change the way businesses interact with government, including delivering a more seamless service experience while moving to greater online services. Registries has approval to replace the following applications under two separate initiatives:

- Under the Mainframe migration initiative, Registries will be replacing the following:
 - BC Online
 - Personal Property Registry
 - Manufactured Home Registry
 - Fee Accounting System
 - Companies Branch System, including Names Examination, Director Search and Cooperative Associations
 - Service Delivery branch system
- Under the Legacy Application retirement, Registries will be replacing the following:
 - Corporate Online
 - One Stop Business Registry

Current Context

To better understand our client's journey and ensure a strong vision of how to transform our services, a visioning exercise was completed (including the development of personas and journey maps) and included different teams across government and Registries stakeholders. The result was the creation of three services families:

1. Entity Service Family – Creating a common platform for all legal entities including Corporations, Cooperative Associations, Proprietorships, Names examination, etc.
2. Asset Service Family – A common platform for asset-based applications including the Personal Property Registry and the Manufactured Home Registry.
3. Relationship Service Family – This new application will replace BC Online and leverage OrgBook in the replacement of the One Stop Business Registry.

Major Activities Since July 2017

- As part of Agile development, significant and continuous stakeholder and partner engagement is undertaken in order to understand the business client's journey. In addition, regular communication and other engagement opportunities are provided to the legal and business community in order to build awareness in the changes underway.
- November 2019 – All BC cooperative associations able to file Annual Report and other maintenance filing requirements online by leveraging the BC Services Card to verify the identity of corporate officers.
- June 2020 – a new corporate entity type called Benefit Companies was launched.

- July 2020 – a new identity service was launched for out of province users that requires notaries to verify an individual’s identity. This service will improve the transparency and integrity of the corporate registry.
- September 2020 – Soft launch of Names Request Online service.

Key Decisions Required by June 2021

None.

ORGBOOK BC Service BC

Lead Executive: Beverly Dicks, Assistant Deputy Minister

Background

OrgBook BC is an innovative new service that uses technology to make it easier to search and share verifiable business data issued by the Province, without sacrificing the safeguards companies and government depend on. By leveraging the data in the Corporate Registry, OrgBook BC provides British Columbians an opportunity to verify that a business is legally incorporated, and that there have been no changes to the status of the company. This service is secure enough to allow businesses to digitally share trusted information with other levels of government, suppliers, banks and other partners, and significantly reduces time and energy for entrepreneurs. OrgBook BC provides government with the tools it needs to establish trust in the digital economy that helps businesses, while reducing the risks of fraud and other issues that occur in the market economy.

Current Context

Supporting BC's digital transformation, OrgBook BC enables businesses to offer and verify business authorizations online. As the community that utilizes OrgBook BC and the number of issuers increases, the ability for businesses to share information and prove they have met the requirements for permits and licenses becomes significantly easier.

With the Minister's announcement and launch of OrgBook BC in 2019, all corporate entities have been entered and additional system development is complete enabling OrgBook BC users to subscribe to business credential updates, such as business registrations, name changes and dissolutions.

OrgBook BC is easy and inexpensive to onboard due to utilizing publicly-accessible, open source software and program development tools. Over time, these verified credentials will be available in a digital wallet accessible on a tablet or smart phone.

Advice/Recommendations

Major Activities Since July 2017

- Fall 2018 – Soft launch of OrgBook BC.
- January 2019 – Minister announcement of launch of OrgBook BC.
- Summer/Fall 2019 – Onboarded all corporate entity types onto OrgBook BC.
- October 2019 – Cannabis Online using OrgBook to issue licenses.
- September 2020 – Issuing Canada Revenue Agency’s Business Number as a verifiable credential.

Key Decisions Required by June 2021

None.

ABBOTSFORD COURTHOUSE PROJECT

Real Property Division

Lead Executive: Sunny Dhaliwal, Assistant Deputy Minister

Background

The Province has recently built a new law court in Abbotsford on land leased from the City of Abbotsford. The new courts improve access to justice for citizens in this fast-growing region, and address priorities outlined in the Ministry of Attorney General’s Lower Fraser Valley Court Strategy.

Following approval of the business case in January 2017, a Request for Qualification process was undertaken which resulted in six qualified responses. The responses were evaluated by participants from Real Property Division, Ministry of Attorney General, and Partnerships BC, with support from expert advisors to ensure a transparent and fair process. Three shortlisted proponents participated in a Request for Proposal (RFP) process.

After a technical evaluation of the RFP, the prime proponent, Plenary PCL Justice, was selected in March 2018. The project was procured as a “Design, Build, Finance, Maintain” (P3) project with the procurement managed by Infrastructure BC (previously, Partnerships BC). The operating period of the contract is 30 years. In April 2018, Treasury Board approved the Province entering into the contract for the Abbotsford Law Courts Replacement and Expansion project. The total project cost was finalized at \$152.3 million at financial close. The contract was issued to Plenary PCL Justice in May 2018. Construction began in October 2018 and was completed in the fall of 2020. Court operations are expected to begin early 2021.

The project aimed to consolidate multiple justice program areas into one location to provide easier access for citizens to a broad range of services including Crown counsel offices, Community Corrections, a Justice Access Centre, Court Registry, a Law Library, Barristers Lounge, and office space for public service employees. The facility provides three rooms for the Supreme Court and eight for the Provincial Court. It also includes three judicial conference rooms. The potential for future expansion of the facility to incorporate two additional courtrooms has been considered in the project design.

Aspects of wood finishings and design, as required under the Wood First Act, have also been incorporated in the design of the Abbotsford Law Courts project and an emphasis has been placed on technological innovation and robust technology to accommodate both initial operations and integration with other justice facilities, as well as being adaptable to future evolutions in technology.

A 336 stall parkade is included to meet staff and public parking needs. There is also separate secure parking for Sheriff vehicles, with access to the accused holding area. Separate judicial parking with secure, segregated access to chambers and courtrooms has also been provided.

The project created approximately over 1,000 jobs during construction.

Current Context

A Project Executive Board (PEB) has provided overall governance for the Project, as required by Treasury Board. The PEB is chaired by the Deputy Attorney General, with executive members from the Ministry of Citizens' Services, the Ministry of Attorney General, the Deputy Solicitor General, and Partnerships BC. Staff from the Treasury Board participate as a non-voting member.

A Community Liaison Committee has been established to engage with the local community. The committee includes representatives from the City of Abbotsford and local MLAs.

A Chief Project Officer has been appointed to lead the project and will remain in that function until the project is formally closed in early 2021. A Development Manager from Real Property Division is also assigned to the project. The facility has achieved service commencement and court operations are scheduled to begin early 2021.

Major Activities Since July 2017

- November 2017 – January 2018 – Technical evaluation of the RFP completed.
- March 2018 – Prime proponent selected.
- April 2018 – Treasury Board approved the Province to enter into contract for the project; cost finalized at \$152.3 million.
- May 2018 – Financial close achieved and contract issued to Plenary PCL Justice.
- October 2018 – Construction commenced; progressing on budget and on schedule.
- October 2020 – Gained service commencement achieved.
- January 2021 – Court operations scheduled to commence early 2021.

Key Decisions Required by June 2021

- October 2020 – Substantial completion.
- January 2021 – Post-construction phase. The formal project close-out process will require the Province's sign off after which the facility will be turned over to the Ministry of the Attorney General for building occupancy. Court operations are expected to commence early in 2021.

ACCESSIBILITY Real Property Division

Lead Executive: Sunny Dhaliwal, Assistant Deputy Minister

Background

Real Property Division (RPD) and the BC government are committed to creating equitable opportunities for everyone in the province. Guided by *Building a Better B.C. for People with Disabilities (formerly Accessibility 2024)*, “all government-owned and leased customer service building stock will be fully accessible by 2020 (where possible given heritage constraints).”

The Ministry of Citizens’ Services (CITZ) is responsible for advancing social stewardship imperatives such as health and safety, accessibility, diversity and inclusion, innovation, customer service, and indigenous reconciliation; many of these imperatives are enshrined in law, policy or regulation. The RPD Social Stewardship Policy articulates how RPD addresses social stewardship imperatives that impact the delivery of real estate services.

RPD has been working for many years to make its portfolio more inclusive and accessible by implementing various improvements such as installation of handrails, ramps, auto door openers, wayfinding signage and the addition of accessible parking stalls. In 2017, RPD partnered with the Rick Hansen Foundation (RHF) to assess a selection of owned and leased facilities as part of RHF’s Accessibility Certification pilot program (RHFAC). Assessment results were delivered by RHF in early fall 2019, and a comprehensive report of findings was delivered to RPD in February 2020.

Buildings for People: Real Property Division’s Barrier Free Program was endorsed in July 2020. It articulates RPD’s approach to ensuring greater, more meaningful accessibility to government buildings for everyone in BC. The program identifies pathways to improve building accessibility through a standardized approach while creating the culture change necessary to support the goals of the program.

Current Context

- Social stewardship efforts will be addressed within RPD’s integrated management system, which enables the organization’s environmental and social regulatory compliance. Social stewardship efforts will use ISO 26000, an international standard that provides guidance on social responsibility and how to integrate social priorities into existing work, as a guide.
- RHFAC assessment results have been received for 73 facilities. One building was Certified Gold (the highest level of certification), 55 received certification, and 17 did not achieve certification. The high-level results have been shared with clients and stakeholders. ^{Advice/Recommendations}

Advice/Recommendations

- RPD is working with accessibility and inclusion leaders across government to act on the commitment that every person has an equitable experience when they are in a government facility. Moving forward, RPD will make strategic investments in buildings, collaborating with clients and partners in the community, to enable greater access to government services. Until there is dedicated funding for barrier-free initiatives, improvements to accessibility in the portfolio will be incorporated into projects as they are designed and completed.
- Based on research and a pilot project assessing accessibility in a sample of buildings in the RPD portfolio, initial improvement efforts will focus on the following areas: washrooms; signage, wayfinding and communications; and emergency systems.

Major Activities Since July 2017

- The partnership agreement between RHF and RPD was signed in spring 2018, enabling RHFAC assessments of RPD facilities to be undertaken between August 2018 and January 2019. Advice/Recommendations
- In early 2019, RPD's Technical Standards for Office Tenant Improvements were updated to align with RHFAC and gender equity requirements. Since then, all new buildings and major retrofits incorporate these modern standards for accessible and inclusive washrooms and workspaces, as well as provide for improved access for people with disabilities.
- In June 2020, RPD finalized and endorsed *Buildings for People: RPD's Barrier Free Program*, covering all buildings in the RPD portfolio including owned, leased and managed facilities. The program identifies pathways to improve building accessibility through a standardized approach while creating the culture change necessary to support the goals of the program. Guidance from the RHF and Gender-Based Analysis Plus (GBA+) will be applied to this work.
- In Fall 2020, RPD developed the *Leading Workplace Barrier Free Design Guide*, the first step towards implementing universal design in a Leading Workplace. The guide will be used in partnership with the RPD Technical Standards, the BC Building Code, and knowledge from experienced consultants, to better identify opportunities and challenges and share design strategies which promote inclusivity in the built environment of a Leading Workplace.

Key Decisions Required by June 2021

Cabinet Confidences; Government Financial Information

- RPD will work with its service provider CBRE to assess buildings across the portfolio in order to evaluate current state of accessibility and utilize the results to inform capital planning and prioritization of projects.
- RPD will collaborate with the Public Service Agency and Gender Equity Office to develop a communications plan and a change management plan for internal-to-government stakeholders, to be used as clients adopt inclusive washrooms in their buildings.

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Ministry of Citizens' Services

Phone: (250) 889-2993
Date: November 4, 2020

CLEANBC GOVERNMENT BUILDINGS PROGRAM

Real Property Division

Lead Executive: Sunny Dhaliwal, Assistant Deputy Minister

Background

CleanBC is the provincial strategy for reducing energy consumption and greenhouse gas (GHG) emissions. The scope of the strategy includes all provincial emissions sources including transportation, industry, waste, and buildings. The strategy targets a total of 18.9 Mt (megatonnes) GHG emission reductions by 2030, of which provincial government buildings represent 0.5 Mt. The strategy is driven by the *Climate Change Accountability Act (CCAA)*, which replaced the 2007 *Greenhouse Gas Reduction Targets Act (GGRTA)*. CCAA legislates targets of a 40 percent reduction in carbon emissions from 2007 levels by 2030, a 60 percent reduction from 2007 levels by 2040, and an 80 percent reduction in emissions by 2050.

The Ministry of Citizens' Services' (CITZ) Real Property Division (RPD) provides real estate services to government ministries and broader public sector clients. As part of its plan to meet the targets as outlined in CleanBC and CCAA, RPD in partnership with the Office of the Chief Information Officer, developed the CleanBC Government Buildings Program. The CCAA requires that public sector buildings achieve a 50 percent GHG emissions reduction relative to 2010 by 2030 (versus the 40 percent target for other sectors). This requires RPD to achieve an average annual rate of reduction of ~4 percent. Through the CleanBC Government Buildings Program, RPD is on the path to meet these targets.

Current Context

The CleanBC Government Buildings Program is a rolling five-year plan for BC core government buildings and technology to meet triple bottom line objectives of energy conservation and related greenhouse gas reductions, enhanced occupant comfort, and life cycle return on investment, thereby working towards a long-term vision of net zero energy use. The program involves making strategic investments in buildings and technology, engaging and collaborating with clients, and partnering with technology industry providers who provide innovative building solutions that use less energy. Ultimately, this program sets the path to transform the current government portfolio into a network of smart, energy efficient and resilient buildings that provide more comfortable and cost-effective places to work.

There are six pathways in the CleanBC Government Buildings Program:

1. **Building Energy Retrofits and New Construction:** Implementing retrofits, completing energy audits, undertaking green assessments, updating the RPD Technical Standards, and adapting processes for green investments.
2. **Smart Building Technology:** Implementing proof of concept projects, privacy and security assessments, joint processes, and modern technologies.
3. **Leading Workplace Strategies:** Increasing mobile and flexible workspaces.
4. **Adaptation for Resilient Buildings:** Assessing assets for climate risks, and scope definition for a portfolio risk analysis.

Contact: Rebecca Guthrie, Executive Director, Asset Management Branch
Ministry of Citizens' Services

Phone: (250) 889-2993
Date: October 19, 2020

5. Electric Vehicle (EV) Charging Equipment: Installing EV charging equipment.
6. Clean Energy Supply: Evaluating current energy source in government buildings, with plans to moving towards cleaner energy sources like hydro electricity and renewable natural gas.

Major Activities Since July 2017

- In 2017-2018, significant engagement with all the divisions of CITZ, and the Ministry of Environment and Climate Change resulted in the creation of the CleanBC Government Buildings Program in 2019.
- In early 2019, Treasury Board provided CITZ with \$8.5 million in capital funding (for five years - 2019/20 to 2023/24) and \$5 million of expense funding (for three years - 2019/20 to 2021/22).
- Projects completed or underway (2019/20 and 20/21) include: 36 energy retrofits including LED lighting upgrades, HVAC upgrades, and building controls upgrades; one net-zero-ready major retrofit project; 132 electric vehicle charging spaces at 52 sites across the Province, 10 mobile workspaces, two smart building technology pilots, three climate risk assessments, and two clean energy and electrification studies. The lighting upgrades at courthouses in New Westminster, Fort St. John, and Port Coquitlam as well as the government building in Smithers, received \$88,000+ from utility incentives and will save energy equivalent to 18 homes a year. Planning for projects in 2021/22 is currently underway and will include more of the same types of projects while also improving on the energy and GHG emissions savings per project. Ministry clients are reviewing their EV charging station needs which may impact the number of EV charging projects.
- Notable projects currently underway include: Ministry of Children and Family Development building retrofit in Williams Lake; lighting upgrades in New Westminster Courthouse and Kamloops Regional Correctional Centre; and building systems control upgrades in 12 buildings.
- After the first year of the program in 2019/20, the portfolio of government buildings is now at a 32 percent reduction over 2010 levels, which is well on its way to the 50 percent goal in 2030.

Key Decisions Required by June 2021

Advice/Recommendations

**DISTRICT ENERGY SYSTEM
Real Property Division**

Lead Executive: Sunny Dhaliwal, Assistant Deputy Minister

Background

The delivery of heating and cooling is an essential service in support of providing healthy, safe and productive work environments. The Ministry of Citizens' Services (CITZ) is responsible for ensuring that these services are delivered in a manner that is cost effective, environmentally responsible and provides the best value to the citizens of BC.

The Central Heating Plant (CHP) is a steam-producing District Energy System located in the Legislative Precinct in Victoria, BC. Built in 1952, the CHP serves the heating and cooling loads for several buildings critical to government, including the BC legislative buildings, nearby government office buildings, and the Royal British Columbia Museum. Hot water, steam, and chilled water are distributed to the buildings served by the CHP through a small network of tunnels and underground piping. The CHP is decades beyond its service life, and regular repairs and maintenance are required to maintain current operations.

Significant technological gains have taken place in the District Energy System industry since the construction of the existing CHP. Replacing the CHP will significantly improve service delivery, while also providing heat, chilled water and electricity through a much more energy efficient and reliable system. The project for a new, modern energy services solution will include the objectives of reliability, cost effectiveness, innovation, and environmental benefits.

Cabinet Confidences; Advice/Recommendations; Government Financial Information

Current Context

The existing central heating plant for the legislative precinct is beyond its useful life. The current systems, equipment and infrastructure are impeding the delivery of safe, efficient, clean, reliable and affordable energy.

CITZ has notional budget approval for a new district energy system. The funding is earmarked to fund the demolition of the current central heating plant and construction of a new plant.

Cabinet Confidences; Advice/Recommendations

Major Activities Since July 2017

- 2018 – TB notional approval of ^{Government}Financial in CITZ' 10 year capital plan to replace the Central Heating Plant, and direction to complete analysis on four options.
- In late 2018 – CITZ received TB approval to access up to ^{Government}Financial in contingencies to prepare an options analysis report.
- In 2019 – Infrastructure BC (previously Partnerships BC) was engaged to develop the options analysis scope of work and to produce a final report.
- 2020 – Completion of options analysis, and TB approval of ^{Govern}ment to develop a business case with three options to renovate the existing plant, build a new plant, or install individual heating and cooling systems for each building in the Legislative Precinct.

Key Decisions Required by June 2021

None.

NEW FACILITY MANAGEMENT CONTRACT Real Property Division

Lead Executive: Sunny Dhaliwal, Assistant Deputy Minister

Background

The Ministry of Citizens' Services (CITZ) had an outsourced contract for facility management (FM) with BGIS-WSI since 2004. The contract provided facility management (including repairs, maintenance, landscaping, security, cleaning, and operations centre) and construction project services to approximately 1,600 owned, leased and managed government properties. After 16 years, the contract was due to expire in 2020.

In July 2019, after a thorough procurement process, CBRE Limited was selected as the new service provider for FM services. Transition from the previous service provider was completed on April 1, 2020, with CBRE taking on all facility management responsibilities. The procurement was designed to reflect the goals of the BC Procurement Strategy: to realize best value and increase benefits to British Columbians by using procurement strategically, promoting innovation, and providing additional employment opportunities for BC businesses (small, medium and large), across BC's diverse communities, including First Nations.

The Province required CBRE to accept the existing collective bargaining obligations and collective agreement with the BC Government and Services Employees' Union (BCGEU), including carry-over of 190 and 11 new BCGEU members to the new service provider, in carrying out the work under the new contract. The intent with this procurement was also to take advantage of business enhancements that have become standard in the facility-management industry since the last contract was created in 2004.

Contract enhancements built into the new contract include:

- Improved information systems by moving from two systems existing earlier into one integrated system.
- Availability of self-serve data and information for clients.
- Improved performance monitoring and reporting.
- More clearly defined service requirements and improved communications at the building level.
- Improved joint governance (CITZ/service provider/client).
- Innovation in the delivery of services.
- Improved energy management systems.
- Improved practices to create more opportunity for businesses of all sizes, to support, grow and sustain a community of suppliers. Enhanced training and support to build greater capacity for procurement in the BC Public Service.
- Guaranteed savings for the Province that will be used to enhance service levels.
- Partnership in the delivery of energy efficiency projects, in support of Clean BC Government Buildings Program.

CITZ funds the new contract within existing budget allocations.

Contact: Jennifer Hoffman, A/Executive Director, Facility Contract Management
Ministry of Citizens' Services

Phone: (250) 361-8185
Date: October 16, 2020

The current contract is set to expire March 31, 2025, with the option to renew for two additional five-year terms.

Current Context

In July 2019, CBRE and CITZ implemented a contract Transition Governance model with shared CITZ and CBRE Executive oversight. Implementation of the Transition Plan began in August 2019 and completed on March 31, 2020.

In September 2020, CBRE submitted a required three-year budget plan for 2021/22 – 2023/24. CITZ reviewed the budget plans within the ministry's annual budget guidelines and confirmed they are in alignment with the requirements.

Major Procurement Activities Since July 2017

- Request for Qualification completed July 2017.
- Insourcing review completed in October 2017.
- Negotiated Request for Proposal (NRFP) process shortlisted three proponents in June 2018. Each proponent was invited to participate in the NRFP process, including refinement sessions to strengthen proponents' understanding of CITZ's business needs and to add quality to the final proposals.
- CBRE was identified as the lead proponent in January 2019. Due diligence sessions with CBRE clients occurred thereafter.
- The contract negotiation framework was developed in March 2019 and contract negotiations were concluded in May 2019.
- Received Treasury Board approval in June 2019.
- The Province and CBRE signed a new Master Services Agreement in July 2019 for the initial term April 1, 2020 – March 31, 2025. The Province maintains an option to renew the agreement for up to two additional five-year terms.
- Transition to the new service provider completed March 31, 2020.

Key Decisions Required by June 2021

None.

LEADING WORKPLACE STRATEGIES Real Property Division

Lead Executive: Sunny Dhaliwal, Assistant Deputy Minister

Background

Leading Workplace Strategies (LWS) was officially launched in 2012 as a strategy to promote mobility and flexibility in how and where we work – a commitment previously made in the BC Public Service Corporate HR plan, *Being the Best*.

The strategy profiles LWS as a corporate initiative led by the Ministry of Citizens' Services (CITZ) and was endorsed by the Deputy Ministers' Committee on Transformation and Technology in July 2011. LWS was again endorsed by the Deputy Ministers' Committee on Public Service Innovation in 2018.

LWS refers to new ways of accommodating office work beyond the provision of traditional dedicated office space, offices and cubicles by integrating real estate, technology and human resources to transform the workplace using mobile strategies. Both on-site and off-site strategies are implemented, including: "non-territorial" work space, team space, telework (work from home), and corporate satellite drop-in space. The shift to mobility and non-territorial use of corporate office space has been found to increase overall utilization of the corporate office footprint, shifting the focus to shared collaborative spaces. This allows for the reduction in the office footprint and overall reduction of the office space portfolio and related operating costs.

Major public and private sector organizations around the world have already implemented these strategies, including: American Express, TELUS, Capital One MasterCard, Mazda North America, CISCO, Public Works and Government Services Canada, General Services Administration (US Government) and the Cabinet Office (UK government). Drawing on the experience of these and other organizations, a number of LWS projects have been delivered around the Province. As outlined in *Where Ideas Work: A Corporate Plan for the BC Public Service 2016*, LWS is the default approach for workspaces to support mobility and flexibility, helping to build our internal capacity.

Current Context

There are 38 LWS projects for 15 different ministries/organizations have been completed across the province. An additional 19 LWS projects are underway, and 25 more are planned for the next one to three years.

LWS projects are primarily funded through the routine capital budget for CITZ; however, in 2018, CITZ requested Treasury Board approval for dedicated funding for LWS projects. In 2019/20, CITZ was allocated \$10 million for LWS to support government growth and reduce and optimize government's real estate portfolio.

Over \$13 million in building occupancy costs are now saved annually, with a total of over \$60 million in savings from 2012 to the end of September 2020 based on lease terminations alone (39,848 meters square (m²) in space dropped from the government inventory, as a result of LWS projects. 665,147 kilograms of greenhouse gas emissions will be reduced each year based on lease terminations alone, with over 3,400 tons of greenhouse gas emissions reduced to date. This is the equivalent of having 660 fewer cars on the road at any given time.

Gender Based Analysis Plus considerations within LWS projects employs a design-based approach that prioritizes increasing equity in the BC Public Service by providing staff with more choice in work settings, work flexibility, furniture and tools, as well as inclusive washrooms and shower considerations.

LWS workspaces align with the Province’s commitment to the principles of the United Nations Declaration on the Rights of Indigenous Peoples and the Truth and Reconciliation Commission’s Calls to Action. Where appropriate, projects include design elements that provide education and connection to local Indigenous communities. Community members have been invited to open new spaces and connect with building occupants.

Results from the Workplace Environment Survey show statistically significant higher results in 15 of 17 drivers (e.g., stress/workload and tools/workspace drivers) and contribute to higher satisfaction rates overall for staff working within a Leading Workplace, showing support for further mobility.

ShareSpace is a new LWS office accommodation solution being introduced in 2020 and is Real Property division’s (RPD) variation of the global movement in corporate real estate called “co-working”. ShareSpaces are dynamic, ready-made workplaces that will be located strategically around BC and managed corporately by RPD. The spaces are 100 percent mobile and shared by employees across many government ministries with a free membership model.

LWS Node is an additional variation on the LWS model. It is a flexible, 100 percent mobile work environment that is inserted into an existing, traditional government workplace as a solution to help update workspaces and meet the immediate needs of a growing Ministry. This approach also serves as a cultural change incubator for ministries who want to introduce and market the benefits of mobility to workers on a smaller scale.

On-going and Expected LWS Projects for 2020/21

Ministry	Location
Attorney General	Burnaby, 4370 Dominion
Attorney General	Victoria, 1175 Douglas
Attorney General	Abbotsford, 88 Ave
Citizens' Services	Westshore, Lakepoint Way
Environmental Assessment Office	Victoria, 836 Yates
Energy, Mines and Petroleum Resources	Victoria, 1810 Blanshard
Forests, Lands, Natural Resource Operations, and Rural Development	Smithers, 3726 Alfred
Forests, Lands, Natural Resource Operations, and Rural Development	Surrey, 153 St
Forests, Lands, Natural Resource Operations, and Rural Development	Fort St. John, 110 Ave
Health	Victoria, 1515 Blanshard
Children and Family Development	Burnaby, 1901 Rosser
Children and Family Development	Port Moody, 2220 Brew
Children and Family Development	Vancouver, 2780 East Broadway
Children and Family Development	Duncan, 15 Craig St
Children and Family Development	Surrey, 9900 King George
Children and Family Development	Williams Lake, 280 N. 3 Ave
Children and Family Development	Campbell River, TBD
Children and Family Development	Victoria, 395 Waterfront
Social Development and Poverty Reduction	Vancouver, 2288 Kingsway
Labour	Richmond, 4600 Jacombs Road

Major Activities Since July 2017

- Eleven projects have been completed since 2017 in seven different cities across the province. Some of the prominent projects are:

Date	Location	Area	FTEs	Notes
September 2017	1340 Ellis, Kelowna	3,651m ²	186	Owned Asset – New service delivery location for Ministry of Children and Family Development
October 2017	Capital Park 1, Victoria	9,320m ²	774	First full building to use LWS throughout – Ministries of Children and Family Development and Environment
July 2019	4 th Floor, 1810 Blanshard, Victoria	1,518m ²	127	Owned Asset – Ministry of Energy, Mines and Petroleum Resources

Date	Location	Area	FTEs	Notes
August 2019	3 rd Floor, 2975 Jutland, Victoria	2,610m ²	241	Strategic Leased Asset – Ministry of Forests, Lands, Natural Resource Operations, and Rural Development
August 2019	800 Johnson (4 floors), Victoria	4,085m ²	384	Strategic Leased Asset – Ministries of Jobs, Economic Development and Competitiveness, Tourism, Arts and Culture, Municipal Affairs and Housing

- Over 650,000 square feet of space has been redesigned as a Leading Workplace, accommodating over 4,700 FTEs.
- ShareSpace and Node were developed and launched. These are two exciting variants of LWS that will further shape how office space supports employee mobility and government flexibility.
 - ShareSpace pilots are now in the implementation stage in the Westhills area of Langford outside of Victoria and in a portion of the Capital Park 2 building near the Victoria Legislature. Both locations are scheduled to open in 2020, with future plans to further roll out the initiative across the province.
 - An LWS Node project was completed in Fort St. John in June 2020, to support program growth for the Natural Resource Sector.

Cabinet Confidences; Advice/Recommendations; Government Financial Information

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Cabinet Confidences; Advice/Recommendations

STRATEGIC ACQUISITION OF BUILDINGS Real Property Division

Lead Executive: Sunny Dhaliwal, Assistant Deputy Minister

Background

The Real Property Division (RPD) in the Ministry of Citizens' Services is responsible for government's real estate portfolio, which includes managing spaces for the delivery of critical frontline services to British Columbians. Since about 2000, as a policy, the Province sold a number of real estate assets, including office spaces, and moved to a model to have more leased than owned office spaces. This created huge challenges for delivery of some critical front-line programs. In addition, due to the changes in the real estate market, RPD routinely encountered challenges in renewing existing leases and securing new leased space for some critical government programs in numerous communities around the province.

These challenges stem from:

- High-demand real estate markets in which there are limited lease options.
- Landlords not willing to lease space to house some critical front-line programs and services that vulnerable British Columbians count on most, such as cheque issuance for income and disability assistance clients, family check-ins, and community corrections. Some landlords seem to conclude that Social Development and Poverty Reduction (SDPR), Community Corrections, and Ministry of Children and Family Development (MCFD) offices present too many problems to their other tenants and the properties and are therefore reluctant to lease space for these types of programs.
- While the use of leased premises has always carried a higher risk of being asked by the landlord to leave the premises on expiry of the lease, even if the Province is desirous of a lease extension, in recent years, RPD has noted an increase in unfavourable lease terms as the demand for commercial real estate has drastically increased.
- These terms present a significant risk for government program delivery, particularly for those programs that provide front-line services to at-risk populations where landlords have expressed concerns and an unwillingness to renew leases, and/or are operating in communities where there are limited options for relocation.

Therefore, to mitigate the risk of service disruption to citizens in these communities, RPD sought funding from the Treasury Board to purchase properties at certain strategic locations and house critical government service in these newly acquired assets.

Since 2017, RPD has purchased five new office buildings and a few others are in the process of being procured.

Current Context

The effects of COVID-19 has altered the leasing landscape. Some landlords have been reminded of the importance of the stability that a provincial government lease offers and have chosen to renew our leases after previously giving us notice that they would not;

Advice/Recommendations

Regardless,

RPD has continued to seek the best long-term options for the clients that offered the greatest value to the Province.

Major Activities Since July 2017

The Province has successfully purchased:

- 280A 3rd Avenue North in Williams Lake for MCFD.
- 900 West 16th Street in North Vancouver for SDPR.
- 13545 64th Avenue in Surrey for various potential clients focussing on service delivery to citizens.
- 490 Brunswick Street in Prince George for SDPR.

Advice/Recommendations

Key Decisions Required by June 2021

None.

NANAIMO CORRECTIONAL CENTRE REPLACEMENT Real Property Division

Lead Executive: Sunny Dhaliwal, Assistant Deputy Minister

Background

The Nanaimo Correctional Centre (NCC) is a key component of the BC Corrections Branch's provincial operations for adult custody. It is the only medium security provincial correctional facility on Vancouver Island, and houses unique and critical inmate programs with demonstrated success, such as the Guthrie Therapeutic Community Centre, which is a self-contained residential substance abuse treatment program in operation since 2007.

Advice/Recommendations

Advice/Recommendations

NCC has been identified for replacement in the Corrections Capital Asset Management Plan since 2007.

The provincial inmate population is projected to increase at a rate consistent with the province's general population growth. The current capacity provided by NCC is required to meet the projected growth, with a focus on Vancouver Island. Retention of corrections capacity in the current NCC catchment area provides efficiencies in accommodating sentenced and remanded inmates from central and northern Vancouver Island, resulting in cost savings for the justice sector related to inmate transportation. NCC replacement will address the current gap in pretrial and short-term incarceration space for female inmates on Vancouver Island.

In response to direction from the Ministry of Finance as part of Budget 2017, the Ministries of Public Safety and Solicitor General (PSSG) and Citizens' Services (CITZ) undertook an analysis of facility replacement options. The options identified for further development through the analysis were:

- Replace the existing NCC facility.
- Consolidate existing NCC and Vancouver Island Regional Corrections Centre (VIRCC) facilities into one Vancouver Island correctional centre.
- Replace the existing NCC facility, and subsequently either renovate or replace the existing VIRCC facility.

For the first phase of the Business Case stage, the PSSG/CITZ team returned to Treasury Board in October 2018 with a recommended option to redevelop a new centre on the existing site. The option was approved. In November 2018, Treasury Board approved access to ^{Government Financial} from the notionally approved project capital allocation to proceed with completion of the business case, including anticipating operating costs.

Contact: Diane St Hilair, Executive Director, Workplace Development Services
Ministry of Citizens' Services

Phone: (778) 677-4199
Date: October 19, 2020

Current Context

The Project was approved by Treasury Board in April 2019 to proceed using a Design-Build procurement approach, [Government Financial Information](#)

The new facility will include 202 general purpose cells (190 male-only cells per existing centre capacity, plus 12 new cells for short-term female accommodation). There is currently no cell capacity for female inmates on Vancouver Island.

Engagement and consultation with the City of Nanaimo has been positive. The Province has completed negotiations of the protocol agreement with the two First Nations, Snneymuxw and Snaw-naw-as, who are indigenous to the NCC area. The project is being overseen by Corrections Project Executive Board, chaired by Deputy Solicitor General with representatives from CITZ, the Ministry of Justice, and Infrastructure BC (previously, Partnerships BC.)

Major Activities Since July 2019

- After the request for quotation closed on August 8, 2019, four proposals were received, evaluated and shortlisted to the following Design-Builders:
 - Bird Construction;
 - Pomerleau Construction / Kinetic Construction (joint venture); and,
 - Stuart Olson Construction.
- The Request for Proposal (RFP) was released to the shortlisted Design-Builders on September 16, 2019.
- On October 29, 2019, the Province made an application for a Development Variance Permit to the City of Nanaimo.
- During the RFP Process two of the three proponents withdrew from the process leaving Stuart Olsen as the remaining proponent.

Advice/Recommendations

- Treasury Board staff has been kept apprised about the progress of the negotiations and that the project may need some additional capital.

Key Decisions Required by January 2021

- October 2020 – Approval of Preferred Proponent financial submission number two.
- December 2020 – Approval of additional funding, if required.
- January 2021 – Execute Contract with Preferred Proponent.

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Withheld pursuant to/removed as

Cabinet Confidences; Advice/Recommendations; Intergovernmental Communications; Government Financial Information

SURPLUS PROPERTIES PROGRAM
Real Property Division

Lead Executive: Sunny Dhaliwal, Assistant Deputy Minister

Background

Real Property Division (RPD), oversees and facilitates the redeployment and disposition (sale) of assets over \$1 million identified by the owner ministries as being surplus to their program needs.

In September 2017, RPD received direction from the Ministry of Finance to enhance the focus on repurposing of surplus government property to support high priority social outcomes (schools, housing, health and childcare). Properties that were being marketed under the Surplus Properties Program were put on hold while a thorough review of the Program was conducted.

In response to this new direction from government in 2017, RPD updated its procedures to provide a renewed focus on repurposing real estate assets, where feasible, instead of selling it. RPD implemented the Enhanced Referral Process (ERP), a new, mandatory process that matches ministry and agency demands with existing surplus properties. Ministries and agencies are provided an opportunity to review details of the potential surplus properties, so that alternate use of properties, if any, can be identified, before a decision to sell a property is taken. The ERP is now undertaken prior to any land being considered for sale on the open market.

To strengthen the Ministry's role in overseeing property dispositions for all ministries and selected Crown corporations, a Process Manual for the Surplus Properties Program was developed with details of the new procedures to be followed by all Ministries and Broader Public Sector entities. The manual includes additional actions required as part of their due diligence process, such as ensuring that local municipalities are made aware of any potential disposition and are provided an opportunity to express interest in the surplus property.

Total amount of properties that have been sold since 2013 are as follows:

Fiscal Year	Value
2013/2014	\$311 Million
2014/2015	\$126 Million
2015/2016	\$358 Million
2016/2017	\$62 Million
2017/2018	\$46 Million
2018/2019	\$27 Million
2019/2020	\$42 Million

RPD is also responsible for all First Nation consultation and negotiations for properties that are part of the Surplus Properties Program. RPD provides subject matter expertise on Indigenous issues including strength of claim analysis, consultation and negotiations, and relationship building.

Current Context

The Minister of Citizens' Services (CITZ) has the authority, under the *Public Agency Accommodation Act*, to acquire, own, and sell property for CITZ. Other ministries have their own legislation that authorizes them to own and sell property.

In September 2017, CITZ advised various ministries about the Enhanced Referral Process. RPD has now applied this process to all properties that were on the Surplus Properties List as of September 2017, as well as all properties that have been added to the list since then.

The sale of surplus assets is recognized as a standard function of prudent real estate portfolio management. Funds from surplus property sales are used to support government programs and projects. For example, the Ministry of Transportation and Infrastructure regularly sells surplus lands acquired for highway projects, which are then invested for other infrastructure projects. Delays to the planned dispositions may require ministries to adjust their fiscal forecasts.

The table below indicates the forecast of property dispositions in the next three years:

Government Financial Information

Major Activities Since July 2017

- Surplus Properties Program – In October 2017, the program was enhanced to ensure a consistent government-wide process for the disposal of surplus real estate and incorporated the enhanced focus on repurposing surplus properties.
- Surplus Properties Program Process Manual – In September 2018, RPD released the Surplus Properties Program Process Manual that incorporated Office of the Auditor General recommendations and updated processes to be followed by all the land-owning ministries and Broader Public Sector clients. A new mandatory Triple Bottom Line Cost Benefit Analysis and Enhanced Referral Process that matches ministry demands with existing surplus properties were included in the process manual.
- Colliers Report – In July 2019, RPD hired Colliers to further identify opportunities for improvements to the Surplus Properties Program. Colliers released a final report to evaluate the changes made and identify opportunities for enhancement. In August 2019, RPD created the Colliers Recommendation Implementation Plan. Colliers' recommendations, where appropriate, have been fully implemented in fiscal 2019/20.

Key Decisions Required by June 2021

- None^{Advice/Recommendations}
Advice/Recommendations

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Intergovernmental Communications; Government Financial Information

LAW COURTS INN
Real Property Division

Lead Executive: Sunny Dhaliwal, Assistant Deputy Minister

Background

- The Province owns the Vancouver Law Courts (VLC). Since the early 1980s, the Province has leased 6,562 square feet of space in VLC to the Lawyers Inn Society (doing business as Law Courts Inn [LCI]), for use as a public restaurant.
- The Judiciary, Ministry of Attorney General (AG) and related organizations are the primary tenants of VLC. Space pressures in the VLC complex has been increasing over years due to program growth and increased demand on the Courts system, for example:
 - The hiring of new Supreme Court/Court of Appeal Justices has been deferred for several years due to inadequate space within VLC.
 - Court Services Branch needs space to house additional full-time employees.
 - There is a need for an adequate Court of Appeal conference rooms.
- The LCI space is an ideal location for the above-noted requirements due to the space adjacencies and physical connections to Judicial Chambers, and the fact that the LCI space already complies with the relevant high-security requirements.
- LCI owes the Province \$129,000 in outstanding rent. They have continued to pay their rent during the COVID-19 pandemic.
- Since 2017, ^{Advice/Recommendations}
Advice/Recommendations

Current Context

- On May 6, 2020 the LCI was informed that their lease would not be renewed when it expired on September 30, 2020. This decision was made to help accommodate the pressing space requirements for the judiciary.
- On June 26, 2020 the Ministry of Citizens' Services (CITZ) received a letter from LCI expressing their concerns and opposition to the Province's decision not to renew or extend their lease. The letter was also addressed to the Attorney General and government opposition members.
- Since June, almost 90 letters and emails have been received addressed to the Minister of Citizens' Services and/or the Minister of Attorney General (AG) regarding the closure of the existing restaurant space. The correspondence has been primarily from members of the legal community and secondarily from others that use the space for various events and functions.
- CITZ received a Freedom of Information Request from a business in August 2020 requesting copies of all internal correspondence and memoranda within CITZ regarding the LCI lease pertaining to the decision not to renew the lease, the decision not to enter into a new lease for the purposes of maintaining a restaurant on the Premises, the decision to change the use of the Premises, and the intended new tenant and/or occupant of the Premises. The FOI request is currently in progress.

Advice/Recommendations

Legal Information

Advice/Recommendations

Advice/Recommendations

- AG has now taken over the space for overflow court case space.

Advice/Recommendations

- Active planning with collaboration from AG and the judiciary is underway for future use of the space.

Major Activities Since July 2017

- February 2020 – Decision Note signed by CITZ Deputy Minister and Deputy Attorney General confirming LCI lease would not be renewed.
- May 6, 2020 – Letter sent by CITZ to LCI confirming their lease would not be renewed at expiry.
- May-September 2020 – Approximately 90 letters received from the legal community/other users of the LCI against the Province’s decision to not renew the lease of the LCI.

Advice/Recommendations

Key Decisions Required by June 2021

None.

CAPITAL PROJECTS

Real Property Division

Lead Executive: Sunny Dhaliwal, Assistant Deputy Minister

Background

One of the responsibilities of the Real Property Division (RPD) is construction projects. These projects are funded through capital budget in one of three ways:

- **Priority Capital Projects:** Typically, new construction projects or major renovations and expansions, for which a specific capital allocation is made. These projects generally range from \$30 million to \$300 million.
- **Routine Capital Projects:** These projects involve major repairs, renovations or accommodation improvement projects, which are funded through the Ministry of Citizens' Services' Routine Capital Budget. This budget is about \$60 million per year.
- **Other Capital Projects:** These capital projects are client requested projects, for which capital budget has been specifically allocated based on a joint request from the client ministry and RPD.

A number of new capital projects like correction centres, courthouses and custom-built facilities have been delivered by RPD over the recent past. In addition, over the last three to four years, RPD has also collaborated very closely with client ministries to jointly identify current and future program needs, and pro-actively sought Treasury Board funding. Many such projects are underway.

Current Context

The following capital projects are underway:

- **Abbotsford Courthouse:** The Province is building a new law courts within the City of Abbotsford's Civic Precinct at a cost of 152 million. The project has been completed, and court operations will commence in January 2021.
- **Nanaimo Corrections Centre:** Procurement process for a new Corrections Centre in Nanaimo is at an advanced stage and a capital of \$152 million has been approved by the Treasury Board for this project.
- **Improvement of Segregation Cells in Correction Centres:** To address significant concerns about the potentially harmful impact of segregation on inmates across the province, the Ministry of Public Safety & Solicitor General has identified a need to reform the segregation cells and have initiated a program to upgrade to their portfolio across the Province. RPD is delivering this multi-year project at a cost of ^{Government}Financial
- **Improvement to Community Correction Offices:** RPD is delivering a project to address on-going capacity and security issues at community correction offices around the Province at a cost of ^{Government}Financial
- **Government House Renovations:** Major renovations are being made to the heritage Government House building at a cost of \$10 million. The scope of work includes mechanical, electrical and security upgrades.

- Robson Square space re-purposing: Planning in underway for re-purposing a café/restaurant (Law Court Inn) at the Robson Square Law Courts in Vancouver to create judges' chambers for the Court of Appeal. The project will cost approximately ^{Government}_{Financial}
- Leading Workplace Strategies (space modernization projects): Currently, RPD is delivering 28 LWS projects at a cost of ^{Government}_{Financial} in 20 locations.
- Space expansion/renovation/new office projects: More than 10 big projects are underway to support government expansion/ new government initiatives like childcare or projects where clients are being moved into new locations. Cumulatively, these multi-year projects are worth approximately ^{Government}_{Financial}

Advice/Recommendations; Government Financial Information

Major Activities Since July 2017

Development of concept plans, business cases, procurement and construction of many of the above projects happened since July 2017. In addition, RPD delivered two other major capital projects during this time:

- Healing Spirit House – This state-of-the-art 75 million, LEED Gold facility to provide high-quality care for those dealing with mental health and addiction issues at Riverview lands in Metro Vancouver, was an investment that include a 28-bed adolescent treatment centre and a 10-bed Provincial Assessment Centre.
- Surrey Courthouse expansion/renovation – This 33.5 million courthouse expansion in Surrey, included three new courtrooms and two hearing rooms, a high-security courtroom for special-situation trials and a high-volume courtroom for preliminary and bail hearings.

Key Decisions Required by June 2021

- Approvals may be required for some projects from Treasury Board, as part of the normal budget process.

PROCUREMENT OVERVIEW

Procurement and Supply Division

Lead Executive: Bobbi Sadler, Assistant Deputy Minister

Background

- Procurement is the process by which government acquires goods, services and construction from the vendor marketplace. It is a critical tool for the delivery of government services and fulfilling ministry objectives.
- Canadian public-sector procurement must be fair, open and transparent. These requirements are created by a legal framework that includes federal and provincial legislation, national and international trade agreements, and Canadian contract law and jurisprudence.
- BC uses a decentralized procurement model which means that each ministry following defined policy and processes has the authority to purchase on their own behalf.
- Within this decentralized model three Ministries act in central agency roles to support other Ministries in achieving value for money while maintaining fair, open, and transparent procurement processes.
 - Ministry of Citizens' Services (CITZ): provides operational oversight for procurement including the provision of guidance and advisory services to ministry clients, leadership of government's procurement transformation, management of BC's multi-billion-dollar portfolio of large, strategic contracts and the maintenance of corporate processes and tools such as BC Bid.
 - Ministry of Finance: provides policy oversight including maintaining Core Policy and Procedures for procurement and contract management and government's vendor complaint resolution process.
 - Ministry of Attorney General: provides legal advice related to procurement. Core Policy prescribes specific accountabilities for legal advice, including mandatory legal review for any proposed changes to standard forms of contracts or use of alternate contract templates.
- All procurement opportunities are posted publicly on BC Bid, the government's online sourcing platform; vendors may submit tenders in response to posted procurement solicitations.
- The *Procurement Services Act* provides the Minister of Citizens' Services with statutory authority over certain operational functions related to procurement including the ability to purchase on behalf of other ministries.
- Other legislation with procurement-related provisions include the *Transportation Act* and *Financial Administration Act*.
 - The *Transportation Act* contains a "low bid" provision which states that contracts should generally be awarded to the lowest-bidding tender for certain Ministry of Transportation procurements; and,
 - The *Financial Administration Act* contains provisions related to government's financial expenditures and revenues, including procurement spend reporting and compliance.

Current Context

- Government procurement is a powerful tool for delivering services people depend on, creating jobs and growing BC's economy.
- Procurement is one of the primary ways that the BC government participates in the economy, the Province procures almost \$7 billion of goods and services each year.
- Based on feedback from vendors and government, the Ministry of Citizens' Services created the *BC Procurement Strategy* with a view to realize best value and increased benefits from procurement, to make it easier to do business with government, and to create more opportunities for businesses of all sizes.
- Modernizing government procurement will allow it to act as a key enabler of the Province's recovery efforts as the Province takes action to recover from the global COVID-19 pandemic.
- These purchases are integral to delivery of services in all sectors, including social services, infrastructure and capital construction, and public safety.
- The value of each procurement can vary from small value professional services contracts to million- or billion-dollar complex information technology or capital construction projects.
- Although ministries may procure on their own, CITZ, through its Procurement and Supply Division (PSD), provides procurement advisory services where ministries may engage CITZ for advice on conducting a procurement and may request that CITZ run a procurement on their behalf.
- These services are provided predominantly under a cost recovery model and in certain circumstances are mandatory under BC's Core Policy including procurements for goods over \$5,000, high value information management/information technology procurements, and procurements that use the Joint Solutions Procurement acquisition method.
- CITZ is also responsible for other elements of BC's procurement system including:
 - Leading the cross-government modernization of BC's procurement system through the implementation of the BC Procurement.
 - Creating and managing corporate supply arrangements for goods and services where there is multi-ministry or cross-government demand.
 - Maintaining standard government formats for solicitation documents and guidelines for their selection and use.
 - Providing oversight for BC's large strategic contracts

Major Activities Since July 2017

- Continuous – Procurement Advisory services provided to BC Ministries by PSD.
- 2017 to present – Engagement with vendors and buyers on government procurement improvement opportunities.
- June 2018 – Public release of the BC Procurement Strategy 2018.
- May 2018 – *Procurement Services Act* amended to permit BC access to Federal government supply agreements.
- March 2018 – Release of the BC Procurement Strategy 2020 Update.

Key Decisions Required by June 2021

None.

OVERVIEW OF PLAN

Procurement and Supply Division

Lead Executive: Bobbi Sadler, Assistant Deputy Minister

Background

- Government procurement is a powerful tool for delivering services people depend on, creating jobs and growing BC's economy.
- Procurement is one of the primary ways that the BC government participates in the economy. The Province procures almost \$7 billion of goods and services each year.
- Through ongoing engagement with vendors, the Ministry of Citizens' Services has heard that working with government is complicated, expensive and time consuming.
 - [See Tab 71 – Procurement Strategy – Engagements for additional detail.]
- Based on this feedback and that of internal stakeholders, the Ministry of Citizens' Services launched the *BC Procurement Strategy* in June 2018 which set the following goals to modernize BC government procurement:
 - To realize best value and increased benefit to British Columbians by using procurement strategically.
 - To make it easier to do business with government with simpler, more intuitive processes.
 - To create more opportunity for businesses of all sizes, adapting practices to support, grow and sustain a community of suppliers.
 - To build greater capacity for procurement in the BC public service through enhanced training and support.
- Achieving the goals of the *BC Procurement Strategy* has become especially important in today's context. Modernizing government procurement will allow it to act as a key enabler of the Province's recovery efforts as the Province takes action to recover from the global COVID-19 pandemic.

Current Context

- The strategy aims to remove barriers for small and medium-sized businesses and provide best value through government procurements by supporting the creation of social, environmental and economic benefits for British Columbians.
- The *BC Procurement Strategy* is being implemented through a portfolio of priority actions which are being led by Ministries across government to achieve the goals of the strategy.
- Implementation work is ongoing and includes a portfolio of projects ranging from process improvements to program development to internal capacity development initiatives.
- Significant or foundational actions currently underway include:
 - Launch a next generation BC Bid application and services.
 - Led by the Ministry of Citizens' Services, this project will replace the current 25-year-old tool and make it easier and faster for vendors to access and respond to government procurement opportunities.
 - [See Tab 73 – Procurement Strategy – BC Bid Replacement]

- Modernize, reduce and simplify procurement policy.
 - Led by the Ministry of Finance, this project will provide a plain-language, consistent, principled, and simplified approach to procurement policy.
- Develop a coordinated government approach to Indigenous Procurement.
 - Co-led by the Ministry of Citizens’ Services and the Ministry of Indigenous Relations and Reconciliation, this project aims to increase Indigenous participation in government procurement.
 - [See Tab 74 – Procurement Strategy – Indigenous Procurement]
- The Ministry of Citizens’ Services coordinates teams across government who are working to achieve government’s procurement transformation objectives.
- Transformation is managed under the oversight of cross-government Assistant Deputy Minister and Deputy Minister committees with secretariat support provided by the Procurement and Supply Division in the Ministry of Citizens’ Services.
- A commitment was made as part of the 2018 strategy to report out on progress. The *BC Procurement Strategy 2020 Update* was released on March 6, 2020.
 - [See Tab 70 – Procurement Strategy – Annual Report]
- The update also outlines next steps on existing projects, including continued collaboration to address what has been heard through Indigenous Procurement Initiative engagements, and commits to two new priority actions:
 - The Ministry of Agriculture’s Feed BC initiative, which aims to increase the use of BC-grown and processed foods in government support facilities, such as post-secondary and healthcare institutions.
 - Reviewing and improving the Ministry of Children and Family Development’s procurement practices to support efficient and effective delivery of services that improves the well-being of children and families throughout BC.

Major Activities Since July 2017

- Ongoing since 2017 – Extensive stakeholder engagement.
- June 2018 – Launched the *BC Procurement Strategy 2018*.
- July 2018 – First Sprint with Us contract awarded.
- August 2018 – Announced proponents for Start up in Residence second program intake.
- January 2019 – Launched the Procurement Concierge Program. Released Social and Environmental Purchasing Guidelines. Announced successful proponent for the replacement of BC Bid.
- April 2019 – Hosted a cross-government Procurement Community of Practice symposium.
- July 2019 – Announced new Provincial facilities management contract. Launched small-scale public pilot for the BC Bid Replacement Project.
- March 2020 – *BC Procurement Strategy 2020 Update* released. Included public release of the Indigenous Procurement Initiative “*Report on What we Heard.*”

Key Decisions Required by June 2021

None.

ANNUAL REPORT

Procurement and Supply Division

Lead Executive: Bobbi Sadler, Assistant Deputy Minister

Background

The *2018 BC Procurement Strategy* signalled government’s intent to modernize its procurement system and committed to ongoing progress reports.

The *BC Procurement Strategy 2020 Update* was published in March 2020, and reports on the progress that has been made and reiterates government’s commitment to its four strategic goals for procurement modernization.

Published by the Ministry of Citizens’ Services and written in collaboration with other ministries that are leading transformation initiatives, the document reports on accomplishments including:

- Completing Province wide engagement with Indigenous partners and businesses to inform the development of a coordinated government approach to procurement with Indigenous businesses and communities.
 - [See Tab 74 – Procurement Strategy – Indigenous Procurement]
- Creation of Social and Environmental Purchasing Guidelines – practical guidance for evaluation of social and environmental impact in government procurements.
 - [See Tab 72 – Procurement Strategy – Social and Environmental Procurement]
- The launch of the Procurement Concierge – a new, collaborative way for vendors to engage with the BC government.
 - [See Tab 75 – Procurement Strategy – Procurement Concierge]
- Awarding a contract to replace the BC Bid application and the launch of the first public pilot to test application functionality.
 - [See Tab 73 – Procurement Strategy – BC Bid Replacement]

The 2020 update also communicates the action government will take to continue its procurement system transformation. Future actions are outlined including next steps on existing projects and commitments to new projects including:

- The Ministry of Agriculture’s Feed BC initiative, which aims to increase the use of BC-grown and processed foods in government support facilities, such as post-secondary and healthcare institutions.
- Reviewing and improving the Ministry of Children and Family Development’s procurement practices to support efficient and effective delivery of services that improves the well-being of children and families throughout BC.

See Appendix 1 for the full list of the BC government’s priority actions for procurement transformation.

Current Context

The *BC Procurement Strategy 2020 Update* was released on March 6, 2020.

Achieving the goals of the BC Procurement Strategy is now even more important as the Province takes steps to recover from the global COVID-19 pandemic. Modernizing government procurement will help BC's small and medium businesses participate more effectively in government procurement processes, and position procurement as a key enabler of BC's economic recovery efforts.

The Indigenous Procurement Initiative's *What We Heard* report on recent engagement is a key announcement as part of the *BC Procurement Strategy 2020 Update's* release. It includes a commitment to lay the foundation for continued collaboration and engagement with BC's indigenous partners to support and inform the development and implementation of recommendations to address what has been heard through engagement. [See Tab 74 – Procurement Strategy – Indigenous Procurement]

Major Activities since July 2017

- June 25, 2018 – Launched the *BC Procurement Strategy 2018*.
- March 6, 2020 – *BC Procurement Strategy 2020 Update* published.

Key Decisions Required by June 2021

None.

Appendix 1 – BC Procurement Strategy 2020 Update priority actions



GOAL 1: BEST VALUE AND INCREASED BENEFIT

Priority Actions

- Enhance social and environmental benefits from procurements
- Develop a Community Benefits Framework
- Develop a coordinated government approach to Indigenous procurement
- Continue the Procurement Concierge program



GOAL 2: EASIER TO DO BUSINESS WITH GOVERNMENT

Priority Actions

- Modernize, reduce and simplify procurement policy
- Review B.C.'s approach to risk allocation
- Review procurement and contracting lifecycle for children and family services
- Launch a next generation BC Bid application and services



GOAL 3: MORE OPPORTUNITY FOR BUSINESSES OF ALL SIZES

Priority Actions

- Streamline pre-qualified lists
- Increase government-market engagement and support for suppliers
- Expand Feed BC scope, scale and reach



GOAL 4: GREATER CAPACITY TO SUPPORT PROCUREMENT

Priority Actions

- Develop a procurement workforce strategy and development plan
- Continue the Procurement Community of Practice

ENGAGEMENTS

Procurement and Supply Division

Lead Executive: Bobbi Sadler, Assistant Deputy Minister

Background

Engagement with procurement system stakeholders has been a key enabler and focus during the development BC Procurement Strategy and remains a priority as government takes action to achieve its procurement modernization goals.

During the development of the *BC Procurement Strategy 2018*, the Ministry of Citizens' Services undertook extensive engagement with both ministry and vendor representatives to explore procurement modernization opportunities. Starting in fall 2017, group sessions and one-on-one meetings were held with a range of groups including government procurement professionals, other jurisdictions, entrepreneurs, start-up ventures, small- and medium-sized businesses and large information technology incumbent vendors such as Oracle, SAP, Microsoft, IBM and PwC. At the time of launch, June 2018, the Ministry of Citizens' Services had met with over 250 people and held over 100 meetings across the province.

The key themes from engagement included:

- Government is seen to be risk averse.
- Procurement practices are geared to larger vendors.
- Contract opportunities are prescriptive and overly specified.
- Government lacks transparency.
- There is no mechanism for innovation.
- Decentralized procurement creates problems.
- Capacity for government procurement is poor.

Potential solutions were solicited and can be grouped into the following four categories:

- Enable easier access for new entrants to the marketplace.
- Implement new rules for the way government buys technology.
- Improve procurement practices and transparency.
- Increase government transparency.

These key themes and solutions informed the *BC Procurement Strategy* goals and provided direction for the 2018/19 and 2020 priority actions.

Current Context

Following the release of the *BC Procurement Strategy* in June 2018, engagement has focussed on socializing the goals of the strategy and associated projects with stakeholders both internal and external to government including small group meetings, roundtables with regional chambers of commerce and boards of trade and presentations at large sector relevant conferences. Engagement has included over 6000 project specific touchpoints and over 1000 strategy related touchpoints with stakeholders.

Feedback gathered so far has confirmed both the need to change and that government is headed in the right direction. Key actions such as establishing the Procurement Concierge Program, modernizing procurement policy, and increasing participation by Indigenous peoples in government's procurement opportunities are designed to address some of the key opportunities identified and have ongoing engagement built into their respective program delivery approaches.

Canadian Federal, Provincial, and Territorial (FPT) procurement experts are another key stakeholder group for government's procurement modernization efforts. Procurement Transformation has been a priority topic of discussion at FPT Assistant Deputy Minister and Deputy Minister procurement committees and these committees are a key venue for BC to share its procurement modernization experience and learn leading practices from Canadian public sector colleagues.

Broad engagement to support the March 2020 release of the *BC Procurement Strategy 2020 Update* has been delayed due to the global COVID-19 pandemic.

Major Activities since July 2017

- July 2017 – June 2018 – Engagement sessions held with over 250 stakeholders to inform development of the *BC Procurement Strategy 2018*.
- June 2018 – Launch of *BC Procurement Strategy 2018*.
- June 2018 – present – Ongoing engagement in support of Strategy goals and objectives.
- September – December 2018 – Indigenous Procurement Initiative (IPI) held discussions with Indigenous partners (e.g., BC Assembly of First Nations, Metis Nation BC, First Nations Summit) to determine appropriate ways to engage with Indigenous businesses and communities.
- January – October 2019 – IPI cross-provincial engagement sessions with Indigenous business owners and community representatives.
- January 2020 – Distribution of IPI "*Report on What we Heard*" to engagement participants.
- January – April 2019 – Procurement Concierge Program vendor engagement on program and process design.
- April – May 2019 – Procurement Community of Practice Symposium.
- March 2020 – *BC Procurement Strategy 2020 Update* released. Public release of IPI "*Report on What we Heard*".

Key Decisions Required by June 2021

None.

SOCIAL AND ENVIRONMENTAL PROCUREMENT

Procurement and Supply Division

Lead Executive: Bobbi Sadler, Assistant Deputy Minister

Background

The *BC Procurement Strategy 2018* included a commitment – associated with *Goal 1 Best Value* – to publish new social and environmental impact purchasing guidelines. In collaboration with the Ministry of Social Development and Poverty Reduction, the Ministry of Citizens' Services released corporate Social Impact Procurement Guidelines in January 2019, as a first step to create social value and support social policy objectives from government procurement.

At the same time, the existing Guidelines for Environmentally Responsible Procurement were also refreshed in collaboration with the Ministry of Environment & Climate Change Strategy. Development of these guidelines were informed by an interjurisdictional scan of existing programs to facilitate social and environmental outcomes through procurement, including the Government of Canada, City of Toronto, the United Kingdom and the European Union.

The guidelines recommend, where appropriate, awarding no more than 10 percent of total points to procurements under the value of \$75,000 to proponents who create a positive social or environmental impact including:

- Increasing opportunities for diverse suppliers such as Indigenous peoples and employment equity seeking group; and/or
- Acquiring goods that meet a known environmental certification and providing services in a way that creates the lowest environmental footprint.

Social impact elements that may be considered, on a case-by-case basis in a procurement and measured through a contract, include supplier diversity and workforce development:

- Supplier diversity means creating opportunities for diverse suppliers such as Indigenous peoples and employment equity seeking groups which could include people with disabilities and other traditionally underrepresented groups.
- Workforce development means offering apprenticeships, skills training and other developmental support to employees, contractors or volunteers, including diverse supplier groups.

Current Context

The primary intent for these guidelines is to provide practical guidance and example criteria to BC Government buyers for use in procurement documents. BC uses a decentralized procurement model, therefore teams from across government are working to assess the use of social impact criteria on a case-by-case basis and their use is being phased in over time with an ongoing analysis of their impact. It is intended that, where appropriate, use of social impact purchasing will both:

- Reward vendors for actions that add social value; and,
- Encourage vendors to look for new ways to increase the social value they create so improve their ability to compete for future procurement opportunities that may include social impact criteria.

In all cases, the Province follows the principles of fair and open public sector procurement, as it is required to by its trade agreements and core policy: competition, demand aggregation, value for money, transparency and accountability.

The next priority for social and environmental impact procurement will be to support a culture change within BC's decentralized procurement system. This will include efforts to raise awareness and to encourage the use of social and environmental impact criteria in appropriate government procurements.

Citizens' Services has recently incorporated social impact criteria into the qualification stage for contracts for experts who provide professional services to BC Ministries that manage key strategic contracts.

The *BC Procurement Strategy 2020 Update* includes the following next steps to enhance social and environmental benefits from procurement:

- Train staff to support the adoption of BC's new Social and Environmental Procurement Guidelines; and,
- Engage with suppliers to explore opportunities to create additional social benefits from BC government procurements.

Major Activities since July 2017

- June 2018 – Initiated development of corporate social procurement guidelines.
- January 2019 – Launched BC's Social Impact and Environmental Purchasing Guidelines.
- March 6, 2020 – Commitment in *BC Procurement Strategy Update 2020* to enhance social and environmental benefits from procurements.

Key Decisions Required by June 2021

None.

BC BID REPLACEMENT Procurement and Supply Division

Lead Executive: Bobbi Sadler, Assistant Deputy Minister

Background

BC Bid is the single point of access for all procurement opportunities across the BC public sector.

The current BC Bid application has not been updated since 2003 and does not meet users' needs or expectations for a modern experience. There are technical risks associated with continuing to operate the current BC Bid system, including system instability, security and privacy deficiencies, and limited search and navigation functionality.

In 2017, the Ministry of Citizens' Services (CITZ) went to market for a new procurement tool, and in December 2018, CGI was contracted for the BC Bid Replacement Project. CGI's Western Business Unit, which is based in BC, is leading the project with the majority of their staff based in Victoria. The total cost of this contract over three years is ^{Government} ~~Financial~~ and includes the Ivalua cloud-based procurement application hosted in Ontario, as well as CGI's services for implementation, training, and operational support. CITZ has also assigned a dedicated team to lead this initiative, support change and facilitate the cross-government adoption of this new system.

A foundational enabler of the transformation goals of the BC Procurement Strategy, the new BC Bid system will modernize how vendors access and respond to government procurement opportunities. Other benefits will include:

- Greater automation and process improvements within the system will standardize and improve the experience of suppliers viewing and bidding on government procurement opportunities.
- An expected reduction in the time required to process procurement transactions will make it easier for businesses of all sizes to work with government.
- Increased access to information and data will improve government's ability to manage procurement strategically, directly aligning with our goal of generating best value from BC government procurements.

There will be integrations to cross-post procurement opportunities with the BC Construction Association, Province of Alberta, and the federal government's Single Point of Access, as well as with the Corporate Financial System to enable procurement functionality and data analysis. The new application will also support use by Broader Public Sector organizations, such as Crown Corporations, Municipalities, Health Authorities, School Districts, etc.

Current Context

Initial project timelines had the new BC Bid system launching in 2020; however, COVID-19 and the complexity associated with changing decades-old processes and procedures have recently shifted implementation to summer 2021.

The Province's project team continues to work closely with CGI and Ivalua to ensure that the functionality, procurement templates, and workflows align with legislation, trade agreements, and Government's procurement policy.

Stakeholder engagement has occurred throughout all phases of the project including extensive user experience testing with a range of buyers and vendors to incorporate their input into the design. The team has begun targeted engagement with ministries and Broader Public Sector entities to develop change management supports and will be finalizing on-boarding, transition, and training plans by December 2020.

Major Activities Since July 2017

- December 2017 – Negotiated Request for Proposals posted to BC Bid.
- January 2019 – Project kick-off with public announcement of CGI contract signing.
- September 2019 – Conducted public pilot using new BC Bid application to procure auditor for Financial Risk and Controls Review of the new BC Bid.
- October 2019 – launched Change Network with representatives from all ministries identified and on-boarded.
- November 2019 – Implemented new commodity code structure: United Nations Standard Products and Services Code.
- May 2020 – Completed Ivalua 1.64 upgrade to address accessibility requirements.
- October 2020 – Began business impact assessments to support effective cross government change management and adoption of the new system.

Key Decisions Required by June 2021

Advice/Recommendations

INDIGENOUS PROCUREMENT Procurement and Supply Division

Lead Executive: Bobbi Sadler, Assistant Deputy Minister

Background

The *BC Procurement Strategy* includes a commitment – associated with *Goal 1 - Best Value* – to engage with Indigenous partners and businesses to inform the development of a coordinated government approach to procurement with Indigenous businesses and communities. To meet this commitment, the Ministry of Citizens' Services and Ministry of Indigenous Relations and Reconciliation are co-leading the Indigenous Procurement Initiative (IPI).

The IPI's goals include:

- Increasing Indigenous participation in government's procurement processes;
- Developing a coordinated government approach to procurement with Indigenous businesses and communities;
- Creating culturally appropriate procurement practices;
- Creating an Indigenous-specific procurement policy and strategy; and,
- Providing capacity development opportunities for Indigenous businesses and communities, and for government employees.

Extensive internal and external engagement and information gathering has been conducted, supported by a working group comprising representatives from most BC ministries. Recommendations on specific actions to achieve the goals will be developed and implemented in collaboration with Indigenous partners across the province.

Progress towards these goals will contribute to the economic recovery of Indigenous peoples and Indigenous communities from the COVID-19 pandemic, will move forward on the Truth and Reconciliation Commission's Calls to Action (including, specifically, Calls to Action 92 and 57), and will help achieve the objectives of the Declarations on the Rights of Indigenous Peoples Act (including Article 5). The IPI's goals and approach aligns with the Draft Principles that Guide the Province of British Columbia's Relationship with Indigenous Peoples and has the potential to contribute towards reconciliation.

Current Context

Beginning in September 2018, discussions were held with key Indigenous partners (e.g., BC Assembly of First Nations, Metis Nation BC, First Nations Summit) to determine appropriate ways to engage with Indigenous businesses and communities. Beginning in January 2019, over 300 people representing Indigenous businesses, communities, and organizations were engaged across the province through nine in-person regional engagement sessions, in-depth conversations and an online survey.

A “*Report on What we Heard*” summarizing the information gathered during the engagement was released along with the *British Columbia Procurement Strategy Update 2020*. The report is accessible publicly at https://www2.gov.bc.ca/assets/gov/british-columbians-our-governments/services-policies-for-government/procurement-transformation/indigenous-procurement-initiative/ipi_report_on_what_we_heard.pdf.

The *British Columbia Procurement Strategy Update 2020* includes a commitment to lay the foundation for continued collaboration and engagement to support and inform the development and implementation of recommendations to address what has been heard through engagement.

This foundation includes:

- Creating a dedicated project office to support the initiative;
- Establishing an external advisory committee to advise and work on the development and implementation of specific short-, medium- and long-term action;
- Delivering cultural competency training to BC Government employees who deliver procurement; and,
- Establishing or building upon existing Indigenous business directories.

Additionally, work will continue to:

- Identify, evaluate and recommend additional Indigenous procurement policy, practice, and program changes to address what has been heard through engagement; and,
- Establish a pre-qualified list of Indigenous facilitators to support the IPI and other ministries’ initiatives.

The roll-out of cultural competency training as essential training for BC Government employees who deliver procurement will occur in fall 2020 using the *Building Capacity in Indigenous Relations* course.

Establishment of an external advisory committee will be a key enabler of future action related to Indigenous Procurement. Input from this committee will help government understand Indigenous perspectives and will be a critical input to the development of policy enablers such as a Provincial definition for an Indigenous business to support targeted economic development within BC’s Indigenous population. The development of this advisory committee will occur in partnership with key Indigenous partners and timing is being coordinated with their COVID-19 response efforts and readiness.

Major Activities Since July 2017

- September – December 2018 – Internal engagement and information gathering with ministries, in-depth conversations with Indigenous partners (e.g., BC Assembly of First Nations, Metis Nation BC, First Nations Summit).
- January – March 2019 – Regional engagement with Indigenous business owners and community representatives (Victoria, Nanaimo, Williams Lake, Prince George, Terrace, Cranbrook, Vancouver, Kelowna, Surrey).
- September – October 2019 – Draft of “*Report on What we Heard*” released to engagement participants for feedback. Feedback closed on October 4.
- January 8, 2020 – Distribution of “*Report on What we Heard*” to engagement participants.
- March 6, 2020 – Public release of “*Report on What we Heard*”.

Key Decisions Required by June 2021

None.

PROCUREMENT CONCIERGE PROGRAM
Procurement and Supply Division

Lead Executive: Bobbi Sadler, Assistant Deputy Minister

Background

- In June 2018, the ministry launched the *BC Procurement Strategy*, which sets goals for the modernization of BC government procurement. These goals are:
 - To realize best value and increased benefit to British Columbians by using procurement strategically and promoting innovation.
 - To make it easier to do business with government with simpler, more intuitive processes.
 - To create more opportunity for businesses of all sizes, adapting practices towards supporting, growing and sustaining a community of suppliers.
 - To build greater capacity for procurement in the BC public service through enhanced training and support for practitioners.
- Feedback gathered from vendors during the development of the *BC Procurement Strategy* highlighted the need for opportunities for collaboration in advance of competitive procurement processes, as well as a method to propose new products and innovations.
- In response to this feedback, the ministry launched the Procurement Concierge Program (the Program) on January 28, 2019, fulfilling one of the key commitments made under the best value goal of the *BC Procurement Strategy*.
- Developed in collaboration with vendors, the Program matches suppliers (vendors) with buyers (government ministries) and provides a mechanism for suppliers to share innovative solutions to government problems.

Current Context

- The intended benefits of the Procurement Concierge Program are to:
 - Create economic benefits and jobs by making it easier for businesses of all sizes to sell products and services to government;
 - Build a strong, sustainable and innovative economy;
 - Help the tech sector grow;
 - Adopt leading practices to modernize the public service; and
 - Establish a more collaborative relationship with vendors.
- A key component of the Program is Discovery Day Sessions, which bring together government buyers and vendors for group meetings where government presents specific business problems to the vendor community through Requests for Information (RFI). The discussions at these sessions allow vendors to get a better understanding of what government's needs are.
- These sessions provide an avenue for government buyers to learn what is available in the marketplace to help, particularly in those industries with rapid-change or new technological advances.
- Since launch, government has held seven Discovery Day Sessions where 16 RFIs have been presented. Over 200 individuals from more than 100 organizations have interacted with government buyers through this process. Feedback from these sessions has been positive from both government buyers and vendors.

- To facilitate engagement in the Program, we developed a web application to enable vendors to view RFIs posted by registered public-sector buyers, respond to RFIs and register for Discovery Day Sessions.
 - The web app is available at <https://procurementconcierge.gov.bc.ca/> *
 - Over 400 vendors have registered on the web app.
- In addition, a new procurement mechanism was developed and piloted through the Program – the Best Value Negotiated Process – which is now available for use by the Ministry of Citizens’ Services as a way to generate best value in government procurements. This model includes:
 - Shorter proposals that make it easier for vendors to respond to procurement opportunities and faster for government to evaluate proposals.
 - Detailed planning of procurement contracts before they are signed, to help ensure a shared understanding of all deliverables and roles, and to minimize the number of unplanned changes once these contracts are signed.
- The next phase of the Program – a vendor-initiated matching process – is currently under development.

Major Activities Since July 2017

- March 2018 – Contract with Arizona State University signed for training and development of Best Value model solicitation template.
- June 2018 – October 2019: Piloted five Best Value solicitations through the Program.
- January 2019 – Launch of Procurement Concierge Program.
- January – April 2019 – Vendor Outreach Sessions held.
- April 2019 – First Discovery Day Session held.
- September 2019 – Approval of Unsolicited Proposals Policy (CPPM 6.4).
- November 2019 – Operationalized Best Value procurement model.
- May 2020 – Shift to virtual Discovery Day Sessions (three to date) in response to public-health situation.

Key Decisions Required by June 2021

None.

*Web app is not supported by IE

STRATEGIC CONTRACTS – PORTFOLIO SUMMARY

Procurement and Supply

Lead Executive: Bobbi Sadler, Assistant Deputy Minister

Background

During 2003 – 2010, the Province outsourced a variety of business functions to private sector companies to achieve improved services and/or cost savings. The focus was on lowest cost bidders. Outsourced contracts are considered strategic if they exceed \$10 million in total value and are complex or high risk in nature.

The strategic contracts involve a range of services, including information technology (IT), back office and citizen-facing. Examples include workstation support, public service payroll, facility management, and Medical Service Plan operations. Large, multi-year contracts took years to implement and committed government to long-term financial and legal obligations. This approach has resulted in a loss of internal capacity for delivering the outsourced functions. The outcome has been that the large contracts are not nimble enough to keep up with the pace of change today. It has become increasingly difficult to respond to changing government needs, the rapidly evolving IT market, and citizen expectations.

Current Context

- There are currently 13 strategic contracts or procurement projects in the Strategic Partnerships Office portfolio across government. Within three years, eight of these agreements will be ending.
- Over the last 15 years, total spend is approaching \$8 billion.
- Imminent expiry of strategic contracts, changing technology, and maturing buyers and service providers means now is a good time to evaluate how government approaches strategic contracting.
- The *BC Procurement Strategy 2018* is redefining how government does business in the marketplace, increasing opportunities for businesses of all sizes and achieving benefits for British Columbians.
- A review of the strategic contracting approach is part of the BC Procurement Strategy and will reshape treatment of large contracts and establish a process for embedding values that government cares about into the procurement of future strategic contracts.
- In support of section 3.1 of the BC Procurement Strategy, a ‘Strategic Sourcing Framework’ has been developed as part of the new approach for strategic contracts. The framework embeds government values into strategic procurement planning, including opportunities for small and medium-sized business, building alignment across the portfolio and bundling services to best meet citizen and government needs.
- The new framework for the contract portfolio does not replace how government makes decisions about these large investments today but enhances it.

Major Activities Since July 2017

- October 2017 – Workplace Technology Services Procurement (WTSP) cancelled to reassess the WTSP procurement activities aligned with the Province’s commitment to ensuring value to citizens and a procurement process that works for everyone.
- May 2018 – Health Information Access Layer (HIAL) and Provincial Laboratory Information Solution (PLIS) procurement released.
- November 2018 – Workplace Technology Services contract extended by 2.5 years.
- February 2019 – HIAL/PLIS contract signed; term is February 6, 2019 - February 28, 2025, Province option to renew for up to five additional one-year terms.
- March 2019 – Workplace Evolving Services & Technologies (Health Authorities Workstations/Support Desk) contract signed; term is March 15, 2019 – March 14, 2024 with extension options based on vendor performance.
- July 2019 – Facility and Project Management Services contract signed; term is April 1, 2020 – March 31, 2025, with Province option to renew for up to two additional five-year terms.
- September 2019 – Revenue contract extended by one year; current expiry is March 31, 2020.
- March 2020 – Managed Hosting renewed for three years; current expiry is March 31, 2024.
- May 2020 – Managed Print Service renewed for two years; current expiry is December 31, 2022.
- June 2020 – Health Insurance BC (HIBC) procurement and contact center on-board to Service BC approved by Treasury Board (TB).
- June 2020 – Workplace Technology Services contract extended; current expiry is September 31, 2022
- July 2020 – Telecommunications deal extended by two years; currently set to expire in July 2023.
- July 2020 – Ministry of Finance repatriation plan approved by Treasury Board.
- July 2020 – HIBC contract extended by two years; current expiry is March 31, 2023.
- August 2020 – HIBC procurement released and contact center on-boarding commenced.

Key Decisions Required by June 2021

Government Financial Information

STRATEGIC CONTRACTS – LABOUR POLICY

Procurement and Supply Division

Lead Executive: Bobbi Sadler, Assistant Deputy Minister

Background

Between 2004 and 2009, the Province outsourced a number of key government services, transferring approximately 750 Provincial employees to contracted service providers who entered into Collective Agreements with the BC Government Employees Union (BCGEU). Now, a number of these contracts have reached, or are reaching, end of term.

Historically, the labour provisions in these contracts were considered independently and negotiated individually resulting in an inconsistent approach to labour across the deals. The BC Procurement Strategy, in particular the consideration of new sourcing options such as in-sourcing and smaller contracts, highlighted areas for improvement in Government's approach to labour in these contracts.

On February 14, 2019, the Deputy Minister to the Premier issued a memorandum to Deputy Ministers reiterating Government's commitment to respectful treatment of employees, promoting stability and security for employees, and strongly encouraging the inclusion of successorship language in future contracts. Under direction of the Deputy Ministers' Committee on Procurement and Strategic Contracts (DMCPSC), Citizens' Services led the development of an operational labour policy to incorporate this direction and provide clarity and consistency in the labour approach across strategic contracts. The policy was developed by a cross-government advisory committee in coordination with Ministries currently planning re-procurements. The operational labour policy was finalized after review and approval by DMCPSC and the Deputy Minister to the Premier.

Current Context

The operational labour policy applies to all current and future government contracts that have associated outsourced government employees, as well as repatriated services with included (unionized) staff. There are five mandatory policy directives:

1. Union Successorship requires new vendors to take on the collective bargaining obligations and the collective agreement between BCGEU and the Province.
2. Vendor Transparency requires vendors provide Human Resource information regarding outsourced employees to support effective planning and transition by the Province.
3. Severance Obligations requires the Province limits its severance obligations to the greatest extent possible during negotiations.
4. Repatriation Approach requires that in the event employees are repatriated, their salary is raised to the comparable public service salary range or, if their current salary is higher, they are paid at the higher salary for three years, after which their salary is adjusted to align with the comparable public service salary range. Employees will also retain their seniority earned from time spent as an employee with the vendor and with the Province.
5. Displaced Employee Support requires that in the event employees are displaced, they have access to internal government postings for one year and have cumulative seniority from time spent as an employee with the vendor and with the Province.

Formal agreement on this operational policy has been reached between the BC Government and the BC Government Employee's Union and is documented in a Memorandum of Agreement. Moving forward, DMCPSC will provide oversight of compliance with the policy. Citizens' Services will maintain the policy as well as lead the communications and ongoing coordination across the strategic contracts.

Major Activities Since July 2017

- March 2019 – Initiation of operational labour policy development project.
- June 2019 – Review and endorsement of draft policy by Assistant Deputy Ministers' Peer Review and DMCPSC.
- July 2019 – Endorsement of the operational labour policy by Deputy Minister to the Premier and verbal agreement on the policy between the Public Service Agency (PSA) and BCGEU.
- November 2019 – Signed Memorandums of Agreement between the PSA and BCGEU on the operational labour policy and MSP elimination exception to the policy.
- June 2020 – Health Insurance BC (HIBC) procurement approved by Treasury Board with inclusions of operational labour policy directives.
- August 2020 – HIBC procurement released and incorporates principles of the operational labour policy.

Key Decisions Required by June 2021

Advice/Recommendations

NAMING PRIVILEGES POLICY

Procurement and Supply Division

Lead Executive: Bobbi Sadler, Assistant Deputy Minister

Background

The Naming Privileges Policy, a copy of which is attached as Appendix 1, governs the naming of physical assets in recognition of financial or “in-kind” contributions of good and services. These “opportunities” can come from individuals, businesses, organizations or other benefactors, such as family members who may want to name a university classroom after their parents or a service organization that wants to facilitate the purchase of new equipment for a hospital.

The Policy, originally approved by Cabinet in June 2006, and revised in July 2014, and April 2018, applies to all government ministries and government bodies as defined in the *Financial Administration Act*. Government bodies include hospitals and health authorities, Crown corporations, colleges and universities. The Policy does not apply to natural, geographical features such as mountains, or rivers or other geographical features nor does it name new capital infrastructure projects such as bridges, courthouses or jails. As well, the Policy does *not* apply to assets owned by municipalities or regional districts. The Policy ensures a consistent framework so that naming privileges are granted to benefactors in a fair and equitable manner across government.

The Intellectual Property Program (IPP) is the point of contact for all naming recognition opportunities. The IPP is responsible for the general administration of the Policy, including facilitating the review and approval of received naming requests by an appointed Naming Committee, the Minister of Citizens’ Services and Cabinet. The IPP is also responsible for preparing reports to Cabinet, including the Naming Committee annual report, and for conducting reviews of the Policy with stakeholders.

The Minister of Citizens’ Services appointed the original Naming Committee under the Policy. The Naming Committee has decision-making authority for naming opportunities that recognize donations up to \$1 million. The Minister of Citizens’ Services presents the Naming Committee’s reports on naming opportunities to Cabinet, including naming opportunities that require Cabinet’s approval and the annual report of approved naming opportunities. The Minister has decision-making authority for naming opportunities that recognize donations between \$1 million and \$5 million.

The Naming Committee is composed of senior civil servants from several ministries and has responsibility under the Policy to review all naming opportunities submitted to government. The Naming Committee approves all naming requests unless the Naming Committee determines that criteria in section 4.6 or 4.7 of the Policy applies. In the event that one or more of these criteria apply, the naming opportunity is submitted to the Minister or Cabinet for decision as outlined in the Policy. Naming opportunities are added to the Cabinet agenda as required.

Since the implementation of the Policy in 2006, over 1245 naming opportunities were approved representing \$1.025 billion in financial contributions. In 2019, 98 naming opportunities were approved to recognize \$179 million in financial contributions. The majority of the naming opportunities have been submitted by entities in the broader public sector, primarily from health care and post-secondary institutions.

Current Context

Currently, there are six potential naming opportunities awaiting a decision:

- Two naming opportunities fall within the decision-making authority of the Minister of Citizens' Services; and,
- Four naming requests fall within the Cabinet's decision-making authority.

Major Activities Since July 2017

- The Naming Privileges Policy was last updated in April 2018 to ensure that the Policy's original intent was achieved, and the criteria upon which approvals and decisions were made was clear and would not have a negative effect on fundraising efforts.

Key Decisions Required by June 2021

- Cabinet Decision:
 - Cabinet Confidences; Advice/Recommendations recognizes a donation of more than \$16 million;
 - Cabinet Confidences; Advice/Recommendations recognizes a donation of \$10 million;
 - Cabinet Confidences; Advice/Recommendations recognizes a donation of \$8 million; and,
 - Cabinet Confidences; Advice/Recommendations and Cabinet Confidences; Advice/Recommendations recognize a donation of \$8 million.



Naming Privileges Policy

1. Purpose

- 1.1 This policy governs the naming of physical assets in recognition of financial or in-kind contributions from individuals, businesses, organizations and others.
- 1.2 This policy ensures a consistent framework across government ministries and government bodies, and ensures that naming recognition is granted to benefactors in a fair and equitable manner.
- 1.3 All naming recognition shall be consistent with the government's values and objectives, and must uphold the integrity and reputation of the government.

2. Scope

- 2.1 This policy applies to all government ministries and government bodies as defined in the *Financial Administration Act*.
- 2.2 Naming recognition may be granted for the naming of buildings and other physical assets including, but not limited to, wings, rooms, laboratories, roads and other transportation infrastructure, recreational areas and other public spaces, collections of books or art, and equipment of significant value.
- 2.3 An asset may be named in its entirety or portions of an asset may be named to reflect contributions made by different naming benefactors.
- 2.4 In the case of a building or other physical facility, the entire structure or discrete and functional portions of the structure may be considered for naming recognition.

3. General

- 3.1 An offer of financial or in-kind contribution does not guarantee that naming recognition will be granted. Each opportunity for naming recognition must be considered on its merits.
- 3.2 Government bodies will bring their policy for naming recognition into alignment with this policy.

3.3 Government ministries and government bodies must ensure the financial contribution received in exchange for naming recognition is commensurate with the size, location and visibility of the asset.

4. Approval

4.1 Government ministries and government bodies that become aware of an opportunity for naming recognition must submit a Naming Opportunity Request Form, attached as Appendix A, to the Intellectual Property Program within the Ministry of Citizens' Services.

4.2 Opportunities for naming recognition must be approved by government prior to any public announcement concerning naming recognition.

4.3 A Naming Committee identified by the Minister of Citizens' Services will review all opportunities for naming recognition.

4.4 The Naming Committee shall include representatives from ministries responsible for stakeholder organizations and representatives from the Ministry of Indigenous Relations and Reconciliation, and the Public Service Agency.

4.5 The Naming Committee will exercise decision-making authority for opportunities for naming recognition unless, in the opinion of the Naming Committee, one or more of the criteria identified in section 4.6 or 4.7 applies.

4.6 The Minister of Citizens' Services will exercise decision-making authority for opportunities for naming recognition if the value of the contribution is between one million and five million dollars.

4.7 Cabinet will exercise decision-making authority for opportunities for naming recognition if, in the opinion of the Naming Committee, one or more of the following criteria apply:

- (a) the size or visibility of the asset is of particular significance;
- (b) the value of the contribution is greater than five million dollars;
- (c) the asset is or will likely be the object of media attention, or is otherwise in the public eye;
- (d) the proposed name is inconsistent with the government's values and objectives; or
- (e) the proposed name is likely to harm the integrity and reputation of the government.

4.8 The Naming Committee will provide cabinet with a report at least annually on all opportunities for naming recognition.

5. Approval Criteria

- 5.1 Where the opportunity for naming recognition involves a commercial benefactor, the Naming Committee may require the government ministry or government body to offer the naming opportunity through a competitive process.
- 5.2 A proposed opportunity for naming recognition must be appropriate to the purpose or use of the asset and to the target audience. Additional consideration is warranted where the target audience is children, seniors, minority groups, persons with disabilities or First Nations.
- 5.3 The proposed benefactor's history and, if applicable, business activities should be appropriate to the specific opportunity for naming recognition.
- 5.4 If the opportunity for naming recognition is to replace an existing name, consideration should be given to the history or legacy of the current name and whether the existing name might be incorporated into the proposed new name.

6. Restrictions

- 6.1 The government will not approve an opportunity for naming recognition:
 - (a) that may be inconsistent with government's legal obligations;
 - (b) that implies the government's endorsement of a partisan political or ideological position or of a commercial product;
 - (c) that involves naming an asset after an elected official who is currently in office;
 - (d) that results in an employee of a public sector body, or an elected official, receiving any benefit or personal gain;
 - (e) that results in naming an asset after a public sector body;
 - (f) that conveys a message that might be deemed prejudicial to race, religion, gender or sexual orientation;
 - (g) that presents demeaning or derogatory portrayals of communities or groups or, in light of generally prevailing community standards, could reasonably be expected to cause offence to a community or group;
 - (h) that promotes alcohol or other addictive substances at venues geared primarily to children; or
 - (i) that involves an individual, business or organization whose products or services include the sale of:
 - (i) sexually explicit materials; or
 - (ii) illegal products or substances.

7. Signs and Naming Devices

- 7.1 Signage or other naming devices associated with naming recognition must not impact the quality and integrity of the associated properties, buildings or land and must not provide any added risks to safety.
- 7.2 A name may only be given to one asset in recognition of a contribution, but a benefactor name may be displayed on more than one sign or naming device associated with the designated asset.
- 7.3 The government is under no obligation to create new or alter existing maps, signage or other similar naming devices when an opportunity for naming recognition is approved or terminated.

8. Naming Recognition Agreements

- 8.1 All agreements with benefactors for naming recognition must be in writing.
- 8.2 A copy of all agreements for naming recognition must be maintained in a central repository located within the Intellectual Property Program.
- 8.3 All agreements for naming recognition must specify the term of the agreement.
- 8.4 All agreements for naming recognition must include language that will enable the naming recognition to be revoked if any act or association of the benefactor or the honouree calls into serious question the integrity and reputation of the government.
- 8.5 The government may, upon giving written notice to the government ministry or government body, require termination of an agreement for naming recognition where, in the opinion of the Naming Committee or cabinet, any action or association by the naming benefactor calls into serious question the integrity and reputation of the government.

9. Continuation, Change or Transfer of Naming Recognition

- 9.1 Any discontinuation, transfer or change to the name of an asset will require government approval.

Intellectual Property Program
Ministry of Citizens' Services
Province of British Columbia
Tel: 250 216-5903

www.gov.bc.ca/NamingPrivileges



NAMING OPPORTUNITY REQUEST FORM

This form is to be used by government bodies to submit proposals pursuant to the Naming Privileges Policy

PART 1 - NAMING REQUEST

1. Proposed name of asset (plus former name of asset, if any):

2. If a logo will be used on the plaque/signage, please provide a sample:

3. Has there been any public announcement of the naming opportunity prior to the submission of this request form (i.e. signage installed; opening or sod-turning event; annual report; news release; posting on a website; or on social media; etc.)?

4. Term of the naming opportunity (how long will the naming opportunity apply to the asset):

5. Description of the public asset to be named (including physical location, and whether the proposal applies to an entire asset such as a building or to only a portion of the asset, such as a room, wing, etc.):

6. Description of your internal approval process(es) for the naming opportunity:

7.
 - a) Dollar value of the donation to be associated with the naming opportunity:

 - b) Has the donation been received?

 - c) Date and amount paid for each received payment:

 - d) Anticipated date and amount to be paid for each future payment:

 - e) If the donation was not received in cash (i.e. in-kind contribution, shares, etc.) please provide a description of the donation and information to describe how it was valued.

PART 2 - BENEFACTOR INFORMATION

- 1. Benefactor profile: (name, philanthropic and business history, community activities, public offices held, etc.):
- 2. If the asset is to be named in honour of individual(s) other than the benefactor listed above, please provide any relevant information pertaining to that person:
- 3. If the financial contribution is provided by a commercial benefactor, please provide details of the process used to select the benefactor:

PART 3 - OTHER

- 1. Is there a public announcement or event planned? If yes, please include the date/time and any available particulars.
- 2. Any additional information that the Naming Committee should be aware of:
- 3. Entity submitting the request, such as Health Authorities, Foundations, Institutions etc. (please include contact name and title, address, telephone and email address):

Please attach the formal letter of commitment or contractual arrangement with the benefactor.

SIGNATURE OF REQUESTOR

Name & Title

Date

Intellectual Property Program
Ministry of Citizens' Services
Attn: Pamela Ness
PO BOX 9452 STN PROV GOVT
Victoria, British Columbia V8W 9V8
Email: Pamela.Ness@gov.bc.ca
Tel: 250 216-5903
www.gov.bc.ca/NamingPrivileges

SUPPLY SERVICES OVERVIEW

Procurement and Supply Division

Lead Executive: Bobbi Sadler, Assistant Deputy Minister

Background

Supply Services provides full-service inventory management and product distribution to ministries, Crown corporations and other government-funded organizations. Supply Services consists of five cost recovery business lines; The Queen’s Printer, BC Mail Plus, Distribution Centre Victoria, Asset Investment Recovery and the Product Distribution Centre. These business lines serve the Provincial Government as well as the broader public sector and citizens.

The services these business lines provide include mail, scanning, office products, branded items, printing, publishing, surplus asset disposal, electronic media destruction and warehousing. Products and services are provided while maintaining government standards for procurement, privacy, and security. Supply Services is seen as trusted partners by the ministries and other government sectors that are served. Operating on a cost recovery basis, Supply Services had total recoveries of \$127.5 million (M) (fiscal 2019/20) and a staff count of 328 employees.

It is important to note that Supply Services is a full cost recovery operation with the exception of an allocation (\$702,000) to cover the publication of legislative material on the BC Laws website.

Queen’s Printer:

- 1 location, 44 staff, \$14.7M recoveries (fiscal 2019/20).
- Provides the public with access to all government publications including online legislation.
- Corporate expertise for the procurement of print and graphic related items.
- Provides the public with access to all government publications including online legislation.
- Publishes, sells, and distributes publications on behalf of organizations.
- Offers a wide range of electronic publishing services including: xml document authoring, conversion, and content management systems.
- Manages employees from two different unions: Unifor and BCGEU.

BC Mail Plus:

- 10 locations, 129 staff, \$41.2M recoveries (fiscal 2019/20).
- Secure mail processing and distribution services to ministries and publicly funded agencies.
- Mail preparation, processing, quality assurance and delivery services.
- Variable printing and scanning services, and assistance with student assessment programs.
- In partnership with IBM, produces all BC Drivers’ Licenses and BC Services Cards.
- Manages provincial and broader public sector employer-paid household relocations.

Product Distribution Centre:

- 1 location, 101 staff, \$50.2M recoveries (fiscal 2019/20).
- Full-service inventory management and Health Canada licensed distribution operation.
- Procures and supply's pharmaceuticals; medical products; emergency, health and safety supplies; protective and safety clothing; fire, police and ambulance equipment; janitorial supplies; electrical products, and staff uniforms.

Asset Investment Recovery (AIR):

- 3 locations, 42 staff, \$17.2M recoveries (fiscal 2019/20).
- AIR re-distributes or sells surplus government and public sector assets.
- Assets determined to have no fair market value, are disposed of in an environmentally-friendly manner.

Distribution Centre Victoria (DCV):

- 1 location, 10 staff, \$4.2M recoveries (fiscal 2019/20).
- DCV provides office products, stationery, forms, specialized warehouse management services and distribution services to government ministries, crown corporations, and publicly funded agencies throughout BC.

Key Decisions Required by June 2021

None.

**REPATRIATING MAIL PAYMENT AND DOCUMENT PROCESSING FOR
MINISTRY OF FINANCE, REVENUE MANAGEMENT OFFICE
Procurement and Supply Division**

Lead Executive: Bobbi Sadler, Assistant Deputy Minister

Background

The Mail Payment and Document Processing (MPDP) project is a repatriation of services and staff from a contractor, ESIT Advanced Solutions, back into government. The repatriation is to be complete March 22, 2021. BC Mail's MPDP will support the Revenue Division within Ministry of Finance providing revenue collection services for the Finance ministry taxation programs, as well as for many other client ministry (i.e., non-tax) programs.

In 2019, ESIT processed over 400,000 incoming payments totalling over \$8 billion. Document processing includes electronic data capture from tax forms and the imaging of forms and correspondence. Over 400,000 forms were processed in 2019. Clients for these services include all Provincial taxation programs, as well as many non-tax programs.

In 2019, the Ministry of Finance engaged with specialists from BC Mail Plus in the Ministry of Citizens' Services to conduct in-depth analysis with ESIT on the MPDP services, including processes, technology, and full-time equivalents. The decision for MPDP to transition to BC Mail Plus was determined based on similar services they currently provide, including scanning and printing services and their expertise in fulfilling daily production demands.

Current Context

Currently working with ESIT and Ministry of Finance to meet repatriation date of March 22, 2021.

- Human Resources stream is working with Public Service Agency to classify new positions and create offer letters and sign an agreement with the BC Government Employees Union.
- Technology leads are currently setting up required technology.
- Various contracts with third party vendors for software and hardware to support the business are being put in place.

Major Activities Since July 2017

- September 2019 – Investigating if BC Mail is best to perform work.
- February 2020 – Decision Note approving MPDP to go into BC Mail Plus.
- July 2020 – Treasury Board approval of budget for transition and on-going business.

Key Decisions Required by June 2021

None.

EXPENDITURE MANAGEMENT CONTROLS Corporate Services Division

Lead Executive: Dean Skinner, Assistant Deputy Minister and Executive Financial Officer

Background

Government has been under spending restrictions for several years, to ensure strong fiscal management, debt affordability and balanced budgets. The ministry implemented Expenditure Management Controls to meet these objectives.

Current Context

Cabinet Confidences; Advice/Recommendations; Government Financial Information

Major Activities since July 2017

- The Expenditure Management Controls in place to meet fiscal responsibilities are reviewed annually to ensure approvals are in line with the budget instructions from TB Staff.

Advice/Recommendations; Government Financial Information

Key Decisions Required by June 2021

The following additional spending approval principles, processes, and reporting have been implemented:

- Only expenditures that are necessary to maintain program delivery and operations for services delivered to citizens and government clients will be considered, including restricted travel.
- Managed staffing – All hiring will now be reviewed by the Deputy Minister and Executive Committee. All requests must abide by strict hiring outcome principles such as supporting front-line service services or required to maintain health, safety or legislated activities.
- Monthly financial reporting to TB Staff has been added in 2020/21, which is in addition to the normal quarterly reporting requirement. Monthly reporting includes details of both the ERP and COVID-19 response costs.

**MINISTRY OF CITIZENS' SERVICES
EXPENDITURE MANAGEMENT CONTROLS
EFFECTIVE September 30, 2019**

The ministry expenditure management controls will abide by the following principles:

- Only expenditures that are absolutely necessary to maintain program delivery and operations for services delivered to citizens and government clients will be considered.
- Spending, including hiring, must meet any of the following criteria:
 - supports front-line services to citizens and government clients;
 - necessary to maintain program delivery and ministry operations for current or evolving business needs
 - necessary for health and safety, regulatory or legislative policies or processes.

STOB	Expense Category	Policy	Required Approval
50	Base Salaries		
	Staffing Actions	<ul style="list-style-type: none"> • CITZ Managed Staffing Process - all hiring (regardless of where it is in the hiring process) will now be reviewed by DM and Executive Committee. • See the "CITZ Managed Staffing Process" document for more information. 	Pre-approved by DM
	Overtime	<ul style="list-style-type: none"> • Should only be approved if addressing urgent operational needs, safety issues, or where cost savings can be achieved. 	Pre-approved by Program ADM
	Ongoing Overtime	<ul style="list-style-type: none"> • If needed to maintain adequate delivery of essential government services, then it can be pre-approved on an annual basis. 	Pre-approved by Program ADM
57	Employee Travel		
	In-Province Travel	<ul style="list-style-type: none"> • Only essential travel will be considered and where no other reasonable alternative is available. • Include a copy of the email confirming approval, the pre-approved Travel Request eForm, OR pre-approved Travel Authorization form (FIN99) in the iExpense envelope when claiming expenses. • Consider alternatives such as teleconferencing, videoconferencing, and Microsoft "LiveMeeting" before requesting approval to travel. • When travel is required, make all efforts to minimize costs, including but not limited to, restricting the number of ministry participants travelling to a meeting (e.g., two ministry participants). If additional ministry participants are required, use of teleconferencing or videoconferencing in addition to in-person (travelling) participants should be considered. • Travel that is fully cost recovered from an organization external to government can proceed based on normal approvals from the supervisor. • For process, please refer to your ADMO. 	Pre-approved by DM and Executive Committee

	Out of Province/Country Travel	<ul style="list-style-type: none"> Only essential travel will be considered and where no other reasonable alternative is available. Include a copy of the pre-approved Travel Authorization form (FIN99) in the iExpense envelope when claiming expenses. Consider alternatives such as teleconferencing, videoconferencing, and Microsoft "LiveMeeting" before requesting approval to travel. Business class air travel will not be authorized within North America. When travel is required, make all efforts to minimize costs, including but not limited to, restricting the number of ministry participants travelling to a meeting (e.g., two ministry participants). If additional ministry participants are required, use of teleconferencing or videoconferencing in addition to in-person (travelling) participants should be considered. For process, please refer to your ADMO. 	Pre-approved by DM and Executive Committee
	Training - related Travel	<ul style="list-style-type: none"> Only essential travel will be considered and where no other reasonable alternative is available. Travel related to training or professional development will only be approved if it is a formal requirement of the job description. Include a copy of the email confirming approval, the pre-approved Travel Request E-form, or the pre-approved Travel Authorization form (FIN99) in the iExpense envelope when claiming expenses. See Out of Province/Country travel for additional approval level. For process, please refer to your ADMO. 	Pre-approved by DM and Executive Committee
	Conferences – related Travel	<ul style="list-style-type: none"> Travel approval levels are as noted above. Refer to conferences under STOB 65. For process, please refer to your ADMO. 	
60/61/63	Professional/Advisory/Information Management and Technology		
	All Contracts	<ul style="list-style-type: none"> Only contracts required to fulfill/continue an existing legal/formal provincial commitment or where not having the contract will result in significant impairment of provincial service goals should be considered. Responsibility centre managers must ensure internal resources are researched and exhausted prior to considering external service providers. An open, competitive process must be followed (e.g. RFP, RFQ, ITQ, etc.). The Service Contract Pre-Approval Request form can be used to obtain ADM approval. Amendments require pre-approval. 	Pre-approved by Program ADM

63	Information Systems - Operating		
	Cell/Smart Phones	<ul style="list-style-type: none"> One mobile communications device per person. Divisions must not request upgrades until current contract has ended or upgrades are free. 	Pre-approved by Program ADM
	Network Access Outside the Office	<ul style="list-style-type: none"> Government e-mail accounts can be accessed using Summer: https://summer.gov.bc.ca. VPN is the most economical alternative for employees requiring less than 57 hours of monthly network access. DTS service should only be approved when outside network access is greater than 57 hours. 	Pre-approved by Program ADM
	Single Workstation	<ul style="list-style-type: none"> Only essential expenditures should be considered. Number of shared workstations (e.g. laptops for training purposes) should be kept to a minimum except where they are part of a Leading Workplace Strategies pilot. Requests for a new workstation should be submitted through iStore. 	Pre-approved by Program ADM
65	Office and Business Expenses		
	Travel Within Headquarters	<ul style="list-style-type: none"> Only essential expenditures should be considered. Travel within 32 km radius of headquarters for business meetings (e.g. taxi fares). Consider alternatives such as teleconferencing, videoconferencing, and Microsoft "LiveMeeting" before requesting approval to travel. 	Pre-approved by Program ED
	Business Meeting Expenses	<ul style="list-style-type: none"> Only essential expenditures should be considered. No refreshments or food should be served at meetings outside meal times. Every effort should be made to schedule meetings outside of meal times. Alternatives such as teleconferencing, videoconferencing, and Microsoft "LiveMeeting" should be considered first before incurring business expenses. Meetings should be scheduled in government meeting rooms/facilities whenever possible. 	Pre-approved by Program ADM
	Business Meeting Expenses	<ul style="list-style-type: none"> Paid meeting facilities. 	Pre-approved by DM
	Professional Membership Dues	<ul style="list-style-type: none"> Employees are reimbursed, through Time and Leave, only when the job description requires a professional designation. 	Pre-approved by Program ED
	Travel and Job Interview Expenses	<ul style="list-style-type: none"> Pre-approval required. 	Pre-approved by Program ADM
	Postal and Courier Services	<ul style="list-style-type: none"> Only essential expenditures should be considered. 	Pre-approved by Program ED

		<ul style="list-style-type: none"> Documents should be scanned and sent electronically where possible. If a courier must be used, avoid rush and special delivery services by trying to provide sufficient lead time. BC Mail Plus has established arrangements with Maximum Express Courier for same day shipment within Victoria and same day shipment within the lower mainland. Purolator and Canada Post for deliveries within Canada. TNT Courier for shipments to the USA and international destinations. 	
	Books and Subscriptions	<ul style="list-style-type: none"> Only essential expenditures should be considered. 	Pre-approved by Program ED
	Office Services	<ul style="list-style-type: none"> Only essential expenditures should be considered. Including, but not limited to, art, furnishing rentals, plant maintenance, etc. are to be reviewed and cancelled unless required for business purposes (e.g. maintaining an office accessed by the public). 	Pre-approved by Program ED
	Office Service Contracts	<ul style="list-style-type: none"> Only essential expenditures should be considered. 	Pre-approved by Program ADM
	Office Furniture and Equipment	<ul style="list-style-type: none"> Expenditures are to be minimized and restricted to health, safety, and security. Please contact Director, Facilities Management, in Corporate Services to discuss your needs prior to seeking approval. 	Pre-approved by Program ADM
	LWS Furniture and Equipment	<ul style="list-style-type: none"> Purchases related to Leading Workplace Strategies, the Facilities Management Unit will work with Real Property Division 	Pre-approved by Program ADM
	Office Supplies	<ul style="list-style-type: none"> Only essential expenditures should be considered. Where possible, every effort should be made to purchase goods and services through a Corporate Supply Arrangement (CSA). See the following website for more details: BCBID - Good and Services Catalogue Efforts should be made to economize and reduce consumption of office supplies. 	Pre-approved by Program ED
	Tenant Improvements (items less than \$1,000 MCR or RFS)	<ul style="list-style-type: none"> Expenditures are to be minimized and restricted to health, safety, and security (e.g. tethering a bookcase to a wall). Please contact Director, Facilities Management, in Corporate Services to discuss your needs prior to seeking approval. 	Pre-approved by Program ADM
	Tenant Improvements (items greater than \$1000)	<ul style="list-style-type: none"> Expenditures are to be minimized and restricted to health, safety, security and office reconfigurations. Please contact Director, Facilities Management, in Corporate Services to 	Pre-approved by DM

		discuss your needs prior to seeking approval.	
	Staff Recognition - Staff Appreciations	<ul style="list-style-type: none"> Only essential expenditures should be considered. In accordance with ministry and government policy only. Consider non-monetary recognition. 	Pre-approved by Program ADM
	Training and Development	<ul style="list-style-type: none"> Only essential expenditures should be considered. Must be included in the employee's MyPerformance training plan and there must be a business, competency or career development need. All training and professional development must be pre-approved by the Program ADM. Training and professional development includes courses, workshops and other learning events offered by external providers. If any training requires travel, refer to the travel restrictions, under STOB 57 for additional approvals. 	Pre-approved by Program ADM
	Conferences	<ul style="list-style-type: none"> Attendance is limited to deemed essential job-required purposes. When arranging for cost reimbursement for a speaking engagement at a conference, reimbursement must include the cost of travel, salary and benefit costs for the days absent from work, if the absence is for more than one day. A minimum number of staff should travel to conferences that are out of the province. 	Pre-approved by DM
	Federal, Provincial or Territorial Meetings	<ul style="list-style-type: none"> Must be pre-approved. 	Pre-approved by DM
67	Informational Advertising		
	Informational Advertising	<ul style="list-style-type: none"> Allocations are frozen, please contact CFO. Expenditures must be pre-approved by Treasury Board or the Chair of Treasury Board. Required to receive approval from the DM of Government Communications and Public Engagement prior to making a request. 	Pre-approved by DM of GCPE
68	Statutory Advertising and Publications		
	Statutory Advertising and Publications	<ul style="list-style-type: none"> Allocations are restricted, please contact CFO. Budget allocations are restricted to statutory advertising and publications only. Required to obtain approval from the Chair of Treasury Board prior to redirecting funding to other ministry expenditures. 	Secretary of Treasury Board
77*80	Government Transfers		
77	Grants	<ul style="list-style-type: none"> Previously approved, in writing, by Treasury 	CFO

		Board or the Chair of Treasury Board.	
79	Entitlements	<ul style="list-style-type: none"> Expenditures are to be no more than the current year Budget allocation. 	CFO
80	Shared Cost Arrangements	<ul style="list-style-type: none"> Expenditures are to be no more than the current year Budget allocation. 	CFO

CS FASB September 30, 2019

Citizens' Services

Funding Challenges / COVID-19 Response / Economic Restart / Government Modernization



Ministry of
Citizens' Services

CITZ Funding Challenges - Background

- As with most/all ministries, CITZ received a budget reduction in FY2000/21

Advice/Recommendations

- E.g. BCBid replacement, multi-year contract signed – funding not provided after first year. Many functions like Innovation Lab not funded.

Advice/Recommendations; Government Financial Information

OCIO

OCIO
CIRMO

OCIO
DPD

OCIO
ES

SBC

GDX

RPD

ICT

PSD

CSD

2

CITZ Expenditure Management Plan

Advice/Recommendations; Government Financial Information

Impact Level	Impacts			
	CITZ STAFFING	GOVT PRIORITIES	SERVICE LEVELS	LEGAL, DATA, SAFETY
1: Moderate	■	■	■	■
2: Significant	■	■	■	■
3: High/ Extensive	■	■	■	■
4: Severe	■	■	■	■
5: Extreme/ Not Probable	■	■	■	■

OCIO

OCIO
CIRMO

OCIO
DPD

OCIO
ES

SBC

GDX

RPD

ICT

PSD

CSD

Then COVID-19 Occurred ...

Advice/Recommendations

- COVID-19 occurred, CITZ was hit two-fold:
 1. **CITZ needed to ramp up to respond, provide new services and increase support. CITZ continues to be deeply involved in the COVID-19 response.**
 2. **CITZ was impacted in our ability to execute our savings plans (e.g. reducing staff, contracts, service levels, etc.)**
- With Economic Restart (and Modernization) demand for our services is increasing (e.g. need for enhanced cyber security for e-courts and other e-services)



Summary - CITZ Current and Future Funding Dilemma



1. Demand for CITZ “COVID response” services increasing
2. Demand for CITZ services supporting economic restart / government modernization increasing
3. Demand for CITZ services increasing further in 20/21



1. The CITZ services utilized in COVID response were planned to slow/stop as expenditure management strategies. Instead, due to COVID, services and estimated costs are increasing.

Advice/Recommendations; Government Financial Information

3. CITZ will experience further “fixed” budget pressures in 20/21. Without relief, corresponding severe reductions in CITZ service delivery will be required.



Next Steps / Discussion

- Ongoing discussions with TBS
- Tracking all COVID costs for anticipated TB request
- Evaluating all potential funding sources
- Continuing to implement spending reduction plan.

Advice/Recommendations

Advice/Recommendations

OCIO

OCIO
CIRMO

OCIO
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ES

SBC

GDX

RPD

ICT

PSD

CSD

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Withheld pursuant to/removed as

Cabinet Confidences; Advice/Recommendations

CITIZENS' SERVICES RESPONSE TO COVID-19

Corporate Services Division

Lead Executive: Dean Skinner, Assistant Deputy Minister and Executive Financial Officer.

Background

On March 18, 2020, a provincial state of emergency was declared under the *Emergency Program Act* to support the Provincial Health Officer and Minister of Health in the timely and effective provincial response and recovery to the novel coronavirus (COVID-19) pandemic.

This situation evolved rapidly, and the Ministry of Citizens' Services (CITZ) played a key role in ensuring people in BC had the most accurate and up-to-date information from the Provincial Health Officer to help keep them healthy and safe.

Current Context

Since the state of emergency was declared in BC due to the COVID-19 pandemic, CITZ has continued to deliver our services effectively, with minimal interruption, to citizens, businesses and government. CITZ continues to support and enable government to achieve its priorities for British Columbians with many employees continuing to work in worksites around the province and others working remotely from home.

Our Service BC Centres remained open throughout all phases of the pandemic by working closely with partner ministries and agencies, adapting their service model of core services including income assistance, disability assistance and residential tenancy.

Major Activities Since July 2017

Over and above our day-to-day work, CITZ has established the following programs and services since March 2020, in response to COVID-19:

For Citizens:

- COVID-19 Support Homepage (gov.bc.ca/COVID19), including essential information, news, updates, Thrive app and translated content.
- A central location where business can donate or supply products from a list of priority products for frontline medical response and other priority areas.
- The 1-888-COVID19 Contact Centre – answering non-clinical COVID-19 questions and helping connect citizens to community supports and information updates from provincial and federal governments.
- Support for Returning Travellers and Temporary Foreign Workers self-isolation compliance plans. This program transitioned to the federal government in June. However, Service BC continues to make calls to all travellers returning to BC.
- The BC Services Card mobile application, which has become a key enabler to provide services to citizens and businesses virtually (over 100,000 activated users).

For Government:

- Established the CITZ Supply Chain Emergency Operations Centre, supporting Emergency Management BC with the procurement, technology and distribution services needed to source, sell and distribute Government worth of Personal Protective Equipment and cleaning supplies to the broader public sector and social service organizations, in support of BC's Restart Plan.
- Established a third-party logistics warehouse in Metro Vancouver to help facilitate the receipt, inventory management, storage, accounting, shipping and transportation of supplies that were procured to support government wide procurement efforts.
- Greater virtual collaboration through the launch of Microsoft Teams and enabling of other tools through a Ministerial Order.
- Completed hardware and software upgrades and increased capacity by 435 percent to support 35,000 VPN users - remote workers reached a peak of 25,000 on April 13, 2020.
- Instituted end-to-end inspections of building systems and components to ensure optimum operations, including heating, ventilation and air conditioning equipment.
- Implemented enhanced cleaning schedules across CITZ's building portfolio, with special focus on high-touch areas (e.g., door handles, elevator buttons), and installed additional sanitizing-gel dispensers in offices with the greatest need.
- Provided enhanced cleaning and installation of plexiglass screens for programs that deliver services directly to the public (e.g., social services and child support services) and buildings with high public access (e.g., courthouses).
- Created building management resources, including the Guide to Provincial Facilities COVID-19 Controls and signage templates, to support the appropriate implementation of facilities-related COVID-19 controls.
- Coordinated with more than 500 landlords to ensure consistent application of COVID-19 controls across government building operations.

CITZ continues to follow the advice of public-health officials to help keep British Columbians as safe as possible and to mitigate the impacts of the novel coronavirus pandemic and will continue to deliver these programs and services for the foreseeable future: continuing to create opportunities, finding innovative solutions and implementing the programs and services required to support and enable government to achieve its priorities.

Key Decisions Required by June 2021

*see individual COVID-19 notes for key decisions

MINISTERIAL ORDER 180 RESPECTING DISCLOSURES DURING THE COVID-19 PANDEMIC
Corporate Information and Records Management Office

Lead Executive: Kerry Pridmore, Assistant Deputy Minister and Chief Records Officer

Background

- The need for physical distancing during the COVID-19 pandemic led to a rapid transition to remote work in BC, which resulted in the need for public-sector organizations to use a wider array of technological tools to meet the needs of patients, students and other stakeholders.
- Section 33.1 (3) of the *Freedom of Information and Protection of Privacy Act* (FOIPPA) enables the Minister to issue an order allowing for additional disclosures of personal information outside of Canada.
- On March 26, 2020, Minister of Citizens' Services Anne Kang signed an order allowing for disclosures of personal information outside of Canada during the COVID-19 emergency response for the purpose of maintaining operations and delivering services.
- On June 3, 2020, Minister Kang signed an order extending the additional disclosure powers until December 31, 2020, to help meet the continued need for tools that permit physical distancing, particularly in the context of education, in front-line health situations, and in other circumstances where people would normally come into close physical contact (e.g., waiting rooms, boardrooms, etc.).
- The Office of the Information and Privacy Commissioner (OIPC) was consulted on these issues and informed of current-use cases. The Commissioner looks to government to continue to support public bodies in finding FOIPPA-compliant tools and to plan for the period after the Ministerial Order (MO), which will entail public bodies offboarding from newly adopted tools in order to comply with FOIPPA's steady state.

Current Context

- The MO is set to expire on December 31, 2020. The Minister is permitted to either extend or rescind the order.
- The Corporate Information and Records Management Office (CIRMO) continues to evaluate public-sector usage of the MO.
- In the Health sector, the MO enables the use of tools related to patient care and to helping British Columbians follow the Provincial Health Officer's orders for physical distancing. For example, online faxing applications mean that pharmacies can operate without physicians needing to fax prescriptions from office fax machines, and online video-conferencing tools permit practitioners to meet with patients from a distance without requiring they visit crowded waiting rooms.
- More generally, the public sector's needs have been predominantly for video conferencing in lieu of in-person interactions. The influx of employees working from home strained the available tools and work processes, with some organizations using tools that disclose low amounts of personal information outside of Canada. As the province acclimatizes to working during the pandemic, the public sector will require a slow and steady transition back to the use of normal tools so that stakeholders, including patients and students, can continue to access necessary resources.

Major Activities Since July 2017

- March 17, 2020 – Provincial Health Officer declares public health emergency.
- March 26, 2020 – Ministerial Order 085 signed.
- June 3, 2020 – Ministerial Order 180 signed with extension to December 31, 2020.

Key Decisions Required by June 2021

- December 31, 2020 – Decision on whether to extend the disclosures authorized by Ministerial Order 180.

SUPPORTING GOVERNMENT PRIORITIES: COVID-19 RESPONSE ON GOV.BC.CA Government Digital Experience Division

Lead Executive: David Hume, Assistant Deputy Minister

Background

Fundamental to a strong public health emergency response is strong public information.

Government Digital Experience Division (GDX) developed and manages the main web presence for non-health related COVID-19 information and supports (gov.bc.ca/COVID19), which also mirrors governments paid information campaigns to educate British Columbians about how to access supports.

The website organizes dozens of programs and information campaigns established to help British Columbians manage through the pandemic. Information includes federal and provincial supports, social interaction guidelines to help people celebrate holidays like Thanksgiving, Halloween and Christmas safely, the provinces restart efforts and economic recovery initiatives. This information has been accessed over 10 million times since March 2020.

GDX's efforts compliment the health information provided by the BC Centre for Disease Control (BC-CDC) (www.bccdc.ca/covid-19) and Healthlink (www.healthlinkbc.ca), the workplace health and safety information provided by WorksafeBC (www.worksafebc.ca), and the Canadian federal benefits found at www.canada/covid19).

Current Context

GDX's current focus is on support for economic recovery initiatives designed to mitigate the impacts of COVID-19 on people and businesses. Our role is to help people find the information and services they need. The key strategies to manage this work include:

- Applying standards (like plain language standards) to ensure citizens can easily find, understand and access information and supports.
- Establishing a centralized team that works with hundreds of ministry program and communication staff and health officials to deliver against the established standards.
- Continuous research and testing. GDX has a small research group that tests information and services directly with citizens to understand their needs and challenges as they try to navigate government. This intelligence is used to make improvements.
- Ongoing collaboration to ensure alignment with multiple agencies involved in communicating with the public, including BC-CDC, HealthLink, Ministry of Health, governments social media team and Service BC.
- Exploring use of new technologies like virtual assistants or chat bots as another way to make it easier for citizens to find information they are looking for. Work is underway to combine the gov.bc.ca chat bot with the BC-CDC and HealthLink chat bots and develop a sustainable funding model this tool.

Major Activities Since 2017

- March 2020 – State of Emergency banner added to all gov.bc.ca pages and the COVID-19 non-health related information and supports site launched.
- April 2020 – BC’s Returning Traveller program self-quarantine website and online form launched.
- May 2020 – BC Restart Plan published, BC enters Phase 2 and Temporary pandemic pay website launched.
- June 2020 – Content was updated to reflect BC entering Phase 3.
- July 2020 – BC’s Back to School Plan website and Employment Standards Branch Temporary Variance web content and form launched.
- August 2020 – BC’s Back to School Plan website re-launched and the Health Career Access Program website published.
- September 2020 – BC Economic Recovery Plan and web content launches, including Community Economic Recovery Infrastructure Program.
- October 2020 – Ongoing support for economic recovery initiatives, including the Small Business Recovery Grant.

Key Decisions Required by June 2021

Advice/Recommendations

RESULTS OF CITIZEN ENGAGEMENT ON BC'S ECONOMIC RECOVERY Government Digital Experience Division

Lead Executive: David Hume, Assistant Deputy Minister

Background

On June 17, 2020, government launched a public engagement called “Building BC’s Recovery, Together” to gather feedback from citizens to inform BC’s economic recovery from COVID-19. This engagement included an online survey and virtual events including four telephone townhalls and two virtual townhalls held over Zoom. Additionally, interested organizations were invited to make email submissions and the public was invited to provide feedback through email and voice mails.

At the same time Premier John Horgan and Finance Minister Carole James were leading roundtable discussions with businesses, Indigenous peoples and organizations to understand their concerns and gather their ideas for recovery.

The public engagement asked citizens for feedback on their priorities for recovery with respect to their health, work and quality of life. Some questions from the survey and telephone townhalls included:

- What would you say will be the most important issue facing British Columbians in the year ahead?
- When thinking about BC’s future after COVID-19 are you pessimistic or optimistic?
- Do you think the BC government is striking the right balance between keeping the public safe and restarting the economy?
- What are your priorities for improving health care, quality of life and work prospects?

At the close of the engagement on July 21, 2020, there were 11,805 completed surveys, 17,295 telephone townhall participants, 23,574 virtual townhall participants, 996 emails, 135 written submissions and over 200 voicemails.

All of the feedback received was analyzed, summarised into themes and compiled into a report that was shared with the Ministry of Finance and Government Communications and Public Engagement (GCPE) to inform development of BC’s Economic Recovery Plan.

Current Context

The feedback citizens provided through this engagement gave us a sense of what people’s lives have been like through the pandemic. Citizens provided overwhelming feedback on strengthening health care, especially for seniors, insights on how to manage COVID-19-related risks in the workplace, suggestions on managing return to school, and a continued call to make sure our pandemic response recognizes the climate crisis. We also heard people’s concerns about the rising cost of living and the financial impacts of the pandemic on their families.

A summary of the experiences, key themes and the ideas, from real people across all walks of life was posted publicly in a “What We Heard Report”, September 17, 2020.

Government’s Economic Recovery Plan was developed to reflect what was heard during the engagement. It supports a range of projects and initiatives, many of which were proposed by community groups and businesses. This approach allows government to respond quickly by funding some of the best ideas from people on the front lines of the economy—while also providing the flexibility to adjust our response as the situation evolves.

Major Activities Since July 2017

- June 17 to July 21, 2020 – “Building BC’s Recovery, Together” public engagement open.
- July – August 2020 – All feedback was analyzed and summarized by the Citizen Engagement Team and shared with the Ministry of Finance and GCPE.
- September 17, 2020 – the “What We Heard Report” and BC’s Economic Recovery Plan were made public.

Key Decisions Required by June 2021

None.

PERSONAL PROTECTIVE EQUIPMENT DISTRIBUTION FOR COVID-19 RESPONSE
Procurement and Supply Division

Lead Executive: Bobbi Sadler, Assistant Deputy Minister

Background

As part of the Provincial Supply Chain Coordination Unit's (PSCCU) COVID-19 response, Procurement and Supply Division's Supply Services leads the warehousing and distributing of Personal Protective Equipment (PPE) and cleaning supplies available for sale to non-health sectors.

Cabinet
 Confidential worth of products have been sourced, to-date, for the COVID-19 response. Supply Services uses a 'just in time' warehousing and distribution model, and it has contracted third party logistics company 18 Wheels to provide additional capacity.

Current Context

PPE and cleaning supplies ship directly into the 18 Wheels warehouse. Supply Services manages the product with its existing warehouse management system, tracking all inventory flowing in and out. Inventory pulled out of the 18 Wheels warehouse (following quality assurance) goes to the Distribution Centre Victoria, where orders received are picked, packed and shipped.

While not yet required, this distribution system is scalable. The main warehouse at 18 Wheels has significant capacity; Citizens' Services (CITZ) could add more stock workers to meet demand; and Purolator and Canada Post have significant capacity to deliver throughout the province.

Significant product inventories continue to be available. As the PSCCU works to ensure that organizations requiring PPE are accessing products through the COVID-19 Supply Hub and government recoups its costs for this initiative (including storage), the PSCCU continues to watch inventory levels closely, balancing current PPE needs with the potential need to maintain supply for a second wave.

Planning is underway through a separate arrangement with the Ministry of Health for Supply Services to begin shipping Provincial Health Services Authority PPE inventories (including goggles, face shields, masks, gloves, gowns, cleaners, swabs) to physicians and nurse practitioners throughout BC.

Major Activities Since July 2017

- Business Information
- April – August 2020 – PPE Sourcing.
- June 2020 onward – Receiving PPE.
- August 2020 – Supply Hub Order site launch – orders begin – packing and distribution.

Key Decisions Required by June 2021

- October 2020 – Updated Operational Model (Emergency Management BC/CITZ roles/responsibilities).

Business Information; Cabinet Confidences

Cabinet Confidences

Business Information

SUPPORTING EMERGENCY MANAGEMENT BC WITH COVID-19 RESPONSE Procurement and Supply Division

Lead Executive: Bobbi Sadler, Assistant Deputy Minister

Background

On March 26, 2020, British Columbia announced new measures to support its response to COVID-19. Using the Emergency Program Act, the Minister of Public Safety and Solicitor General issued a series of ministerial orders to ensure a coordinated response to COVID-19 across all levels of government – including establishing a new Emergency Management BC (EMBC)-led Provincial Supply Chain Coordination Unit (PSCCU) to coordinate goods and services distribution; taking a more active role in coordinating essential goods and services movement by land, air, marine and rail. The PSCCU is responsible for ensuring adequate supply of critical items required by BC’s health sector, first responders, essential services and communities.

A key pillar within the PSCCU, the Ministry of Citizens’ Services (CITZ) Supply Chain Emergency Operations Centre (SC EOC) supports EMBC with the procurement, technology and distribution services needed to source, sell and distribute Cabinet worth of Personal Protective Equipment (PPE) and cleaning supplies to the broader public sector and social service organizations, in support of BC’s Restart Plan.

That work includes:

- Purchasing
 - Negotiating best possible deals for taxpayers; finalizing purchase agreements/ contracts.
- Distribution
 - Fulfilling approved orders - packing, preparing and shipping product across the province.
- Technology
 - Developing the Supply Hub online platform to intake offers of critical supply.
 - Expanding the Supply Hub to allow requesters to place orders online.

Note: CITZ sells the products to non-health sectors on behalf of the Provincial Health Services Authority (PHSA), through an Asset Purchase and Services Agreement.

Current Context

- Broader public sector and social service organizations are eligible to order PPE and cleaning supplies through government's COVID-19 Supply Hub. (Note: private sector organizations and associations are able to order gowns).

Cabinet Confidences

- Products are priced to recoup government's costs, while aligning with the private market.
- The PSCCU continues to watch inventory levels and model future demands by all sectors, working to meet current PPE needs and while maintaining an appropriate reserve for a potential second wave.
- Plans are underway to operationalize the service (which began as emergency response) through to Spring/Summer 2021 (and potentially beyond).

Cabinet Confidences

Major Activities Since July 2017

- April 2020 – CITZ SC EOC secures:
 - New technology to support 30,000 public servants to work remotely.
 - Laptops to YVR Airport for isolation planning for returning British Columbians.
 - Hotel rooms for individuals/essential service workers needing to self-isolate.
- April 2020 – Contracts with Traction on Demand / Salesforce (Supply Hub development/maintenance).
- April 2020 – COVID-19 Supply Hub launch.
- April – August 2020 – PPE Sourcing/Purchasing.

Business Information

- May – August 2020 – COVID-19 Supply Hub web development/enhancement to support PPE orders.
- July 2020 – Asset Purchase and Servicing Agreement (CITZ and PHSA).
- August 2020 – Supply Hub Order site launched - orders begin – packing and distribution.
- September 2020 – Quality Assurance contract.

Key Decisions Required by June 2021

- October 2020 – Updated Operational Model (EMBC/CITZ roles/responsibilities).

Cabinet Confidences

Business Information; Cabinet Confidences

Business Information

- May 2021 – CITZ Long Term Supply Chain Strategy (supporting demand long term).

Business Information

COVID RESPONSE: IN-PERSON SERVICE CENTRES Service BC

Lead Executive: Beverly Dicks, Assistant Deputy Minister

Background

Service BC provides in-person services through a provincial geographic dispersed service model. In response to the COVID-19 pandemic, Service BC adapted our service model to ensure access to core services while protecting the health and safety of employees and British Columbians – particularly for those most vulnerable.

Service BC Centres remained open throughout all phases of the pandemic by working closely with partner ministries and agencies, adapting our service model of core services including income assistance, disability assistance, residential tenancy, and implementing physical distancing protocols as directed by the Provincial Health Officer (PHO).

Current Context

Aligning with phase three of British Columbia’s Restart Plan, Service BC Centres have primarily returned to pre-pandemic service levels. Measures designed to protect the health and safety of employees and British Columbians, and uphold the directives of the PHO, continue to be an integral part of maintaining in-person access to services. These include:

- Regular sanitizing of public and employee spaces.
- Modification of reception areas and service counters to support physical distancing.
- Providing vulnerable residents – including seniors and people who have underlying health conditions – priority access through scheduled appointments at dedicated times.
- Utilizing Service Centre voicemails and websites to communicate current service offerings, hours of operation, appointment options, and alternate service channels.
- Offering online booking for in-person appointments.
- Communicating online and telephone alternatives to in-person service for people who:
 - show symptoms of COVID-19, including coughing, shortness of breath and fever;
 - have a sick family member or have been around someone who is sick; and/or
 - have not yet completed the 14-day isolation period after traveling abroad.

Major Activities Since March 2020 (State of Emergency declared)

- March 2020 – Implementation of adapted service model to deliver core services.
- March 2020 – Public facing hours adjusted to accommodate increased cleaning and sanitization, and signage advising alternate service delivery options and occupancy limits posted in Service Centres.
- June 2020 – Offered online booking app for in-person appointments to reduce line ups.
- July 2020 – To support Phase 3 of British Columbia’s Restart Plan Service Centres resumed the delivery of all services offerings.
- September 2020 – Public facing web pages for all Service Centres updated to improve user experience and promote online services including online appointment booking.

Contact: Adriana Poveda, Executive Director, Service Delivery
Ministry of Citizens’ Services

Phone: (778) 698-2090
Date: October 8, 2020

Key Decisions Required by June 2021

None.

1-888 COVID-19 INFORMATION LINE Service BC

Lead Executive: Beverly Dicks, Assistant Deputy Minister

Background

HealthLink BC's 8-1-1 Nurses Line was initially inundated with calls related to COVID-19. Many calls were non-health related. Service BC received a request from Emergency Management BC (EMBC) to stand up a non-health related COVID-19 information line.

Service BC leveraged their existing Provincial Contact Centre contract with MAXIMUS Canada Inc. and within three days the 1-888 COVID-19 Information Line (COVID-19 line) was functional, with service hours 8 am to 5 pm, offering telephone and SMS text channels.

Current Context

The COVID-19 line is the primary provincial contact centre for all non-health COVID-19 enquiries. The COVID-19 line provides up-to-date approved information to British Columbians and businesses, and referrals to COVID-19 related provincial and federal programs.

Total statistics for the COVID-19 Information Line to September 27, 2020:

Date	Calls Received	Calls Answered	Texts Answered	Total Answered
Totals:	156,184	143,228	19,384	162,612

Ability to respond to a second wave of COVID-19:

- Contractor can adjust staffing levels based on call volumes, and routinely retain staff on an auxiliary basis to support increased call volumes.
- Most contact centre agents work from home and can continue to do so, providing resiliency during future lock down measures.
- Online training and remote supervisor supports are in place.
- Cross government collaboration and information sharing processes are established and will continue during a second wave.

Major Activities Since July 2017

None.

Key Decisions Required by June 2021

None.

RETURNING TRAVELLER CALL BACK PROGRAM Service BC

Lead Executive: Beverly Dicks, Assistant Deputy Minister

Background

In March 2020, the Provincial Health Officer issued a self-isolation order directing people returning to, or arriving in, British Columbia from international destinations, including the United States, to self-isolate. Unless exempt, all international travellers returning to BC must declare a self-isolation plan. A self-isolation plan is a legal commitment to self-isolation, enforceable under the Quarantine Act and Public Health Act.

Emergency Management BC requested Service BC's support with check-in calls for return travellers. Service BC Customer Service Representatives (CSRs) welcome travelers back to BC, provide information around their obligations during their isolation, and ensure they have plans in place and the supports they need to obtain what they need to successfully complete their isolation.

In June 2020, the Provincial Government transitioned enhanced border checks and responsibility for the returning traveller program to the Federal Government. Service BC, however, continues to make calls to all travellers returning to BC.

Current Context

Since the program began in April 2020, Service BC CSRs have made more than 200,000 initial and follow up calls to travellers, completing an average of 1,800 calls per day. It is anticipated the program will remain in place for the duration of the state of emergency.

Major Activities Since March 2020 (State of Emergency declared)

- March 2020 – Call back program initiated.
- June 2020 – Transition of program responsibility to federal government, Service BC maintained responsibility for returning traveller call backs.
- August 2020 – Service BC and the Provincial Ministry of Health began working closely with Public Health Agency of Canada (PHAC) to address the backlog of traveler forms. PHAC had made significant improvements and are now processing forms within 1 day of receiving them.

Key Decisions Required by June 2021

None.

COVID-19 IMPACTS ON TECHNOLOGY SERVICES TO GOVERNMENT

Enterprise Services Division

Lead Executive: Alex MacLennan, Assistant Deputy Minister and Chief Technology Officer

Background

Since March 18, 2020, the work of Enterprise Services Division (ES) had been instrumental in supporting the BC Public Service as unprecedented numbers of employees work from home and undertake to deliver services remotely. Working remotely has not been a standard practice across the BC Public Service to date; previously, on an average workday less than 1000 employees worked from a location other than their office. Until recently, the government network had a limited capacity for remote connections through the Virtual Private Network (VPN) that allowed approximately 14,000 employees to access digital files and applications while working remotely at any given time. After the BC Government declared a state of emergency on March 18, 2020, the number of remote workers surged which greatly impacted the government network and our support functions. The Enterprise Services Division responded immediately to ensure seamless support to employees – below are the critical elements implemented.

Current Context

The Office of the Chief Information Officer (OCIO) continues to work with ministries to support priority initiatives with everything from hardware to networks to software deployments and support to ensure that employees have the tools they need to safely serve the citizens of the province. Among others this includes:

- Ministry of Justice: The virtualization of courts so citizens have safe access to courts during the pandemic.
- Ministry of Health: Roll out of validation of the Service BC Card deployment to manage citizens' secure access to COVID-19 test results.
- Ministry of Children and Family Development: The replacement of old equipment so child protection workers can work virtually with kids at risk.

In order to support the initiatives for COVID-19, to date to ES has incurred an estimated \$2.985 million in capital, and \$6.039 million in operating costs.

Major Activities Since July 2017

- March 2020 – Present:
 - March 2020 – Completed upgrades to increase capacity of the Kamloops and Calgary data centres to support increase load.
 - March 2020 – September 2020, ministries submitted requests for new workstations to meet the demand for essential services or business requirements for COVID-19, including prepping for economic recovery and the virtualization of courts. 1445 devices were requested, approved and deployed through this process.
 - Supported a significant increase in audio/video conferencing (Skype and Microsoft Teams) from 46,851 calls in February to 96,533 calls in September.

- Supported a drastic increase of telephone conference from 74,913 calls in February to 135,288 calls in September 2020.
- April 2020 – Present:
 - Completed hardware and software upgrades and increased capacity by 435 percent to support 35,000 VPN users – remote workers reached a peak of 25,000 on April 13.
 - Rolled out Microsoft Teams to the BC Public Service in four weeks, which was originally a two-year rollout plan. This provided another collaboration tool for public servants working remotely.
 - Began daily Ministry Chief Information Officers calls to address current ministry issues and concerns.
 - Enabled an additional 6,000 employees to utilize unified communications devices, which includes wireless headset phones and updated desk phones.
 - April 2020 – June 2020 completed various systems upgrades due to COVID-19 requirements for multiple sectors to roll out communication and collaboration tools, online forms for the self-isolation program, 211, 811 and online schooling.
 - April 2020 – October 2020, OCIO Service Desk:
 - Implemented the COVID-19 Information Technology Operation Centre which altered the service desk response to a heightened 24/7 response including emergency orders and high priority incidents.
 - IT Support model has shifted from government office support to more remote workers (80 percent remote support and 20 percent in government offices). With the ability for up to 25,000 employees to work from home there are increased pressures on the Service Desk to support remote workers.

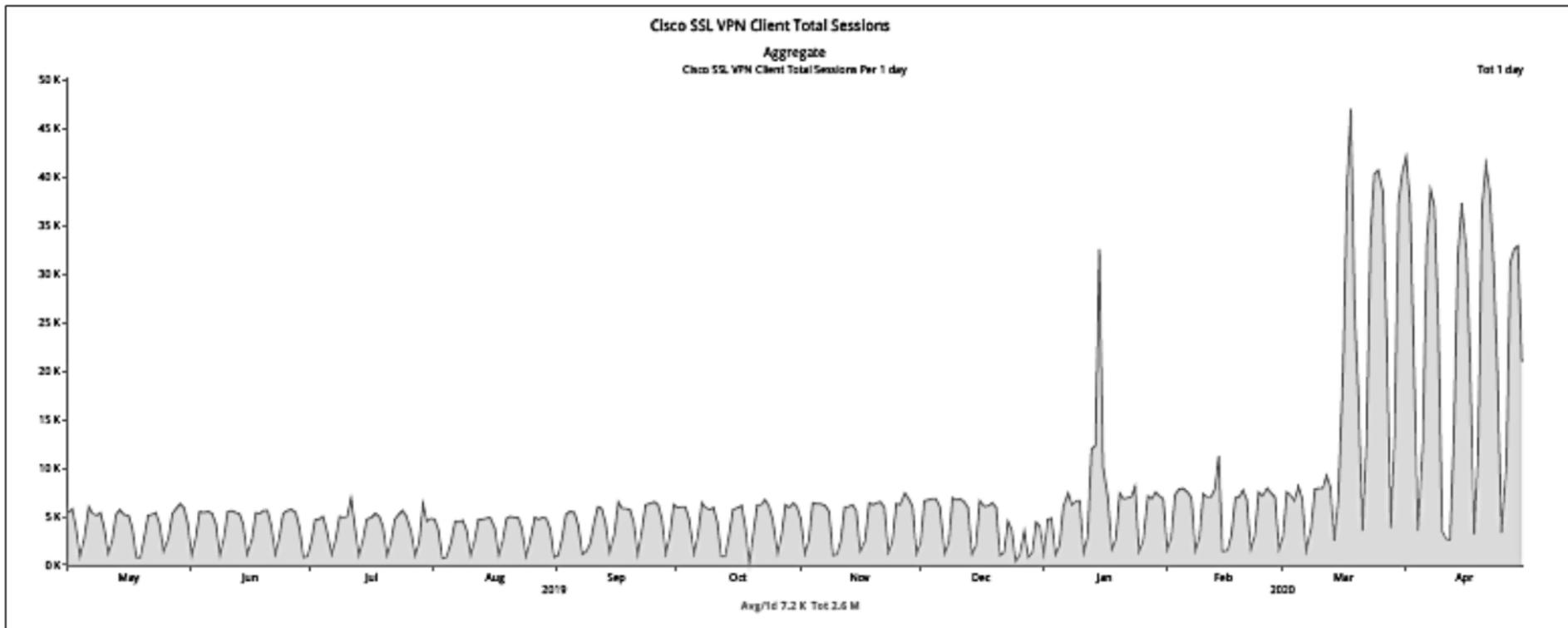
Key Decisions Required by June 2021

- October 2020:
Cabinet Confidences; Advice/Recommendations

Attachments

1. Virtual Private Network (VPN) Usage Graph

Attachment 2: Virtual Private Network (VPN) Usage Peak During 2020



- Peak number of VPN connections (one connection recorded per log on) was 45,000 in March 2020
- Average unique users (employees) daily was 25,000 starting in March 2020

COVID-19 RESPONSE

Digital Platforms and Data Division

Lead Executive: Hayden Lansdell, Assistant Deputy Minister

Background

Responding to COVID-19 has required the BC Government to design, source, and deploy a significant number of new digital services and data solutions at an accelerated pace compared to traditional approaches. In every case, these services have made it easier for British Columbians to continue to access the services they count on amidst a global pandemic.

Current Context

Since March, Digital Platforms and Data Division (DPD) has provided a critical range of services to cross-government partners in order to meet the urgent COVID-19 response requirements of people and businesses in all corners of the province.

DPD is continuing to provide cross-government support for pandemic response and economic recovery initiatives. Ongoing initiatives include:

- Digital Service Design & Delivery – DPD convenes a cross-government network that ensures that new services and other digital and data solutions required to respond to the pandemic are developed quickly and are coordinated, safe, effective, and sustainable. Example initiatives supported by this network include BC’s travel screening initiative, the Business Recovery Grant Program, and the Health Careers Access Program.
- Rapid-Response Investment – DPD’s Digital Investment Office provides funding for digital priorities. In response to the pandemic, DPD has focused on COVID-19-related digital priorities. To date, ministries have sought \$17 million to support projects, including to provide emergency benefits for workers and virtual care for mental health and substance use.
- Technology Enablement:
 - Modern Platforms and IT Building Blocks – Throughout the pandemic, DPD has provided modern infrastructure services and shared building blocks to allow teams from across government to rapidly launch new digital services. This included accelerating the roll out of cloud services, improving the reliability of the Province’s Private Cloud platform, and providing reusable building blocks (e.g. confirming the accuracy of an address or verifying the status of a business). These platforms and tools helped teams deliver new health and economic-recovery services in days rather than months or years.
 - Virtual Tools – In concert with the Ministry of Citizens’ Services Enterprise Services, DPD has supported tens of thousands of public servants working remotely with collaboration and networking tools. Examples include rolling out across government a new collaborative software suite (Microsoft Teams) on a vastly accelerated timeline, supporting Cabinet to shift to virtual operations within a handful of days, and providing guidance and supports to 30,000 public servants forced into a new mode of remote work in March 2020.

- Data-Driven Supports – Program areas across government rely on DPD’s data programs. COVID-19 response increased the need for services that helped teams across government share, find, access and use data. Data programs supported the public access of provincial COVID-19 data through the BC Data Catalogue and DPD’s web mapping technologies enabled partners to quickly create and publish the COVID-19 Dashboard. Elections BC relied heavily on the address geocoder to validate, standardize and ‘spatialize’ voters’ addresses, which was of particular importance with the significant use of mail-in voting during the pandemic.

Major Activities Since July 2017

- August 2020 (Continuing) – Health Sector Digital Response. As the Province shifted into a second wave of the COVID-19 pandemic, in August 2020, DPD helped the Ministry of Health continue to sustain its COVID-19 response efforts. This includes providing the technical platforms to support the expansion of the Health Gateway service to allow people to access their COVID-19 test results online. New capabilities to allow for the safe exchange of information are being delivered to enable Health’s e-prescription service.
- September 2020 (Continuing) – Supporting Stronger BC Economic Recovery Plan. DPD’s Exchange Lab supported the Ministry of Jobs, Economic Development and Competitiveness to launch new digitally-enabled programs rolled out as part of Government’s Economic Recovery Plan. Supports included helping roll out of the BC Business Confidence service and the Business Recovery Grant Program, which will provide up to \$300 million to the small and medium sized BC businesses hardest hit by the pandemic.

Key Decisions Required by June 2021

Cabinet Confidences

COVID-19 RELATED SERVICES Real Property Division

Lead Executive: Sunny Dhaliwal, Assistant Deputy Minister

Background

Real Property Division (RPD) provides a broad suite of real estate services to public agencies, including the stewardship of a real estate portfolio comprised of almost 14 million square feet of space, including 477 owned and 593 leased facilities. This real estate portfolio remains largely open throughout all stages of the COVID-19 pandemic.

In response to the COVID-19 pandemic, RPD adapted its service model to ensure access to core services while protecting the health and safety of employees and British Columbians – particularly for those most vulnerable. The design and implementation of facilities-related physical controls such as plexiglass barriers, particularly at public interfaces and the implementation of administrative controls such as enhanced janitorial services that address COVID-19 risk mitigation interests, are key RPD services. RPD leverages a global leader in facility management services, CBRE Ltd., and partners with clients to deliver COVID-19 workplace safety services.

Current Context

Since the state of emergency was declared in BC due to the COVID-19 pandemic, RPD has continued to provide the real estate required with minimal interruption to citizens, businesses and government operations. RPD continues to collaborate with other divisions of the Ministry of Citizens' Services (CITZ) to support and enable government to achieve its priorities. Specifically, the role of RPD and its facility management service partners is to provide real property stewardship that upholds the health and safety of building occupants and visitors, and that enables the continuity of government program delivery during the COVID-19 pandemic and beyond.

Major Activities Since July 2017

RPD, in partnership with CBRE, has and continues to provide the following services since the start of the COVID-19 pandemic:

- RPD direct service
 - Implement health and safety protocols and procedures for RPD operations, including training for its own employees and contractors to ensure continuity of services.
 - In collaboration with the BC Public Service Agency, created building safety management resources, including a Guide to Provincial Facilities COVID-19 Controls and safety signage templates, to support the appropriate implementation of facilities-related COVID-19 controls.
 - Coordination with more than 500 landlords to ensure consistent application of COVID-19 controls across government building operations.
 - Provision of initial support for Returning Travellers and Temporary Foreign Workers self-isolation compliance plans in the earlier months of the pandemic.

- In Partnership with CBRE Ltd
 - Initial Phase of the Pandemic (March – June)*
 - Conducting of an end-to-end walk-through to ensure that every component of the facility has been addressed for ongoing operational purposes.
 - Contacting of all key suppliers of property management goods and services to preview requirements and any revised scope and service levels.
 - Installation of plexiglass screens in more than 500 locations, including those facilities that deliver programs directly to the public (e.g., social services and child support services) and that have high public access (e.g., courthouses).
 - Leveraging of CBRE’s global market supply chain to procure high-demand and scarce supplies such a sanitization dispensers and gels.
 - Inspection of Heating Ventilation and Air Conditioning equipment and key building systems to ensure proper working conditions and required standards.
- Ongoing
 - Provision of extra due diligence in routine cleaning of all government spaces, and special disinfection cleaning for areas suspected of having been exposed to a presumptive or confirmed COVID-19 positive person.
 - Implementation of enhanced cleaning schedules across CITZ’s building portfolio, with a special focus on high-touch areas (e.g., door handles, elevator buttons), with the installation of additional sanitizing-gel dispensers in offices with the greatest need.

Key Decisions Required by June 2021

- Determination of the future direction of government real estate requirements post pandemic.

LEGISLATION
Corporate Information and Records Management Office

Lead Executive: Kerry Pridmore, Assistant Deputy Minister and Chief Records Officer

Current Context

Enactments for which the Ministry of Citizens' Services (CITZ) has legislative responsibility

Note: The Strategic Policy and Legislation Branch is the central unit responsible for managing the legislative process for all ministry legislation. The table below lists the Acts that the Ministry has responsibility for, the scope of that responsibility, and indicates the administering branch within CITZ.

Act Name	Description	Administrator
<i>BC Online Act</i>	Provides powers to the operator of BC Online respecting retention and remittance of monies to the government.	BC Online Partnership Office, Service BC
<i>Business Number Act</i>	Allows British Columbia to enter into a Memorandum of Understanding with the Canada Revenue Agency for the purpose of integrated and joint Business Number Registration purposes. The Business Number is used as a common identifier of businesses across multiple program areas within the public sector.	BC Registries and Online Services, Service BC
<i>Electronic Transactions Act</i>	Clarifies that electronic documents can satisfy legal requirements to provide information or a record and provides for the use of electronic signatures in place of "ink and paper" signatures, subject to some exceptions. Specifies that electronic means can be used in making payments to the government.	Strategic Policy and Legislation Branch
<i>Freedom of Information and Protection of Privacy Act</i>	Has two main purposes: <ol style="list-style-type: none"> 1. Freedom of Information (FOI): To make public bodies more open and accountable by providing the public with a legislated right of access to records held by a public body, including their own personal information, subject to reasonable exceptions. FOIPPA also compels public bodies to make information publicly available without the need for an FOI request (i.e. proactive disclosure). 	CIRMO: Privacy, Compliance and Training Branch and Information Access Operations

Act Name	Description	Administrator
	2. Protection of Privacy: To protect personal privacy by specifying circumstances where public bodies are authorized to collect, use, and disclose personal information. FOIPPA also requires public bodies to make reasonable efforts to the ensure accuracy and security of personal information and provides individuals with a right to request correction of their personal information.	
Government Buildings Act	Permits regulations to be made permitting, regulating or prohibiting public use of the grounds surrounding a government building, highway or public work belonging to the government.	Real Property Division
Information Management Act	Modernizes and streamlines government information management by: <ul style="list-style-type: none"> • Transitioning government to digital information management. • Establishing the digital archives and requiring information to be archived in digital form, unless exceptions apply. • Establishing a Chief Records Officer (CRO) to approve information schedules, manage the digital archives and promote effective information management. 	OCIO, Government Records Service
Personal Information Protection Act	Governs the collection, use and disclosure of personal information by private and not-for-profit sector organizations in a manner that recognizes: (a) the right of individuals to protect their personal information, and (b) the need of organizations to collect, use or disclose personal information for appropriate purposes. Establishes a right for people to access their own personal information that is held by an organization.	Strategic Policy and Legislation Branch
Procurement Services Act	Enables and assists in the disposal of personal property and the procurement of personal and intangible property for the government, government organizations, local public bodies and participating jurisdictions. Also enables government contracts respecting the construction of buildings and other works and assists government organizations, local public bodies and participating jurisdictions in contracting for services as	Procurement and Supply Services

Act Name	Description	Administrator
	well as directs the establishment, maintenance and operation of depots and warehouses.	
Public Agency Accommodation Act	Sets out requirements for the acquisition, disposal and transfer of land administered by a public agency in the province. Public agencies include the Government of BC, Government of Canada, a local government, the Legislative Assembly, a government body within the meaning of the <i>Financial Administration Act</i> , or any other entity designated as a public agency for the purposes of this Act by a directive of Treasury Board.	Real Property Division
Queen's Printer Act	Sets out the powers and duties assigned to the Queens Printer respecting the printing, binding and stationery offices of the ministry.	Procurement and Supply Services

Enactments for which the Ministry of Finance has primary responsibility and CITZ has partial responsibility

There are a number of enactments for which the Ministry of Finance is the owner, and the Ministry of Citizens' Services has responsibility for only some parts of the Act.

Act Name	Description	Responsible Program Area Within CITZ
These Acts as they relate to the establishment and operation of the Corporate Registry:		
Business Corporations Act	Sets out requirements for businesses to incorporate and do business in the province.	BC Registries and Online Services, Service BC
Cooperative Association Act	Sets out requirements for co-operative associations to incorporate and do business in the province.	BC Registries and Online Services, Service BC
Credit Union Incorporation Act	Sets out requirements for credit unions to incorporate and do business in the province.	BC Registries and Online Services, Service BC
Financial Institutions Act	Sets out requirements on trust, deposit and insurance businesses carrying out business in the province.	BC Registries and Online Services, Service BC

Act Name	Description	Responsible Program Area Within CITZ
<i>Insurance (Captive Company) Act</i>	Sets out requirements on registering captive insurance companies carrying out business in the province. A captive insurance company is a wholly-owned subsidiary that insures the operations of its parent company.	BC Registries and Online Services, Service BC
<i>Mutual Fire Insurance Companies Act</i>	Permits the establishment and incorporation of the mutual fire insurance companies and sets out powers and functions of the company and its director. Mutual fire insurance companies are composed of 30 or more persons who have insurable interest in rural property exposed to damage by fire.	BC Registries and Online Services, Service BC
<i>Partnership Act</i>	Sets out requirements on for-profit partnerships established in the province.	BC Registries and Online Services, Service BC
<i>Pension Fund Societies Act</i>	Permits the establishment of a pension fund society by a corporation created in British Columbia; sets requirements on and sets out powers and functions of the society. A pension fund society administers a pension fund.	BC Registries and Online Services, Service BC
<i>Societies Act</i>	Permits the incorporation of a society for any lawful purpose or other purposes such as national, patriotic, religious, philanthropic, or other purposes; sets requirements on and sets out powers and functions of the society.	BC Registries and Online Services, Service BC
This Act as it relates to the establishment and operation of the Manufactured Home Registry:		
<i>Manufactured Home Act</i>	Sets requirements for registering and transferring ownership of a manufactured home.	BC Registries and Online Services, Service BC
These Acts as they relate to the establishment and operation of the Personal Property Registry:		
<i>Miscellaneous Registrations Act</i>	Sets requirements for registering a claim respecting personal property in the personal property registry established under the Personal Property Security Act.	BC Registries and Online Services, Service BC
<i>Personal Property Security Act</i>	Sets requirements for the creation and registration of security interests in personal property in the province. A security interest is a legal claim on collateral.	BC Registries and Online Services, Service BC

Act Name	Description	Responsible Program Area Within CITZ
<i>Repairers Lien Act</i>	Sets requirements for obtaining, renewing, and discharging liens on a motor vehicle, aircraft, boat or outboard motor by a garage keeper.	BC Registries and Online Services, Service BC

MINISTRY OF CITIZENS' SERVICES

BUDGET OVERVIEW

Budget 2020/21

KEY MESSAGES

- The Ministry of Citizens' Services' 2020/21 operating budget has been tabled at \$551.650 million (net), which represents a decrease of \$9.256 million, or 1.7%, compared to the 2019/20 restated budget of \$560.906 million (net).
- The 2020/21 operating budget includes funding to support:
 - Constructing and operating critical public infrastructure and government facilities, with a focus on environmental sustainability;
 - Improving the delivery of the services citizens count on; and;
 - Providing the same level of access to government services and information, while also achieving cost savings.
- The Ministry of Citizens' Services' capital budget for 2020/21 is \$350.266 million, which is a net decrease of 16%, or \$66.974 million, compared to the 2019/20 budget.
 - This decrease is largely caused by reduced cash flow requirements due to the stage of multi-year major projects, including:
 - Capital Park building #2
 - Abbotsford Courthouse Complex
 - Government Workstations Refresh; and;
 - Leading Workplace Strategies.
 - Decreases are partially offset by capital increases to fund additional facility infrastructure for government, including:
 - Construction on the Nanaimo Correctional Centre
 - Renovations to support segregation and accommodation in correctional centres
 - Facility improvements for the Ministry of Social Development and Poverty Reduction's service delivery offices
 - Information Management and Information Technology (IM/IT) maintenance and rehabilitation
 - And the Energy Smart Program (CleanBC).

OPERATING FUNDING

- Ministry's updated 2020/21 operating budget has been tabled at \$551.650 million (net), a decrease of \$9.256 million, or 1.7%, compared to the 2019/20 restated budget of \$560.906 million (net).
Cabinet Confidences

OPERATING BUDGET COMPOSITION

- Ministry's net budget for 2020/21 is \$551.650 million.
- The gross budget before internal/external to government recoverable costs is \$931.309 million, which is offset by \$379.659 million in recoveries, which are primarily shared services recovered from clients to the ministry. Budget detailed below:

Operating Budget (\$millions)	2020/21	% of net budget
Salaries and Benefits	\$ 168.555	31%
Building Occupancy Charges	301.88	55%
Information Technology	190.02	34%
Amortization	92.217	17%
Cost of Goods Sold (inventory within PSS)	107.798	20%
Professional Services	12.091	2%
Legal Services Chargebacks from Ministry of AG	3.48	1%
Travel	1.164	0%
Office and Business Costs	30.206	5%
Other	23.898	4%
Gross Operating	168.555	169%
Internal Recoveries	(178.583)	(32%)
External Recoveries	(201.076)	(36%)
Gross Recoveries	(379.659)	(69%)
Net Budget	\$551.650	100%

- SEE OPERATING BUDGET DETAILS IN APPENDIX A & B

CAPITAL FUNDING

- **Treasury Board approved \$350.266 million for 2020/21, a decrease of \$66.974 million over the previous year.**
 - Increases of \$59.510 million are primarily for:
 - Construction costs for the Nanaimo Correctional Centre (\$23.786 million);
 - Renovations to support correctional centre segregation and accommodation strategies (\$17.142 million);
 - Facility improvements to provide greater efficiency and safety, and to improve the delivery of income and disability assistance services to citizens (\$8.553 million);
 - Maintenance and rehabilitation of IM/IT systems and applications (\$2.899 million);
 - Projects focused on improving energy efficiency and installing electric vehicle charging stations (Clean BC) (\$2 million);
 - Courthouse improvements (\$1.630 million)
 - These are offset by decreases of \$126.484 million, funding used primarily to:
 - Complete the Abbotsford Courthouse Project (\$38.079 million) and the 2nd office building at Capital Park (\$40.091 million);
 - Partially complete the Government Workstation Refresh Project (\$15.130 million);
 - Complete the preliminary phase of the Leading Workplace Strategy (\$10 million);
 - Cash flow timing, due to stage of project, for the Legislative Precinct District Energy System (\$8 million).

SEE CAPITAL DETAILS IN APPENDIX C

APPENDIX A

Ministry of Citizens' Services
2020/21 Explanation of Changes in Estimates (Core Business)
(\$ in Millions)

Core Business	Estimates 19/20 Restated	Estimates 20/21	Variance	Explanation of Changes
Services to Citizens and Businesses	32.500	31.083	(1.417)	Budget decrease primarily due to \$1.9M contribution towards Government wide operating budget reductions offset by \$0.5M for salaries and benefits under the Sustainable Services Negotiating Mandate (Note 1).
Office of the Chief Information Officer	17.914	17.003	(0.911)	Budget decreases primarily due to \$1.0M contribution towards Government wide operating budget reductions offset by \$0.1M for salaries and benefits under the Sustainable Services Negotiating Mandate (Note 1).
Information Communication Technologies	1.553	1.486	(0.067)	Budget decrease for CITZ contribution towards Government wide operating budget reductions.
Procurement and Supply Services	4.209	4.313	0.104	Budget increase of \$0.4M for salaries and benefits under the Sustainable Services Negotiating Mandate (Note 1) offset by \$0.3M contribution towards Government wide operating budget reductions.
Real Property	316.354	318.265	1.911	Budget increase primarily due to Courthouse facility costs of \$14.9M, Capital Park 2 lease of \$3.5M, Okanagan Correction Centre for \$0.6M, Strategic Acquisition of Buildings for \$0.5M, and \$0.2M for salaries and benefits under the Sustainable Services Negotiating Mandate (Note 1); offset by \$17.9M contribution towards Government wide operating budget reductions.
Enterprise Services	137.184	130.819	(6.365)	Budget decreases primarily due to \$7.8M contribution towards Government wide operating budget reductions, offset by \$1.0M in IT costs to support government FTE growth and \$0.4M for salaries and benefits under the Sustainable Services Negotiating Mandate (Note 1).
Corporate Information Records Management Office	22.776	21.862	(0.914)	Budget decreases primarily due to \$1.3M contribution towards Government wide operating budget reductions, offset by \$0.3M for salaries and benefits under the Sustainable Services Negotiating Mandate (Note 1).
Government Digital Experience	8.455	8.054	(0.401)	Budget decreases primarily due to TBS Target Reduction of \$0.5M offset by \$0.1M for salaries and benefits under the Sustainable Services Negotiating Mandate (Note 1)
Minister's Office	0.690	0.652	(0.038)	Budget decrease primarily for CITZ contribution towards Government wide operating budget reductions.
Corporate Services	19.271	18.113	(1.158)	Budget decrease primarily for CITZ contribution towards Government wide operating budget reductions.
CITZ Total	560.906	551.650	(9.256)	

Note 1: The BCGEU ratified collective agreement was reached under the Sustainable Services Negotiating Mandate to have a wage increase of 2% per year for the next three years, effective April 1, 2019.

APPENDIX B

Ministry of Citizens' Services					
20/21 Explanation of Changes in Estimates (Group Account Classification (GAC) Level)					
(\$ in Million)					
Expenditure Category	STOB	Estimates 19/20 Restated	Estimates 20/21	Variance	Explanation of Changes
Base Pay & Overtime	50	131.357	132.995	1.638	Budget increases primarily due to the Sustainable Services Negotiating Mandate (Note 1).
Supplemental Salaries	51	1.182	1.182	-	No Change
Employee Benefits	52	33.909	34.324	0.415	Budget increases primarily due to the Sustainable Services Negotiating Mandate (Note 1).
Legislative Salaries	54	0.054	0.054	-	No Change
Salary & Benefits Sub-Total		166.502	168.555	2.053	
Operating Costs	55 - 75	649.048	637.537	(11.511)	Budget decreases primarily due to \$31.7M contribution towards Government wide operating budget reductions, offset by Courthouse facility costs of \$14.9M, Capital Park of \$2.1M, increase in CIRMO recoverable expenditures of \$1M, IT costs to support government FTE growth, Okanagan Correction Center of \$0.6M, and Strategic Acquisition of Buildings of \$0.5M.
Government Transfers	77 - 80	4.076	3.782	(0.294)	Budget decreases primarily due to a change in the multi-year agreement for receipt and disbursement of Federal funding from Indigenous Services Canada to Northern Development Initiative Trust (NDIT) for the Connected Coast Connectivity project.
Other Expenses	84 - 85	120.231	121.433	1.202	Budget increases primarily due to interest cost on Capital Park.
Gross Expenditure Total		939.857	931.307	(8.550)	
Internal Recoveries	88	(177.633)	(178.583)	(0.950)	Recovery budget increase primarily due to increased recoverable service within CIRMO.
External Recoveries	89 - 90	(201.318)	(201.074)	0.244	Recovery budget decrease primarily due change in the annual funding level for Federal funding from Indigenous Services Canada for the Connected Coast Connectivity project.
Recoveries Total		(378.951)	(379.657)	(0.706)	
CITZ Net Expenditure Total		560.906	551.650	(9.256)	

Note 1: The BCGEU ratified agreement was reached under the Sustainable Service Negotiating Mandate to have a wage increase of 2% per year for the next three years, effective April 1, 2019.

APPENDIX C

CITZ 10-YEAR CAPITAL PLAN - BUDGET 2020 (ESTIMATES)

(\$ millions)	19/20 Budget	20/21 Budget	Change
REAL PROPERTY			
South Block Capital Leases (Capital Park)	\$40.09	-	(\$40.09)
Abbotsford Courthouse Project	\$66.93	\$28.85	(\$38.08)
Nanaimo Correctional Centre	\$18.82	\$42.61	\$23.79
Legislative Precinct District Energy System	\$9.00	\$1.00	(\$8.00)
Leading Workplace Strategy (LWS)	\$10.00	-	(\$10.00)
Strategic Acquisition of Buildings	\$10.00	\$11.50	\$1.50
Energy Smart Program	\$8.50	\$10.00	\$1.50
Electric Vehicle Charging Stations	-	\$0.50	\$0.50
Courthouse Improvements	\$2.05	\$3.68	\$1.63
BC Corrections Segregation Strategy Renovations	\$6.00	\$17.23	\$11.23
BC Corrections Accommodation Strategy	\$0.63	\$6.54	\$5.91
MCFD MYAP - Port Moody - 220 Brew Street	\$1.36	\$1.29	(\$0.07)
MCFD MYAP - Duncan - 15 Craig Street	\$1.71	\$1.68	(\$0.03)
MCFD Childcare - Victoria - 395 Waterfront Street	\$9.71	\$5.34	(\$4.37)
BC Corrections Fire Hose Refurbishment Program	-	\$2.00	\$2.00
SDPR Risk Review related Tenant Improvements	-	\$8.55	\$8.55
Office Furniture	\$1.50	\$1.50	-
Routine Capital Envelope	\$64.98	\$60.35	(\$4.64)
	\$251.29	\$202.62	(\$48.67)
OFFICE OF THE CHIEF INFORMATION OFFICER			
Transformation & Technology Funding	\$113.55	\$110.51	(\$3.04)
	\$113.55	\$110.51	(\$3.04)
OCIO ENTERPRISE SERVICES			
Strategic Transformation & Mainframe Services	\$9.16	\$6.49	(\$2.67)
Workstation Refresh	\$32.93	\$17.80	(\$15.13)
Maintenance and Rehabilitation	\$9.70	\$12.60	\$2.90
	\$51.79	\$36.89	(\$14.90)
PROCUREMENT AND SUPPLY SERVICES			
Special Equipment	\$0.26	\$0.15	(\$0.11)
	\$0.26	\$0.15	(\$0.11)
MINISTRY OPERATIONS			
Office Equipment	\$0.01	\$0.01	-
Vehicles	\$0.34	\$0.08	(\$0.26)
	\$0.35	\$0.09	(\$0.26)
CITZ TOTAL ESTIMATES BUDGET	\$417.24	\$350.27	(\$66.97)

**Ministry of Citizens' Services
30/60/90 Day Issues**

Issues	Timeframe	Description
Ministerial Order for Disclosure in response to COVID-19	30 days	A Ministerial Order under FOIPPA has been issued to permit additional disclosures as needed in response to COVID-19. The Order must be renewed or rescinded well in advance of the expiry of December 31, 2020. Use cases have been collected and a recommendation to extend the order to May 31, 2021 has been prepared for Minister decision.
Proactive Disclosure Directive	30 days	A commitment has been made to proactively disclose the corporate and ministry transition binders within 90 days of cabinet being sworn in. A proactive disclosure ensures any FOI's received can be deferred to the directive and allows sufficient time.
Chat-bot/digital assistant on gov.bc.ca for non-health covid-19 related questions	30 days	<p>GDX has been running a Chat Bot on gov.bc.ca since May 14, 2020. The Chat Bot, or virtual assistant, was implemented in partnership with the Exchange Lab, Service BC and BC Centre for Disease Control (BCCDC).</p> <p>Based on the urgency of government's COVID-19 response and mounting citizen questions coming through Service BC Call Centres/811 and through BCCDC's COVID-19 chat bot, GDX built and maintained the gov.bc.ca Chat Bot without adding additional resources.</p> <p>GDX needs to find resourcing for the Chat Bot moving forward, both in the context of COVID-19 and more broadly to an enterprise Chat Bot service deployment strategy or revisit the ongoing support of the technology.</p>
Closure of Law Courts Inn	30 days	The Law Courts Inn lease has come to an end and due to a request from the Judiciary for additional space to house judges, decision has been made and communicated to not renew the restaurant's lease. The lease has expired on September 30, 2020 and the Ministry of Attorney General (AG) has now taken over the space for overflow court case space. Active planning with collaboration from AG and the judiciary is underway for future use of the space.

Cabinet Confidences

Gov.bc.ca/covid-19 government services and support aggregation page	30 days	Anticipate focus through September and October will be on content related to Economic Recovery Plan. The Content team expects greater scrutiny will be applied to decisions about what can and cannot be posted through the writ period.
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**Ministry of Citizens' Services
30/60/90 Day Issues**

Issues	Timeframe	Description
Health Gateway – BC Services Card additional functionality	30 days	In coordination with Ministry of Health, adding functionality to Health Gateway that lifts non-photo BC Services card holders to an identity assurance level 3 allowing card holders to check their COVID-19 results online within 24 hours through Health Gateway application. Target date is November 2020.
Ministry Spending Restrictions	30 days	As part of its 2020/21 expenditure reduction action plan, Citizens' Services is reviewing (with Treasury Board Staff) its budget pressures and the potential resulting impacts to government.
Nanaimo Correctional Centre	30 days	The financial submission has been received and is undergoing value analysis review. A revised financial submission is expected in week of October 12, 2020 by the single proponent for evaluation. Statement of requirements is being revised. A Treasury Board submission will be drafted in anticipation of additional funding request.

Cabinet Confidences

Cabinet Confidences; Advice/Recommendations

National Master Users Agreement announcement	60 days	We have onboarded to the Agreement (signed by DM) and are crafting messaging and a quote from the Minister once the election is over and a Minister is appointed.
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Cabinet Confidences

**Ministry of Citizens' Services
30/60/90 Day Issues**

Issues	Timeframe	Description
Cabinet Confidences; Advice/Recommendations		

Real Property Division Transition Plan with BGIS-WSI	60 days	Official "Transition Out" process completed September 30, 2020, with the previous service provider, BGIS WSI. Final financial and legal close out will be completed when all cheques have cleared for the financials.
Registries Modernization Initiative: Names Request Online	60 days	Cabinet Confidences; Advice/Recommendations
Relocation for existing Ministry of Social Development and Poverty Reduction (SDPR) in-person office in Prince George	60 days	A building has been purchased to re-locate an existing SDPR office. The move date has not been determined and is likely 2+ years away. Advice/Recommendations

Cabinet Confidences; Advice/Recommendations

Ministry of Citizens' Services
30/60/90 Day Issues

Issues	Timeframe	Description
Cabinet Confidences; Advice/Recommendations		
Support for Provincial Election	60 days	Ensure ongoing support to prepare for fall Provincial election including Transition Office Setup.

Cabinet Confidences; Advice/Recommendations

Advice/Recommendations; Intergovernmental Communications

Office of the Comptroller General (OCG) Change Management Audit Review	90 days	<p>Internal Audit and Advisory Services completed an audit of Information Technology Change Management (ITCM) – Phase 1. The audits findings have been provided in draft and the Office of the Chief Information Officer, specifically Information Management Branch (IMB) and Service Management Branch (SMB) have reviewed the summary of recommendations.</p> <ul style="list-style-type: none"> • SMB has addressed the majority of their recommendations with the implementation of Change Management in My Service Centre August 7 and will be resolving them over the coming months with the exception of one which is targeted for February 2021 • IMB will develop an action plan by Fall 2020 and implement the OCG recommendation on the services identified in the review over the next 1-2 years.
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Cabinet related material

Ministry of Citizens' Services
30/60/90 Day Issues

Issues	Timeframe	Description
Advice/Recommendations; Government Financial Information		
Workplace Technology Refresh Program	90 days	Due to COVID-19, Refresh continues to be paused. However, the OCIO is assessing a restart date to remove the remaining 5 - 6 year old devices from the fleet. Provisioning will be self-deployed and will align to COVID protocols. However, Ministries who require accelerated workstation refreshes for essential work to support COVID activities or provide services to citizens while maintaining social distancing protocols are being approved and implemented. Example: Courts Virtualization Initiative.
Advice/Recommendations		
Shared Space for BC Public Service employees in West Shore	90+ days	Construction underway. Anticipated project completion still being targeted for December 2020, subject to construction delays related to COVID-19.
Advice/Recommendations		
Office of the Auditor General (OAG) Internal Directory Account Management Audit	Ongoing	<p>The OAG completed an audit on Identity Management in government. The report was released publicly August 13, 2019. The audit looked at whether five selected ministries had designed and implemented key controls for protecting government information and information assets from unauthorized access.</p> <p>The audit found that some of the ministries were not consistently following the Office of the Chief Information Officer's (OCIO) established key controls to restrict unauthorized access.</p> <p>The OCIO accepted all the recommendations put forward in the report. The OCIO attended Public Accounts November 7, 2019 and will remediate each of the seven recommendations by December 2020 across government. OCIO and ministries are executing on the implementation plan and on track for completion by December 2020 or sooner.</p>

Ministry of Citizens' Services
30/60/90 Day Issues

Issues	Timeframe	Description
Emergency Management BC Post-Disaster Recovery Facility	On Hold	The concept plan for the Post Disaster Facility has been completed. Project on hold (by client) until Ministry priorities and objectives can be confirmed.
Federal Services and BC Services Card	On Hold	Expanding upon the launch of Canada Revenue Agency in February 2020, as of August 10, 2020 BC Residents will now be able to use their BC Services Card to access the My Service Canada Account Federal services online such as Employment Insurance, Old Age Security, Canada Pension Plan & Canada Pension Plan Disability. Advice/Recommendations: Intergovernmental Communications

**Ministry of Citizens' Services
Key Stakeholders**

Branch	Organization	Contact	Description	Key Issues
Information Communication Technologies (ICT)	BCE Inc. and Bell Canada	Mirco Bibik President and Chief Executive Officer	Provides residential and enterprise telecommunications services primarily in larger BC cities. Wireless services are supported by a network shared with TELUS mobility.	Advice/Recommendations
ICT	Cisco Canada	Rola Dagher President Personal Information	Cisco is a large global supplier of telecommunications technology to the government and the broader public sector and has a long history of collaboration with our ministry.	
ICT	BC Hydro	Chris O'Riley President and Chief Executive Officer 604-623-4577 chris.oriley@bchydro.com Kip Morison Chief Information Officer Personal Information	Signatory to the Participation Agreement and to the TELUS Agreements (Telecommunications Service Master Agreement, Strategic Relationship Agreement)	
ICT	Insurance Corporation of British Columbia (ICBC)	Nicolas Jimenez President and Chief Executive Officer nicolas.jimenez@icbc.com Gary Eastwood Chief Information and Technology Officer Personal Information	Signatory to the Participation Agreement and to the TELUS Agreements (Telecommunications Service Master Agreement, Strategic Relationship Agreement)	

**Ministry of Citizens' Services
Key Stakeholders**

Branch	Organization	Contact	Description	Key Issues
ICT	British Columbia Lottery Corporation (BCLC)	<p>Greg Moore Interim Chief Executive Officer and President 604-225-6399 gmoore@bclc.com</p> <p>Pat Davis Chief Information Officer and Vice President, Business Technology pdavis@bclc.com</p>	Signatory to the Participation Agreement and to the TELUS Agreements (Telecommunications Service Master Agreement, Strategic Relationship Agreement)	
ICT	WorkSafe BC	<p>Anne Naser President and Chief Executive Officer Personal Information</p> <p>Todd Yule Chief Digital Officer Personal Information</p>	Signatory to the Participation Agreement and to the TELUS Agreements (Telecommunications Service Master Agreement, Strategic Relationship Agreement)	
ICT	First Nations Technology Council (FNTC)	<p>Denise Williams Executive Director 604-313-0375 denise.williams@fntc.info</p>	A social enterprise business model for the Technology Council along with providing the opportunity to connect First Nations communities across the province to discuss digital technologies.	
ICT	CityWest Cable and Telephone Corp.	<p>Stefan Woloszyn Chief Executive Officer 250-624-7000 Personal Information</p>	A telephone, Internet and TV provider based out of Prince Rupert.	Advice/Recommendations

**Ministry of Citizens' Services
Key Stakeholders**

Branch	Organization	Contact	Description	Key Issues
ICT	Rogers Communications Inc.	Joe Natale President and Chief Executive Officer Personal Information Personal Information	A Canadian telecommunications and broadcasting company, providing high-speed Internet and cellular services, with a head office in Toronto, Ontario.	Advice/Recommendations
ICT	Shaw Communications Inc.	Bradley Shaw Chief Executive Officer 403-750-4500	A Canadian telecommunications company that provides telephone, Internet, television and mobile services backed by a fibre optic network. Headquartered in Calgary, Alberta.	
ICT	TELUS Communications Inc.	Darren Entwistle President and Chief Executive Officer darren.entwistle@telus.com	Signatory to a 10-year Strategic Telecommunications Deal with the Province, Health Authorities and specific Broader Public Service Entities. Provides telecommunication voice and data network services to government and broader public sector.	
ICT	Northwestel	Curtis Shaw President Personal Information	Northwestel Inc. is the incumbent local exchange carrier and long-distance carrier in Northern Canada serving over 121,000 people in 96 communities—46 of which are only accessible by air. 70% of these communities have less than 500 people, while 40% of its customers live in Whitehorse, Yellowknife and Iqaluit.	

**Ministry of Citizens' Services
Key Stakeholders**

Branch	Organization	Contact	Description	Key Issues
Corporate Information Records Management (CIRMO)	Office of the Information and Privacy Commissioner	Michael McEvoy Information and Privacy Commissioner 250-387-5629	An independent Officer of the Legislature with a mandate set out under the <i>Freedom of Information and Protection of Privacy Act and Personal Information Protection Act</i> .	<ul style="list-style-type: none"> • Updates and communication on key privacy and access to information initiatives and policy and legislation changes.
CIRMO	Office of the Auditor General	Carol Bellringer Auditor General 250-419-6100 bcauditor@bcauditor.com	An independent Officer of the Legislature with a mandate set out under the <i>Auditor General Act</i> .	<ul style="list-style-type: none"> • Updates, communication on key information management initiatives.
CIRMO	Canadian Bar Association, BC Branch	Brad Regehr President 204-799-0788 bregehr@mauricelaw.com	The Association represents lawyers, judges, law teachers and law students.	<ul style="list-style-type: none"> • Privacy and Access Rights.
CIRMO	Environmental Law Centre – University of Victoria	Deborah Curran Executive Director dlc@uvic.ca	The ELC is a non-profit society that operates clinical public interest environmental law program in partnership with the UVic Law.	<ul style="list-style-type: none"> • Access rights and public interest disclosures.

**Ministry of Citizens' Services
Key Stakeholders**

Branch	Organization	Contact	Description	Key Issues
CIRMO	Royal BC Museum	<p>Jack Lohman Chief Executive Officer</p> <p>For MOU: Joanne Orr Deputy Chief Executive Officer and Vice President, Collections, Research and International Programs 250-920-8328 JOrr@royalbcmuseum.bc.ca</p> <p>For IMAC: David Alexander Head of Archives, Access and Digital 250-387-2101 DAlexander@royalbcmuseum.bc.ca</p>	<p>The museum archives of government.</p> <p>Under <i>Information Management Act</i>, the Chief Records Officer may transfer non-digital government records to this entity. MOU also in place to Mar 31, 2021.</p> <p>A government body designated under the <i>Information Management Act</i>, and public body designated under the <i>Freedom of Information and Protection of Privacy Act</i>.</p>	<ul style="list-style-type: none"> • Changes in legislation, records management process and policies. • Any programs or initiatives related to the permanent preservation of government records (e.g. Digital Archives).
CIRMO	Government Bodies and Government Agencies	Various	<p>A public body designated under the <i>Freedom of Information and Protection of Privacy Act</i>, that is not designated a government body under the <i>Information Management Act</i>.</p>	<ul style="list-style-type: none"> • Changes in legislation, policies, or guidance on records management, access or privacy.
CIRMO	Educational Bodies	Various	<p>A subset of public bodies defined under the <i>Freedom of Information and Protection of Privacy Act</i>, includes: universities, colleges, school districts, etc.</p>	<ul style="list-style-type: none"> • Changes in legislation, policies, or guidance on records management, access or privacy.

**Ministry of Citizens' Services
Key Stakeholders**

Branch	Organization	Contact	Description	Key Issues
CIRMO/ICT	Health Bodies	Various	A subset of public bodies defined under the <i>Freedom of Information and Protection of Privacy Act</i> , includes: health authorities, Provincial Health Services Authority.	<ul style="list-style-type: none"> Changes in legislation, policies, or guidance on records management, access or privacy.
CIRMO/DPDD	BC Freedom of Information and Privacy Association	Jason Woywada Executive Director 604-739-9788 Jason@Fipa.bc.ca	A non-partisan, non-profit society.	<ul style="list-style-type: none"> Privacy and Access rights.
Digital Platforms and Data Division (DPDD)/CIRMO	BC Civil Liberties Association	DPDD: Meghan McDermott Acting Policy Director meghan@bccla.org 604-687-2919 (General Inquiries) CIRMO: Harsha Walia Executive Director harsha@bccla.org	A non-partisan charitable society.	<ul style="list-style-type: none"> Privacy and Access rights.
DPDD	BC Tech Association	Jill Tipping President and Chief Executive Officer 604-683-6159 (General Inquiries) jtipping@wearebctech.com	Industry Association.	<ul style="list-style-type: none"> Alignment with the tech sector.

**Ministry of Citizens' Services
Key Stakeholders**

Branch	Organization	Contact	Description	Key Issues
DPDD	Innovate BC	Raghwa Gopal President and Chief Executive Officer 604-952-5035 (General Inquiries) info@innovatebc.ca (General Inquiries)	Crown.	<ul style="list-style-type: none"> • Procurement, alignment with the tech sector.
DPDD	PopData/ UBC	Kim McGrail Scientific Director 778-998-3821 kim.mcgrail@ubc.ca	Service Provider.	<ul style="list-style-type: none"> • Data Innovation Program.
Enterprise Services (ES)	Advanced Solutions	Mike Harrison Personal Information Serge Bourdage Personal Information	Technology Vendor.	<ul style="list-style-type: none"> • IT Hosting Services including Managed Print.
ES	IBM	Rob Guthrie Interim Client Partner Executive Personal Information Shawn Burton Western Canada Sector Leader Personal Information Laura Hartwell Vice-President Western Canada and Caribbean Personal Information	Technology Vendor.	Advice/Recommendations

**Ministry of Citizens' Services
Key Stakeholders**

Branch	Organization	Contact	Description	Key Issues
ES	CGI	Wayne Fedoriw Director, Consulting Services Personal Information Personal Information Personal Information	Vendor.	<ul style="list-style-type: none"> Existing contract between the province and CGI. Resources are used across the ministry for BA and Tech support.
ES	Check Point	Perry Winkleman Area Manager, Western (Canada) Personal Information	Technology vendor.	Advice/Recommendations
ES	CISCO	Shannon Leininger Cisco Canada, President Personal Information Personal Information	Technology Vendor.	<ul style="list-style-type: none"> Major Network Equipment provider for BC including Core Network and VPN.
ES	Deloitte	Jamie Ross Senior Manager, Enterprise Risk Services Personal Information Jamie Sawchuk Personal Information	Service provider, consulting.	<ul style="list-style-type: none"> Consulting.
ES	Microsoft	Kevin Peesker President. Microsoft Canada Personal Information Personal Information	Microsoft Canada Inc. is the Canadian subsidiary of Microsoft Corp. Microsoft manufactures, licenses, supports and sells computer software, consumer electronics and personal computers and services.	<ul style="list-style-type: none"> All issues related to Microsoft software and hardware. Digital Security Strategies. Cloud strategy and migration Information. Technology influencer.

**Ministry of Citizens' Services
Key Stakeholders**

Branch	Organization	Contact	Description	Key Issues
ES	Oracle	Marshal Sangster Personal Information	Oracle is a technology platform vendor for database, middleware, and some applications utilized by the Province and B.C. public sector.	Advice/Recommendations
ES	Sierra Systems (NTT)	Roger Fabi Personal Information	Provides technology services.	
ES	VMWARE	Sean Forkan Vice President Personal Information Personal Information	Vendor.	
ES	Advanced Solutions	Mike Harrison Personal Information Serge Bourdage Personal Information	Technology Vendor.	<ul style="list-style-type: none"> IT Hosting Services including Managed Print.

**Ministry of Citizens' Services
Key Stakeholders**

Branch	Organization	Contact	Description	Key Issues
ES	IBM	<p>Rob Guthrie Interim Client Partner Executive Personal Information</p> <p>Shawn Burton Western Canada Sector Leader Personal Information</p> <p>Laura Hartwell Vice-President Western Canada and Caribbean Personal Information</p>	Technology Vendor.	Advice/Recommendations
ES	CGI	<p>Wayne Fedoriw Director, Consulting Services Personal Information</p>	Vendor	<ul style="list-style-type: none"> Existing contract between the province and CGI. Resources are used across the ministry for BA and Tech support.

**Ministry of Citizens' Services
Key Stakeholders**

Branch	Organization	Contact	Description	Key Issues
Service BC (SBC)	Canada Revenue Agency (CRA)	Francine Paton Director, Business Number Division 613-946-0214 Personal Information	The CRA administers tax laws for the Government of Canada, for most provinces and territories, and administers various social and economic benefit and incentive programs delivered through the tax system.	Advice/Recommendations
SBC	Corporations Canada	Ray Edwards Director General 1-866-333-5556 (Contact Centre) Ray.Edwards@canada.ca	Corporations Canada is Canada's federal corporate regulator. It administers the laws that allow Canadians to create and maintain a corporation under the federal laws governing corporations in Canada.	
SBC	Dye & Durham	Aziz Pirani Managing Director, Legal Software Personal Information	Dye & Durham Corporation is a supplier of worldwide search, registry and legal support services.	

**Ministry of Citizens' Services
Key Stakeholders**

Branch	Organization	Contact	Description	Key Issues
SBC	Digital Identity and Authentication Council of Canada (DIAAC)	Joni Brennan DIACC President Info@DIACC.ca	Created as a result of the federal government's Task Force for the Payments System Review, DIACC is a non-profit coalition of public and private sector leaders committed to developing a Canadian digital identification and authentication framework to enable Canada's full and secure participation in the global digital economy. DIACC members include representatives from both the federal and provincial levels of government as well as private sector leaders.	<ul style="list-style-type: none"> DIACC works on the Pan-Canadian Identity Trust Framework -- Collaboration between the private and public sectors to establish a common approach to digital identity management in Canada.
SBC	Industry Training Authority (ITA)	Gary Herman Chief Executive Officer 778-785-2422 Pavin Akis Manager, Assessment Personal Information	The ITA manages the apprenticeship system and certifies skilled trades people in BC.	<ul style="list-style-type: none"> SBC provides invigilation services to ITA at 61 of our in-person offices.
SBC	Maximus Canada	Deborah Shera President 250-405-3700 Personal Information	Maximus Canada assists governments across Canada by modernizing and administering essential public services.	<ul style="list-style-type: none"> MAXIMUS Canada has just signed a contract with Service BC to deliver our Contact Centre service, effective June 2017.

**Ministry of Citizens' Services
Key Stakeholders**

Branch	Organization	Contact	Description	Key Issues
SBC	New West Partners - Alberta, Saskatchewan & Manitoba	Trade Policy and Negotiations Branch BC Ministry Jobs, Economic Development and Competitiveness 250-952-0635 nwptabc@gov.bc.ca	The New West Partnership Trade Agreement is an accord between the Governments of British Columbia, Alberta, Saskatchewan and Manitoba that creates Canada's largest, barrier-free, interprovincial market.	<ul style="list-style-type: none"> The <u>New West Partnership Trade Agreement</u> creates a single economic region encompassing BC, Alberta, Saskatchewan, and Manitoba. Implementation of the NWPTA presents a great opportunity for continued economic growth in these provinces.
SBC	Service Canada	Pat Chaba Executive Director, Citizen Services and Program Delivery, BC-YT 604-707-9596	Service Canada is a federal institution that provides Canadians with a single point of access to a wide range of government services and benefits.	<ul style="list-style-type: none"> Partnership with Service Canada to facilitate improved coordination of federal and provincial services for citizens in rural BC and enhancing efficiencies by sharing infrastructure where it makes sense to do so.
SBC	WorkSafeBC	Howard Chang Director of Assessments Personal Information Personal Information	WorkSafeBC is BC's workers compensation board.	<ul style="list-style-type: none"> WorkSafeBC is a OneStop Business Registry partner. This facilitates businesses being able to register with WorkSafeBC when they are registering their company.

**Ministry of Citizens' Services
Key Stakeholders**

Branch	Organization	Contact	Description	Key Issues
SBC	Insurance Corp of British Columbia (ICBC)	Nicolas Jimenez Executive Office President and Chief Executive Officer Personal Information Nicolas.Jimenez@icbc.com	ICBC is a core partner of the BC Services Card.	<ul style="list-style-type: none"> Service BC delivers driver's licensing services on their behalf in 29 Service BC Centres.
SBC	Institute of Citizen Centered Services (ICCS)	Dan Batista Executive Director Personal Information	ICCS provides secretariat support to the Joint Councils of PSSDC and PSCIOC.	<ul style="list-style-type: none"> Besides the council and PTF work, Service BC works closely with ICCS on delivering CSP and CSM training and certification.
SBC	Public Sector Service Delivery Council (PSSDC)	Catherine Bennet Co-Chair catherine.bennett@hrsdcc.gc.ca Natasha Clarke Co-Chair Personal Information	PSSDC consists of senior officials of service delivery organizations of federal, provincial and territorial levels of government, and senior municipal representatives. Through the Municipal Service Delivery Organization, members collaborate on major public sector service delivery issues confronting all levels of government in Canada.	<ul style="list-style-type: none"> Workstreams include Digital Identity, Death Notification, Service to Business, Data Driven Intelligence.
SBC	SecureKey Technologies	Eric Swedersky Senior Vice President, Delivery and Public Sector Personal Information	SecureKey Technologies Inc. is a leading identity and authentication provider that simplifies consumer access to online services and applications.	Advice/Recommendations

**Ministry of Citizens' Services
Key Stakeholders**

Branch	Organization	Contact	Description	Key Issues
SBC	Elections BC	Anton Boegman Chief Electoral Officer 250-387-5305	BC Provincial Election October 24, 2020.	<ul style="list-style-type: none"> Election during pandemic.
SBC	Treasury Board of Canada Secretariat	Alexandre Bourque Acting Director, Engagement and Oversight, Cyber Security Division, Office of the Chief Information Officer 613-286-2173 alexandre.bourque@tbs-sct.gc.ca	Co-lead of Digital Identity priority of Joint Councils.	<ul style="list-style-type: none"> Leading the Pan-Canadian Digital Identity work with federal, provincial, territorial and municipal jurisdictions.
SBC	Union of BC Municipalities	Brian Frenkel President 250-356-5119	Provides common voice for local government. Positions developed by members are carried to other orders of government. Initiates, monitors, interprets and reacts to shifts in senior government policies that affect local government and communities.	<ul style="list-style-type: none"> Pandemic-related changes in public access to provincial government services in communities.
Procurement and Supply (PSD)	BC Business Council	Greg D'Avignon President and Chief Executive Officer 604-684-3384 greg.davignon@bcbc.com	The Business Council of British Columbia's mission is to provide timely and exceptional public-policy research and advocacy on issues that enhance B.C.'s competitiveness and prosperity.	<ul style="list-style-type: none"> Ongoing stakeholder in Procurement Strategy discussions.

**Ministry of Citizens' Services
Key Stakeholders**

Branch	Organization	Contact	Description	Key Issues
PSD	BC Chamber of Commerce	Aleeece Laird Board Chair 604-683-0700 (General Number) bccc@bcchamber.org	The BC Chamber of Commerce drives business advocacy on behalf of more than 125 Chambers of Commerce and Boards of Trade, and 36,000 businesses of varying size and sectors across the province.	<ul style="list-style-type: none"> Ongoing stakeholder in Procurement Strategy discussions.
PSD	Vancouver Economic Commission	Eleena Marley Acting Chief Executive Officer 604-632-9668 (General Number) info@vancouvereconomic.com	As the economic development agency for the City of Vancouver, the Vancouver Economic Commission works to strengthen Vancouver's thriving economy by supporting local companies, attracting high-impact investment and promoting international trade.	<ul style="list-style-type: none"> Ongoing stakeholder in Procurement Strategy discussions.
PSD	BC Construction Association	Chris Atchison President 250-818-9671 Personal Information	The BC Construction Association's mission is to ensure that BC's skilled workforce, resources, and regulatory environments exceed the needs and expectations of industrial, commercial, and institutional construction employers.	<ul style="list-style-type: none"> Ongoing stakeholder in Procurement Strategy discussions.
PSD	VIATEC	Dan Gunn Chief Executive Officer 250-483-3214 (General Number) Personal Information	VIATEC (Victoria Innovation, Advanced Technology and Entrepreneurship Council)'s mission is to serve as the one-stop hub that connects people, knowledge and resources to grow and promote the Greater Victoria technology sector.	<ul style="list-style-type: none"> Ongoing stakeholder in Procurement Strategy discussions.

**Ministry of Citizens' Services
Key Stakeholders**

Branch	Organization	Contact	Description	Key Issues
PSD	BC Tech Association	Jill Tipping President and Chief Executive Officer 604-683-6159 (General Number) Personal Information	BC Tech is driven to make BC the best place to grow a tech company by providing the place and the programs and advocating for the policies that help the tech community, collaborate, learn, and grow.	<ul style="list-style-type: none"> Ongoing stakeholder in Procurement Strategy discussions.
PSD	BC Economic Development Association	Dale Wheeldon President and Chief Executive Officer 604-795-7119 ext. 1 dwheeldon@bceda.ca	The British Columbia Economic Development Association (BCEDA) is a professional association of economic development practitioners in BC providing services that helps member communities grow and expand new and existing businesses, attract new business investments, and work towards strategic infrastructure investment, land use planning, and community enhancement.	<ul style="list-style-type: none"> Ongoing stakeholder in Procurement Strategy discussions.
PSD	Urbanlogiq	Herman Chandi Chief Operations Officer and Co-Founder 1-833-872-2647 (General Number) Personal Information	UrbanLogiq aggregates, automates, adds, and analyzes diverse data sets to give governments a unified view of their Urban Intelligence.	<ul style="list-style-type: none"> Ongoing stakeholder in Procurement Strategy discussions.

**Ministry of Citizens' Services
Key Stakeholders**

Branch	Organization	Contact	Description	Key Issues
PSD	FreshWorks	Samarth Mod Chief Executive Officer 250-412-3470 sam@freshworks.io	Following agile methodology and planning principles, FreshWorks handles all aspects of software application projects: discovery, design, development, deployment, and maintenance.	<ul style="list-style-type: none"> • Ongoing stakeholder in Procurement Strategy discussions.
PSD	Coastal Communities Social Procurement Initiatives	Mayor Lisa Helps Mayor, City of Victoria 250-661-2708 LHelps@victoria.ca	To incubate Coastal Communities Social Procurement Initiative for the Vancouver Island and Sunshine Coast Region that will support all local governments and First Nations in implementing social procurement.	<ul style="list-style-type: none"> • Ongoing stakeholder in Procurement Strategy discussions.
PSD	Climate Smart	Christine VanDerwill Partnerships and Communications Manager 604-254-6283 ext. 238 christine@climatesmartbusiness.com	Working with small and mid-sized businesses, Climate Smart provides training and web-based software to measure carbon emissions and plan emission reductions.	<ul style="list-style-type: none"> • Ongoing stakeholder in Procurement Strategy discussions.

**Ministry of Citizens' Services
Key Stakeholders**

Branch	Organization	Contact	Description	Key Issues
BC GOVERNMENT – Broader public sector				
PSD	Small Business Roundtable	Honourable Bruce Ralston Chair Cybele Negris Vice-Chair roundtablesecretariat@gov.bc.ca	Established by the Government of BC in 2005, the Small Business Roundtable facilitates an ongoing dialogue between government and the small business sector to identify key issues and opportunities facing B.C. small businesses and develop recommendations for small business and government on strategies to enhance the sector's growth and success.	<ul style="list-style-type: none"> Ongoing stakeholder in Procurement Strategy discussions.
PSD	Innovate BC	Raghwa Gopal President and Chief Executive Officer 604-952-5035 (General Number) Personal Information	Representing the Government of British Columbia in BC's innovation ecosystem, Innovate BC links innovators to funding, resources and support to help companies in every corner of the province grow.	<ul style="list-style-type: none"> Ongoing stakeholder in Procurement Strategy discussions.
PSD	Provincial Health Services Authority	Thomas Chan Executive Vice President, Business Operations Personal Information	Thomas (Tom) Chan is responsible for leading PHSA's Business Operations portfolio. Tom provides strategic finance support for PHSA, as well as capital and contract management functions. He is also accountable for oversight of physician compensation and PHSA's corporate policy office.	Tom is the lead PHSA representative for the CITZ/PHSA Asset Purchase and Services Agreement supporting COVID-19 PPE Supply to non-health entities.

**Ministry of Citizens' Services
Key Stakeholders**

Branch	Organization	Contact	Description	Key Issues
COVID-19 – BC-based suppliers				
PSD	Parallel 49	Anthony Frustagli Scott Venema Directors Personal Information Personal Information Personal Information	Vancouver Brewery manufacturing hand sanitizer.	
PSD	AG Hair	Graham Fraser Chief Executive Officer Personal Information 604-294-8870 Personal Information	Hand sanitizer bottling service.	
PSD	18 Wheels Vancouver	Adrian Wen Chief Executive Officer 604-439-8938 Personal Information Adrian.wen@18Wheels.ca	Warehouse and shipping logistics.	
PSD	WestLab Surrey	Nathan Price Account Manager Personal Information Personal Information nathanp@westlab.com	Vancouver-based supplier – product from China - nitrile gloves.	

**Ministry of Citizens' Services
Key Stakeholders**

Branch	Organization	Contact	Description	Key Issues
PSD	Breathe Medical	Robert Balazs Chief Financial Officer 1-778-738-1260 Personal Information (Mobile) Personal Information	Kelowna-based manufacturer - procedure masks.	
PSD	Packright Manufacturing	Colin Chiu President Personal Information	Vancouver-based manufacturer - face shields.	
PSD	Frontline Medical Supply	Chris Lee President and Chief Executive Officer 778-998-5031 chrislee@thefrontlinemedicalsup ply.com	Vancouver-based supplier - product from China - goggles, nitrile gloves, vinyl gloves, N95 masks.	
PSD	WestBond Industries	Genarro Magistrale President and Chief Executive Officer 604-940-3939 Personal Information	Delta-based manufacturer - disinfectant wipes.	
PSD	Project Clean Inc	Normand Frechette President and Chief Executive Officer 800-663-9925 Personal Information	Delta-based manufacturer - disinfectant cleaner.	

**Ministry of Citizens' Services
Key Stakeholders**

Branch	Organization	Contact	Description	Key Issues
PSD	Prototype Integrated Solutions	Tom Zachanowicz Personal Information Personal Information	Langley-based supplier – product made in China - nitrile gloves vinyl gloves.	
PSD	Medi Supplies Canada Inc./Prizm Media	Karina Hayat President Personal Information Personal Information	Victoria-based supplier – product made in China - procedure masks.	
PSD	BNAC Environmental Solutions Inc.	Chris Richardson Owner 604-780-3020 chris@bnac.ca	Coquitlam-based manufacturer - industrial cleaner.	
PSD	FAST First Aid & Survival Technologies	Dee Miller President 604-940-3222 Personal Information	Delta-based manufacturer - isolation gowns.	
Real Property Division (RPD)	Abbotsford Municipality/ City of Abbotsford	Mayor Henry Braun Mayor, City of Abbotsford 604-864-5500 (Office) mayorbraun@abbotsford.ca George Murray City Manager 604-864-5501 gmurray@abbotsford.ca	Abbotsford Courthouse.	<ul style="list-style-type: none"> • Development of new courthouse city is the landlord.

**Ministry of Citizens' Services
Key Stakeholders**

Branch	Organization	Contact	Description	Key Issues
RPD	BC Emergency Health Services	Carl Roy Chief Executive Officer Provincial Health Service Authority, (BCEHS is under PHSA)	BCEHS provides emergency health services to the Province of British Columbia. RPD is under contract with BCEHS to provide Lease Negotiation services where required	
RPD	BC Housing	Shayne Ramsay Chief Executive Officer 604-439-4712 (Office) 604-970-1605 Michael Flanigan Vice-President of Development and Asset Strategies 604-454-2043 Personal Information	Owner of Riverview lands. Coquitlam: Valleyview New Build.	
RPD	City of Vancouver	Sadhu Johnston City Manager 604-873-7627 Personal Information	Robson Square Vancouver Art Gallery.	Advice/Recommendations

**Ministry of Citizens' Services
Key Stakeholders**

Branch	Organization	Contact	Description	Key Issues
RPD	Interior Health Authority (IHA)	Chris Mazurkewich President and Chief Executive Officer 250-469-7070 (General Number)	Real Property Division provides real estate services for approximately 20 buildings for the Interior Health Authority. 10 Leased and 10 Owned. RPD provides recurring O&M services, and project management, in concert with our service provider, CBRE.	Advice/Recommendations
RPD	Jawl Properties	Robert Jawl 250-414-4173 rkj@jawlproperties.com www.jawlproperties.com	Capital Park New Buildings including TI's.	<ul style="list-style-type: none"> • First building was occupied August 24, 2017. Second building was occupied in October 2019.
RPD	Morguard Investments Limited	Michael Walker General Manager, Office Industrial Division, British Columbia 604-681-9474 MWalker@morguard.com	Provincial landlord 865 Hornby Street, Vancouver and 4000 Seymour Place, Victoria, BC.	Advice/Recommendations

**Ministry of Citizens' Services
Key Stakeholders**

Branch	Organization	Contact	Description	Key Issues
RPD	Northern Health Authority	<p>Cathy Ulrich President and Chief Executive Officer 250-565-2649 (General Number)</p> <p>Lyndon Peterson Director of Leasing and Property Services Personal Information Personal Information</p>	RPD provides real estate services for approximately 50 buildings for the Northern Health Authority. RPD provides recurring O&M services, and project management, in concert with our service provider, CBRE.	
RPD	Partnerships BC	<p>Mark Liedemann President and Chief Executive Officer Mark.Liedemann@partnershipsbc.ca</p> <p>Kim Anderson Assistant Vice President, Projects 250-475-4683 Kim.Anderson@partnershipsbc.ca</p>	Nanaimo Correctional Centre; Abbotsford Courthouse; Concept plans underway for Victoria Law Courts and Fort St. John Provincial Court' EMBC's Provincial Disaster Facility.	<ul style="list-style-type: none"> • Provide advice and support to several major capital projects.

**Ministry of Citizens' Services
Key Stakeholders**

Branch	Organization	Contact	Description	Key Issues Advice/Recommendations
RPD	RCMP	Tammy Rathgeber Regional Director RCMP Real Property Unit Personal Information	RPD manages approximately 320 buildings for the RCMP. These properties include detachments in communities with less than 5,000 people, residences, District Offices, and the Pacific Regional Training Centre in Chilliwack. RPD provides recurring O&M services, and project management, in concert with our service provider, CBRE.	
RPD	University of BC	Santa Ono UBC President and Vice- Chancellor 604-822-8300 presidents.office@ubc.ca	Large tenant at Robson Square Post-Secondary Institution	
RPD	Vancouver Art Gallery (VAG)	Kathleen Bartels Vancouver Art Gallery Director 604-662-4700 KSBartels@vanartgallery.bc.ca	Former Law Courts leased to City by Province and in turn sub-leased to the VAG.	

**Ministry of Citizens' Services
Key Stakeholders**

Branch	Organization	Contact	Description	Key Issues
RPD	Vancouver Coastal Health Authority	Mary Ackenhusen President and Chief Executive Officer 604-736-2033 (General Number)	RPD provide real estate services for approximately 1 building for the Vancouver Coastal Health Authority directly, other buildings in this portfolio are maintained through the Provincial Health Services Authority. RPD provides recurring real estate services, and project management, in concert with our service provider, CBRE.	Advice/Recommendations
RPD	Vancouver Island Health Authority	Dr. Brendan Carr President and Chief Executive Officer 250-370-8699 (General Number)	RPD manages approximately 20 buildings for the Island Health Authority. RPD provides recurring O&M services, and project management, in concert with our service provider, CBRE.	
RPD	CBRE	Ryan Clayton Senior Managing Director Client Solutions CBRE Global Workplace Solutions Central Division 416-775-1832 (Office) 647-999-6538 (Mobile) ryan.clayton@cbre.com	Service Provider for facilities management services and project delivery services.	

**Ministry of Citizens' Services
Key Stakeholders**

Branch	Organization	Contact	Description	Key Issues
RPD	CBRE	James Lawrence Senior Managing Director CBRE Limited Global Workplace Solutions 416-775-1309 416-554-1777 (Mobile) Personal Information	Service Provider for facilities management services and project delivery services.	
RPD	CBRE	Atanu Guha General Manager Alliance Director Province of BC, Real Property Division Account CBRE Global Workplace Solutions Personal Information Personal Information	Service Provider for facilities management services and project delivery services. Local contact.	
RPD	Fraser Health Authority	Brent Kruschel Vice President, Informatics, Technology and Facilities Personal Information Personal Information	Fraser Health Authority is the primary health provider for the Fraser Valley and sections of Metro Vancouver.	Advice/Recommendations; Intergovernmental Communications
RPD	Kwantlen Polytechnic University	Jaret Lang Associate Vice President, Campus and Community Planning Personal Information Personal Information	Kwantlen Polytechnic University has 5 campuses across the lower mainland.	

**Ministry of Citizens' Services
Key Stakeholders**

Branch	Organization	Contact	Description	Key Issues
RPD	BC Assessment	<p>Andy Hoggarth Vice President, Finance and Executive Financial Officer</p> <p>Personal Information andy.hoggarth@bcassessment.ca</p>	BC Assessment develops and maintains real property assessments throughout British Columbia in addition to providing real property information.	<ul style="list-style-type: none"> • Surplus property disposition support.
GDX	OXD	<p>Gordon Ross Vice President and Partner</p> <p>Personal Information hellovictoria@oxd.com</p>	OXD works across industries, designing and building solutions to address some of the twenty-first century's most complex social and business challenges.	<ul style="list-style-type: none"> • National opinion leader on the design of government services amongst the profession Seeks collaborations and contracts in the area of service design.
GDX	Neil Squire Society	<p>Greg Pyc Western Regional Manager 604-473-9363 gregp@neilsquire.ca</p>	Neil Squire Society takes an active role in making a difference in the lives of people with physical disabilities.	Advice/Recommendations
GDX	Simon Fraser University (SFU)	<p>Shauna Sylvester Executive Director Morris J Wosk Centre for Dialogue 778-782-7895 shauna_sylvester@sfu.ca</p>	SFU research organization and public engagement facilitator.	<ul style="list-style-type: none"> • Media commentator on public engagement and Canada's democracy. • Leads an important talent pipeline for developing public engagement practitioners.

**Ministry of Citizens' Services
Key Stakeholders**

Branch	Organization	Contact	Description	Key Issues
GDX	Simon Fraser University Morris J. Wosk Centre for Dialogue	Robin Prest Program Director 778-782-7885 rjprest@sfu.ca	The SFU Morris J. Wosk Centre for Dialogue acts as a hub for dialogue and engagement initiatives.	<ul style="list-style-type: none"> Interested in convening diverse voices and perspectives to co-create solutions to some of today's most pressing issues.
GDX	University of British Columbia (UBC)	Mark E. Warren Professor 604-822-4355 mark.warren@ubc.ca	Academic commentator on public engagement issues.	<ul style="list-style-type: none"> Interested in new forms of citizen participation, new forms of democratic representation, the relationship between civil society and democratic governance, and the corruption of democratic relationships.
GDX	First Peoples Heritage Language and Cultural Council	Tracey Herbert Chief Executive Officer 250-652-5952 Executive Assistant's Email: claudine@fpcc.ca	GDX has worked with FPCC on the First Voices initiative, which helps to preserve and revitalize Indigenous languages across the province.	<ul style="list-style-type: none"> Indigenous language revitalization. Past support with technology solutions. Current support with technology management.

Ministry of Citizens' Services

2020/21 – 2022/23 SERVICE PLAN

February 2020



Minister Accountability Statement



The *Ministry of Citizens' Services 2020/21 - 2022/23 Service Plan* was prepared under my direction in accordance with the *Budget Transparency and Accountability Act*. I am accountable for the basis on which the plan has been prepared.

A handwritten signature in black ink that reads "Anne Kang". The signature is fluid and cursive.

Honourable Anne Kang
Minister of Citizens' Services
February 5, 2020

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Purpose of the Ministry

The Ministry of Citizens' Services (the Ministry) delivers key services that people rely on, creates opportunities for local communities and businesses to benefit from government's purchasing power, and is guided by a number of pieces of provincial legislation.

Dedicated to making life better for British Columbians, the Ministry delivers effective and accessible services with a single point-of-service approach to people in urban centres and rural communities. It provides leadership, management, facilitation and support for the expansion of high-speed internet connectivity throughout this vast and diverse province.

Providing strategic direction across government, the Ministry is modernizing information management and information technology resources to effectively meet the needs of British Columbians. This includes prompt and relevant responses to Freedom of Information (FOI) requests and protecting people and communities by providing trusted data services to government agencies.

Benefiting individuals, families and communities, the Ministry manages the province's real-estate assets, technology systems and equipment, and leverages procurement to increase business opportunities and create rewarding, well-paying jobs. The Ministry delivers the digital face of government at www.gov.bc.ca, and supports ministries in their engagement and learning from British Columbians on issues that matter to them.

The Ministry is committed to making services better for people by creating more opportunity for businesses of all sizes to engage in government procurement – including information technology and software development – and striving to generate a resilient vendor marketplace that includes Indigenous businesses and companies in rural communities.

Strategic Direction

The Government of British Columbia remains focused on its three strategic priorities: making life more affordable, delivering better services, and investing in a sustainable economy.

Ministries are actively working to provide quality, cost-effective services to British Columbian families and businesses. By adopting the Gender-Based Analysis Plus (GBA+) lens and Business and Economic Implications Framework to budgeting and policy development, Ministries will ensure that equity is reflected in budgets, policies and programs.

Additional key initiatives underpinning lasting prosperity in 2020/21 and beyond are the implementation of:

- A Framework for Improving British Columbians' Standard of Living, which will provide the foundation for quality economic growth in our province and a pathway to a more inclusive and prosperous society,
- The *Declaration on the Rights of Indigenous Peoples Act* and the Truth and Reconciliation Commission Calls to Action, demonstrating support for true and lasting reconciliation, and
- The CleanBC plan, putting B.C. on the path to a cleaner, better future – with a low-carbon economy that creates opportunities, while protecting our clean air, land and water.

This 2020/21 service plan outlines how the Ministry will support the government's priorities, including selected action items identified in the July 2017 Minister's Mandate Letter. Over the previous fiscal year, the Ministry made progress on these priorities by:

- Launching a Digital Framework, Government's plan to support modern digital services that meet the expectations of British Columbians.
- Expanding high-speed internet services to First Nations and rural communities throughout B.C. in order to increase opportunities to learn, do business, access services, respond to emergencies and stay connected as part of the Connecting British Columbia program.
- Continuing to modernize B.C.'s procurement system through actions outlined in the B.C. Procurement Strategy. Actions include launching the Procurement Concierge Program to enhance the way government buyers and vendors work together and continuing to implement a replacement for the Province's BC Bid sourcing application.
- Releasing the CleanBC Government Buildings Program, which integrates Ministry services to help government achieve its commitment to reduce energy and associated greenhouse gas emissions, while modernizing the service experience for clients and British Columbians.
- Launching OrgBook BC¹ as the initial phase of a new digital service that will allow companies to quickly and securely share trusted and verifiable business information with other levels of government, suppliers, banks and partners.

In January 2020, the Honourable Anne Kang was appointed as Minister of Citizens' Services and a new mandate letter is forthcoming.

¹ OrgBook BC is not available via Microsoft Explorer browser; use, for example, Google Chrome, Microsoft Edge, or Mozilla Firefox.

Performance Planning

Goal 1: Support a strong, sustainable and innovative economy by making it easier to participate in government procurements and create opportunities for communities across the province.

The Ministry is making it easier for companies of all sizes to do business with government by streamlining and modernizing procurement processes. Through consultation across the province, the Ministry will continue to explore how to: improve the procurement experience for businesses, particularly those in rural and Indigenous communities; adopt innovative and advanced technology products; and, further improve BC Registry services.

Objective 1.1: Create opportunities for small, medium and large businesses to access government procurements.

Key Strategies:

- Continue the Procurement Concierge Program to match government requirements with market innovations.
- Develop a coordinated approach to reduce barriers to Indigenous business and community participation in government's procurement opportunities, in partnership with the Ministry of Indigenous Relations and Reconciliation.
- Develop more effective methods for government to engage with the marketplace and provide support for suppliers.
- Invest in continued upfront planning, engagement and collaboration with small, medium and large suppliers in communities across B.C. to make it easier to do business with government.

Performance Measure	2017/18 Baseline	2019/20 Forecast	2020/21 Target ²	2021/22 Target ²	2022/23 Target ²
1.1 Number of suppliers registered with the Province's BC Bid sourcing application. ¹	4,800	5,300	5,575	5,800	6000

¹ Data Source: Forecast is based on a report covering FY14/15 through FY17/18, which was used to establish the trend for supplier registrations and applied to the baseline of 4,800.

² The targets have not been adjusted to reflect a decrease in transactions which typically occurs during an election year when there are fewer opportunities. In addition, the targets have not been adjusted to reflect a potential decrease in registrations that may occur during the transition to the new BC Bid application during FY20/21.

Linking Performance Measure to Objective:

The number of suppliers who are registered with BC Bid provides a measure for the breadth of small, medium and large suppliers who do business with government in communities across B.C.

Objective 1.2: Enhance the experience for businesses when interacting with government.

Key Strategies:

- Develop and deploy modern procurement technology to reduce process times for buyers and suppliers.
- Reduce and automate processes across ministries to simplify procurement interactions between government buyers and suppliers.
- Refine service and technology enhancements for extra-provincial business registration.
- Streamline and simplify BC Registry services to make it easier for British Columbians to start up and maintain a business in B.C.

Performance Measure	2011/12 Baseline ²	2019/20 Forecast	2020/21 Target	2021/22 Target	2022/23 Target
1.2 Satisfaction with services to businesses provided by Service BC. ¹	89%	Biennial survey; next survey in 2020/21	At least 90%	Biennial survey; next survey in 2022/23	At least 90%

¹ Data Source: [BC Stats](#). The margin of error is $\pm 1\%$ at the 95% confidence level. If the survey was repeated many times, then 95% of the time, the survey would find business satisfaction to be between 87.5% and 93%.

² In the [Ministry of Citizens' Services 2019/20 – 2021/22 Service Plan](#), the baseline year was inadvertently published as 2016/17. The last correct baseline of 2011/12 was published in the February 2017 [Ministry of Technology, Innovation and Citizens' Services 2017/18 – 2019/20 Service Plan](#).

Linking Performance Measure to Objective:

Survey results reflect the overall experience that business representatives have when requesting or receiving service from Service BC. Service BC strives to reach a score of at least 90%, which indicates businesses' needs were met in a convenient and timely manner.

Goal 2: Provide greater public accountability by improving access to government information, while ensuring the protection of privacy.

Access use and protection of government information and data is the foundation of a functioning democracy and is a fundamental duty of public servants. Government information, including the use of data, allows for evidence-based decision making and innovation that meets the needs of British Columbians. The Ministry is undertaking several measures to fulfill this commitment and enhance privacy and access to information and data in B.C. These actions may require both non-legislative initiatives — such as policy, process and program enhancements — and legislative amendments.

Objective 2.1: Enhance public access to government records.

Key Strategies:

- Review and improve access to information rules.
- Improve response and processing times for Freedom of Information requests.
- Engage with and support government bodies in creating and maintaining government information.

Performance Measure	2016/17 Baseline	2019/20 Forecast ²	2020/21 Target ²	2021/22 Target ²	2022/23 Target ²
2.1 Percent of on-time Freedom of Information requests. ¹	80%	82%	85%	85%	90%

¹ Data Source: AXIS System, the Ministry's internal Freedom of Information tracking system.

² In the [Ministry of Citizens' Services 2019/20 – 2021/22 Service Plan](#), the forecast and targets for this performance measure were higher; reasoning for reduction is described in the discussion below.

Linking Performance Measure to Objective:

The percentage of on-time responses to FOI requests is an essential way for government to measure the effectiveness of its access to information program. This measure is of significant interest to the public and provides an indication of government's annual performance in responding to FOI requests within the timelines defined in the *Freedom of Information and Protection of Privacy Act*.

Discussion:

Government has received near all-time highs for requests over the last few years. While requests for individual's personal records have remained relatively constant over the years, the number of general information requests has increased by 85% in the past five years. This trend over time is displayed on page 5 of government's [2017/18 & 2018/19 Report on the Administration of FOIPPA](#).

Specifically, for the past three years:

- 2016/17 – 9,310 requests;
- 2017/18 – 10,471 requests; and
- 2018/19 – 12, 247 requests.

Based on the volume of requests received in the first three quarters of 2019/20 (9,900 requests), we expect to be close to an all-time high for requests again this year. The Ministry continues to facilitate efficient request processing through standardized practices, streamlined business processes, and continuous improvement methods. Targets represent realistic results given the increased demand, volume and complexity of FOI requests.

Objective 2.2: Improve the use, management, sharing and protection of data for all British Columbians.

Key Strategies:

- Establish and promote data-driven partnerships.
- Improve access to open data.

Performance Measure	2017/18 Baseline	2019/20 Forecast	2020/21 Target	2021/22 Target	2022/23 Target
2.2 Number of datasets in B.C. Data Catalogue. ¹	2,750	2,850	2,900	2,950	2,975

¹ Data Source: DataBC Website - <https://catalogue.data.gov.bc.ca/dataset>

Linking Performance Measure to Objective:

By increasing the amount of data sets in the Data BC Catalogue, the Ministry is ensuring greater public accountability and improving access to government data, resulting in evidence-based decision making.

Goal 3: Make life better for British Columbians by delivering the services that people count on.

Rapid social change, technological innovation, climate change and rising citizen expectations are changing the way government does business. The Ministry is focused on delivering better services for people regardless of where they live in the province, providing easy to use online services, making better use of data, and improving collaboration with British Columbians. Connectivity is the ability to affordably connect to the internet and access the information and services people need when and where they need them. The Ministry will work to ensure everyone, including those living in rural and Indigenous communities, have access to high-speed internet services and can fully participate in the digital economy.

Objective 3.1: High-speed internet is expanded with increased bandwidth in rural and Indigenous communities.

Key Strategies:

- Support the expansion of high-speed internet services (broadband) to underserved rural and Indigenous communities.
- Leverage funds from other levels of government and the private sector to support investments in transport and last-mile digital infrastructure.

Performance Measure	2018/19 Baseline	2019/20 Forecast	2020/21 Target	2021/22 Target	2022/23 Target
3.1 Number of rural, remote and Indigenous communities ¹ that have benefitted from investments in high-speed internet. ^{2,3}	417 communities	479 communities	525 communities	570 communities	620 communities

¹ Data Source: Government of Canada: Geolocated placenames dataset: <https://open.canada.ca/data/en/dataset/fe945388-1dd9-4a4a-9a1e-5c552579a28c>.

² Data Source: Ministry of Citizens' Services (Network BC) internal analysis.

³ In the [Ministry of Citizens' Services 2019/20 – 2021/22 Service Plan](#), the targets for this performance measure were still to be determined. In this context, the definition of 'community' being used by the program area has been broadened to include locations that may benefit from local infrastructure and transport builds. Communities may require one or more projects to be wholly served at the Canadian Radio-television and Telecommunications Commission Universal Service Objective of 50 Megabits per second download and 10 Megabits per second upload.

Linking Performance Measure to Objective:

This performance measure demonstrates the level of success in expanding the number of communities with broadband internet.

Discussion:

The Province helps develop strategies and programs that enable the private sector to expand broadband infrastructure in rural, remote and Indigenous communities. In December 2016, the Canadian Radio-television and Telecommunications Commission announced measures to help ensure Canadians, regardless of where they live, have access to internet service at speeds of at least 50/10 Megabits per second as the new standard for download/upload speeds. The new standard includes populations living outside of established or defined communities.

The targets presented are based on information received from different sources and are subject to change; factors like weather conditions, terrain and the remoteness of each community can affect the build process. This measure does not take into account the take-up usage rate (i.e. end-user) of how many users there are and does not include access to cellular service. The Province does not have direct control over these targets, as this initiative depends on several factors, including the ability to coordinate funding sources from federal and local governments and the private sector.

Objective 3.2: Government services are accessible, effective and efficient.

Key Strategies:

- Expand the integration of in-person government services in communities.
- Identify opportunities to expand the usage of the BC Services Card.
- Improve the quality of citizens' experience with government – in person, by telephone and online.
- Increase accessibility to government buildings.
- Make government buildings smarter² and more energy efficient.

Performance Measure	2012/13 Baseline	2019/20 Forecast	2020/21 Target	2021/22 Target	2022/23 Target
3.2 Citizen Satisfaction with Service BC Centres and Contact Centre. ^{1,2}	90%	At least 90%	At least 90%	At least 90%	At least 90%

¹ Data Source: [BC Stats](#). The margin of error is ± 1% at the 95% confidence level. If the survey was repeated many times, then 95% of the time, the survey would find citizen satisfaction to be between 96% and 98%.

² Citizen satisfaction is calculated as a weighted average of the in-person and telephone survey results based on the volume of citizens served by each channel. Service BC strives to reach at least 90% satisfaction, which indicates citizens' needs were met in a convenient and timely manner.

Linking Performance Measure to Objective:

This measure is based on surveys that focus on the overall citizen experience when they access government programs and services in-person through Service BC centres and by telephone through the Service BC Contact Centre. The measure shows how satisfied people are with the overall quality when they access government programs and services.

² Smarter buildings are those which combine extensive data collection with advanced, integrated and predictive digital control systems to achieve environmental benefits, improve comfort, occupant experience and reduce costs.

Resource Summary

Core Business Area	2019/20 Restated Estimates ¹	2020/21 Estimates	2021/22 Plan	2022/23 Plan
Operating Expenses (\$000)				
Services to Citizens and Businesses	32,500	31,083	31,528	31,528
Office of the Chief Information Officer	17,914	17,003	17,115	17,115
Information Communication Technologies	1,553	1,486	1,505	1,505
Procurement and Supply Services	4,209	4,313	4,665	4,665
Real Property	316,354	318,265	318,381	318,545
Enterprise Services	137,184	130,819	131,737	131,737
Corporate Information and Records Management	22,776	21,862	22,146	22,146
Government Digital Experience	8,455	8,054	8,136	8,136
Executive and Support Services	19,961	18,765	18,939	18,939
Total	560,906	551,650	554,152	554,316
Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000)				
Office of the Chief Information Officer	113,550	110,511	94,980	94,980
Procurement and Supply Services	260	150	150	150
Real Property	251,286	202,621	160,452	142,602
Enterprise Services	51,792	36,893	11,120	11,120
Executive and Support Services	352	91	91	91
Total	417,240	350,266	266,793	248,943
Other Financing Transactions (\$000)				
Strategic Real Estate Services program				
Receipts	(1,500)	(1,400)	(1,000)	(700)
Disbursements	2,000	3,000	2,500	2,500
Net Cash Requirement (Source)	500	1,600	1,500	1,800
Total Receipts	(1,500)	(1,400)	(1,000)	(700)

Core Business Area	2019/20 Restated Estimates ¹	2020/21 Estimates	2021/22 Plan	2022/23 Plan
Total Disbursements	2,000	3,000	2,500	2,500
Total Net Cash Requirement (Source)	500	1,600	1,500	1,800

¹ For comparative purposes, amounts shown for 2019/20 have been restated to be consistent with the presentation of the 2020/21 Estimates.

* Further information on program funding and vote recoveries is available in the [Estimates and Supplement to the Estimates](#).

Major Capital Projects

The Abbotsford Courthouse Project and Nanaimo Correctional Centre Project are reported by the Ministry of Attorney General and Ministry of Public Safety and Solicitor General respectively, as the project leads for reporting purposes. The capital budgets for these projects reside with the Ministry of Citizens' Services.



February 11, 2020

Honourable Anne Kang
Minister of Citizens' Services
Room 236, Parliament Buildings
Victoria, BC V8V 1X4

Dear Minister Kang: *Anne*

Congratulations on your new appointment as Minister of Citizens' Services.

British Columbians expect their government to work for ordinary people, not just those at the top. It is your job to deliver that leadership in your ministry.

Our government made three key commitments to British Columbians.

Our first commitment is to make life more affordable. Too many families were left behind for too long by the previous government. They are counting on you to keep working to make their lives easier.

Our second commitment is to deliver the services that people count on. We've started making progress. Together, we're ensuring children are getting access to the quality public education they need to succeed, that families are getting timely medical attention, and that our senior citizens are able to live their final years with dignity. These and other government services touch the lives of British Columbians every day. It is your job as Minister to work within your budget to deliver quality services that are available and effective.

Our third key commitment is to build a strong, sustainable, innovative economy that works for everyone across B.C., not just the wealthy and the well-connected. Together, we are tackling poverty and inequality, creating good-paying jobs in every corner of the province, and ensuring people from every background have the opportunity to reach their full potential.

These three commitments along with your specific ministerial objectives will guide your work and shape your priorities from day to day. I expect you to work with the skilled professionals in the public service to deliver on this mandate.

.../2

**Office of the
Premier**

Web Site:
www.gov.bc.ca

Mailing Address:
PO Box 9041 Stn Prov Govt
Victoria BC V8W 9E1

Location:
Parliament Buildings
Victoria

Our Confidence and Supply Agreement with the B.C. Green caucus is critical to the success of our government. Accordingly, the principles of “good faith and no surprises” set out in that document should also guide your work going forward.

As Minister, you are responsible for ensuring signatories of the Confidence and Supply Agreement are appropriately consulted on major policy issues, budgets, legislation and other matters as outlined in our agreement. This consultation should be coordinated through the Confidence and Supply Agreement Secretariat in the Premier’s Office. The Secretariat is charged with ensuring that signatories are provided access to key documents and officials as set out in the agreement. This consultation and information sharing will occur in accordance with protocols established jointly by government and the signatories of the Confidence and Supply Agreement, and in accordance with relevant legislation.

As part of our commitment to true, lasting reconciliation with First Nations in British Columbia, our government passed legislation that will harmonize the province’s laws with the UN Declaration on the Rights of Indigenous Peoples. As Minister, you are responsible for reviewing policies, programs, and legislation to determine how to bring the principles of the Declaration into action in British Columbia.

Our government is also committed to real action on climate change, as outlined in our CleanBC plan. CleanBC is about putting our province on the path to a cleaner, better future – with a low-carbon economy that creates opportunities for all while protecting our clean air, land and water. As Minister, you are responsible for ensuring the actions and goals of this cross-government plan are reflected and implemented in your ministerial work.

To that end, in your role as Minister of Citizens’ Services I expect that you will make substantive progress on the following priorities:

- Continue to expand connectivity to communities throughout the province to support new economic opportunities and improved access to government services.
- Build on the success of government’s new procurement processes to ensure that more local, small and medium-sized companies can do business with government more efficiently while ensuring public funds are spent wisely.
- Continue to improve government’s public sector data security and privacy practices to ensure that British Columbians personal information is safeguarded.
- Work with your cabinet colleagues to ensure that public agencies gathering personal information or working with private service providers who gather public information on behalf of government employ the best possible security and privacy practices.
- Ensure that your ministry makes timely progress on the implementation of the *Declaration of the Rights of Indigenous Peoples Act*, both in identifying priority legislative areas for inclusion in the action plan, and in ensuring that future ministry actions are consistent with the principles set out in the Act.

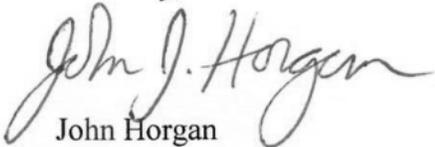
.../3

- Ensure that the process of vetting and awarding government IT contracts is conducted in a manner that saves money, increases innovation, improves competition and helps our technology sector grow and ensure that government IT and software development procurement work better for companies that hire locally, operate sustainably and have a local supply chain.
- Work to maintain government's successful record of providing British Columbians with timely access to information and ensure the system provides public accountability.
- Improve access to information rules to provide greater public accountability.

All members of Cabinet are expected to review, understand and act according to the Members' Conflict of Interest Act and to conduct themselves with the highest level of integrity. Remember, as a minister of the Crown, the way you conduct yourself will reflect not only on yourself, but on your Cabinet colleagues and our government as a whole.

I look forward to working with you in the coming weeks and months ahead. It will take dedication, hard work, and a real commitment to working for people to make it happen, but I know you're up to the challenge.

Sincerely,

A handwritten signature in cursive script that reads "John J. Horgan". The signature is written in black ink and is positioned above the printed name and title.

John Horgan
Premier

Ministry of Citizens' Services

2019/20 Annual Service Plan Report



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Published by the Ministry of Citizens' Services

Minister's Accountability Statement



The Ministry of Citizens' Services *2019/20 Annual Service Plan Report* compares the Ministry's actual results to the expected results identified in the *2019/20 – 2021/22 Service Plan* created in February 2019. I am accountable for those results as reported.

A handwritten signature in black ink that reads "Anne Kang". The signature is fluid and cursive, with a long horizontal stroke extending to the right.

Honourable Anne Kang
Minister of Citizens' Services
June 18, 2020

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Letter from the Minister

The Ministry of Citizens' Services 2019/20 Annual Service Plan Report highlights the incredible work of a large, complex and people-focused ministry during an especially challenging year.

This fiscal year saw significant progress on the ministry's goals to connect rural, remote and Indigenous communities to high-speed internet, to make it easier for businesses of all sizes to work with government, and to promote the principles of transparency and accountability across the public sector. In 2019, the Province invested \$50 million in the Connecting British Columbia program, government's largest-ever commitment to improving high-speed internet connectivity in rural, remote and Indigenous communities.

In April 2019, Citizens' Services helped amend the *Information Management Act*, making British Columbia (B.C.) the first province to legislate its obligation to document key decisions by creating and keeping appropriate records. We also rolled out mandatory information-management training and enhanced the powers of the Chief Records Officer to enforce compliance and promote transparency.

Last summer, Citizens' Services finalized a \$1-billion facilities management contract for the oversight of nearly 1,800 provincially owned, leased and managed properties; made online versions of the B.C. Building Codes free, putting more than \$2.5 million back in people's pockets; and launched the new CleanBC Government Buildings Program, with a goal of making public buildings and ministry offices 80% more energy efficient by 2050. To support CleanBC and help people spend more time with their families and less time idling in traffic, the ministry is renovating a mobile office in the Westshore that will be ready for public servants in Fall 2020.

The COVID-19 pandemic led to an unprecedented finish to fiscal 2019/20. As part of the Province's response, Citizens' Services is continuing to improve the programs and services people count on and to support other ministries in this work. For example, our IT experts moved quickly to upgrade government networks to meet the unprecedented needs of a newly remote workforce. In addition, directives I signed in March 2020 under the *Freedom of Information and Protection of Privacy Act* helped enable essential workers like teachers and care providers to use broader technology, like video chats and apps, during the COVID-19 public-health emergency.

I am proud to be part of a ministry that puts people first by focusing on efforts that improve peoples' lives while supporting other ministries as they deliver programs and services people count on. I look forward to continuing this work, together, in 2020/21.



Honourable Anne Kang
Minister of Citizens' Services

June 18, 2020

Purpose of the Annual Service Plan Report

The Annual Service Plan Report is designed to meet the requirements of the *Budget Transparency and Accountability Act* (BTAA), which sets out the legislative framework for planning, reporting and accountability for Government organizations. Under the BTAA, the Minister is required to report on the actual results of the Ministry's performance related to the forecasted targets documented in the previous year's Service Plan.

Purpose of the Ministry

The Ministry of Citizens' Services (the Ministry) delivers key services that people rely on, creates opportunities for local communities and businesses to benefit from government's purchasing power, and is guided by a number of pieces of provincial legislation.

Dedicated to making life better for British Columbians, the Ministry delivers effective and accessible services with a single-point-of-service approach to people in urban centres and rural communities through Service BC. To help people connect to government supports and services, including virtual health care and online learning, the Ministry provides leadership, management, facilitation and support for the expansion of high-speed internet connectivity throughout this vast and diverse province.

Providing strategic direction across government, the Ministry is modernizing information-management and information-technology resources to effectively meet the needs of British Columbians. This includes prompt and relevant responses to Freedom of Information (FOI) requests and protecting people and communities by providing trusted data services to government agencies.

Benefiting individuals, families and communities, the Ministry manages the Province's real-estate assets, technology systems and equipment, and leverages approximately \$7 billion in annual procurement to increase business opportunities and create rewarding, well-paying jobs. The Ministry delivers the digital face of government at www.gov.bc.ca, and supports ministries to engage with and learn from British Columbians on issues that matter to them.

The Ministry is committed to making services better for people. This includes creating more opportunities for businesses of all sizes to engage in government procurement – including information technology and software development – and striving to generate a resilient vendor marketplace that includes Indigenous businesses and companies in rural B.C. communities.

Strategic Direction

The strategic direction set by Government in 2017 and expanded upon in Minister Anne Kang's Mandate Letter, written to the former Minister Jinny Sims, shaped the 2019/20 Ministry of Citizens' Services Service Plan and the results reported in this Annual Report.

Operating Environment

In 2019/20 the Ministry responded to dramatically changing global and regional environments and worked to advance government priorities to make life more affordable for British Columbians, improve the services people count on, and build a strong, sustainable economy in every corner of the province.

Sustaining the work of Citizens' Services were two shared commitments: reconciliation with Indigenous peoples and consideration of how diverse groups of British Columbians may experience our policies, programs and initiatives. The Ministry is working to implement the United Nations Declaration of the Rights of Indigenous Peoples, Truth and Reconciliation Commission's Calls to Action, and Gender-Based Analysis+ policy and budgeting. The Ministry is also working to implement the *Declaration on the Rights of Indigenous Peoples Act* (November 2019), in all aspects of Ministry business.

Freedom of Information (FOI) requests continue to grow in number, size and complexity. The Ministry oversees all government records and access to information legislation, policy and practices across government. Since 2016/17, the timeliness of FOI responses has improved by 3% despite a 40% increase in request volume.

Government Digital Experience (GDX) rejoined Citizens' Services in July 2019. Moving GDX into the Ministry enables Citizens' Services to do more to meet government's mandate to improve services. GDX is a complement to Service BC, which helps more than one million people each year to access vital programs and services over the phone, by text, online and in-person throughout the province. This talented and dynamic team is responsible for the www.gov.bc.ca website, as well as for the citizen engagement portal govTogetherBC.

In September 2019, the Digital Platforms and Data Division expanded scope and accountability beyond integrated data programming to support the development and implementation of government-wide strategies and guidance to support an increase in digital maturity of government. In 2019/20, the Province launched the *Digital Framework*, a plan to support digital services that meet the expectations of British Columbians – for government to be more modern, trusted and responsive.

In March 2020, the Ministry took on the extraordinary task of monitoring, planning for and responding to the progression of the novel coronavirus (COVID-19) pandemic, while continuing to deliver high-quality services to the public and to government ministries under unique, evolving and often challenging conditions. For example, GDX mobilized a content team to support the ongoing development of COVID-19 provincial support and information at www.gov.bc.ca/COVID19. In addition, Service BC is running the COVID-19 call centre where citizens can phone the COVID-19 line at 1-888-COVID19 to receive information in 120+ languages on non-medical government and community supports, including tax deferrals, benefits for business owners and those facing unemployment. Moreover, the Ministry is supporting the Province's COVID-19 Supply Hub with technology, procurement and supply delivery in order to triage vendor offers related to personal protective equipment and other vital supplies.

Report on Performance: Goals, Objectives, Measures and Targets

Goal 1: Support a strong, sustainable and innovative economy by making it easier to participate in government procurements and create opportunities for communities across the province.

The Ministry is making it easier for companies of all sizes to do business with government by streamlining and modernizing procurement processes. Through consultation across the province, the Ministry will continue to explore how to: improve the procurement experience for businesses, particularly those in rural and Indigenous communities; adopt innovative and advanced technology products; and, further improve BC Registry services.

Objective 1: Create opportunities for small, medium and large businesses to access government procurements.

Key Highlights

- Published the [B.C. Procurement Strategy Update 2020](#) outlining the work government has been doing – in collaboration with businesses and communities, as well as Indigenous peoples – to modernize its procurement system. The update provides an overview of accomplishments for the past year and future initiatives.
- Launched the [Procurement Concierge Program](#) to create a new, collaborative way for vendors to engage with the B.C. Government. Since its launch, four Discovery Day sessions have been hosted to bring together buyers and vendors for in-person meetings to explain government issues or problems and present requests for information so vendors can submit potential solutions to address government challenges.
- In partnership with the Ministry of Indigenous Relations and Reconciliation, the [Indigenous Procurement Initiative](#) published a [Report on What We Heard](#) presenting the results of engagement with more than 300 Indigenous partners and businesses on how to better support Indigenous businesses and communities to participate in B.C. government procurement opportunities. This feedback will inform the development and implementation of a coordinated government approach to Indigenous procurement.
- Hosted engagement sessions with over 1,000 touchpoints in the vendor and buyer communities to understand the challenges and opportunities that exist for small and medium businesses and inform next steps to transform government procurement processes.

Performance Measure	2017/18 Baseline	2018/19 Actuals	2019/20 Target	2019/20 Actuals	2020/21 Target ¹	2021/22 Target ¹
1.1 Number of suppliers registered with the province's BC Bid sourcing application. ¹	4,800	6,200	5,300	6,816	5,575	5,800

Data source: BC Bid database – monthly BC Bid Subscribers Report.

¹ Data indicates the number of suppliers who purchased e-Notification and e-Bidding subscriptions. e-Notifications allow suppliers to be alerted when opportunities that match their areas of interests are posted to BC Bid. e-Bidding capabilities allow a supplier to submit their bids electronically through BC Bid.

Discussion of Results

BC Bid is a tool that businesses use to gain access and insight to contract opportunities offered by core government and hundreds of publicly funded organizations, such as Crown corporations, health authorities, and municipalities. The number of suppliers who are registered with BC Bid provides a measure for the breadth of small, medium and large suppliers who do business with government in communities across British Columbia.

2019/20 is the first year this performance measure has been reported. Initial baseline targets were set in 2018 and since that time, the Ministry has refined the data to clarify the definition of an active registered user in the BC Bid system. Actuals reported in 2018/19 and 2019/20 are above the baseline and the target; however, this is a result of data refinement, not a substantial increase in users. As users of BC Bid do not need an account to review and bid on opportunities, suppliers who have paid for subscriptions is an indicator of those who are active registered users. This performance measure will continue to be refined in the Ministry's 2021/22 Service Plan as a new BC Bid system is established.

Replacing the more than 20-year-old BC Bid system is a key action that is helping government achieve the goals of the BC Procurement Strategy. The new BC Bid will deliver a modernized user experience, provide functionality to help streamline and standardize procurement processes, address concerns raised by the supplier community, and provide access to new data to support strategic decision making. These features will make it easier for companies of all sizes to do business with the Province and provide the goods and services that government needs to deliver the programs people count on.

Objective 1.2: Enhance the experience for businesses when interacting with government.

Key Highlights

- Onboarded Cannabis Retail Licences onto OrgBook BC,¹ a new digital service that allows companies to quickly and securely share trusted and verifiable business information with other levels of government, suppliers, banks and partners.

¹ OrgBook BC, Sprint With Us and Code With Us are not available via Microsoft Explorer browser; use, for example, Google Chrome, Microsoft Edge, or Mozilla Firefox.

- Launched the first phase of Cooperatives Online, a new web application that allows cooperatives to file their annual reports, director changes and address changes quickly and easily online. This replaces paper-based reporting and cooperatives are using the BC Services Card login authentication system, which provides a trusted and secure digital identity.
- Released a self-serve solution to support the required maintenance filings and document retrieval, as well as an online payment option for cooperative associations. In addition, the Ministry launched an online dispute resolution approach for societies and cooperative associations. These activities are part of a phased, multi-year modernization initiative to replace and improve the applications used for the Corporate, Personal Property and Manufactured Homes Registries.
- Issued over 85 contracts to dozens of small to medium-sized tech companies through the new Sprint With Us¹ and Code With Us¹ programs, which are faster, easier and more transparent than traditional procurement processes.

Performance Measure	2011/12 Baseline ¹	2018/19 Actuals	2019/20 Target	2019/20 Actuals	2020/21 Target	2021/22 Target
1.2 Satisfaction with services to businesses provided by Service BC.	89%	86%	Biennial survey; next survey in 2020/21	Biennial survey; next survey in 2020/21	At least 90%	Biennial survey; next survey in 2022/23

Data source: BC Stats. The margin of error is $\pm 2\%$ at the 95% confidence level.

¹ In the Ministry of Citizens' Services 2019/20 – 2021/22 Service Plan, the baseline year was inadvertently published as 2016/17. The last correct baseline of 2011/12 was published in the February 2017 Ministry of Technology, Innovation and Citizens' Services 2017/18 – 2019/20 Service Plan.

Discussion of Results

Biennial survey results reflect the overall experience that business representatives have when requesting or receiving support from Service BC. Service BC strives to reach a score of at least 90%, which indicates Service BC met businesses' needs in a convenient and timely manner.

The next survey will be conducted within the 2020/21 fiscal year and those results will be available in the *2020/21 Annual Service Plan Report*.

Goal 2: Provide greater public accountability by improving access to government information, while ensuring the protection of privacy.

Protecting the access and use of government information and data is the foundation of a functioning democracy and is a fundamental duty of public servants. Government information, including the use of data, allows for evidence-based decision making and innovation that meet the needs of British Columbians. The Ministry is undertaking several measures to fulfill this commitment and enhance privacy and access to information and data in B.C. These actions may require both non-legislative initiatives – such as policy, process and program enhancements – and legislative amendments.

Objective 2.1: Enhance public access to government records.

Key Highlights

- Brought amendments to the *Information Management Act* into force that formalized the obligation for all government employees to document their decisions.
- Completed an Information Management practice review in order to assess Ministry practices in relation to legislation and policy requirements.
- Consulted with ministry privacy officers and privacy stakeholders across government on the Privacy Impact Assessment process and identified areas for improvement. The Ministry is now working to make the process more streamlined and transparent.

Performance Measure	2016/17 Baseline	2018/19 Actuals	2019/20 Target ¹	2019/20 Actuals	2020/21 Target ¹	2021/22 Target ¹
2.1 Percent of on-time Freedom of Information requests.	80%	89%	90%	83%	91%	92%

Data source: AXIS System, the Ministry's internal Freedom of Information tracking system.

¹ In the *Ministry of Citizens' Services 2020/21 – 2022/23 Service Plan*, the forecast and targets for this performance measure are lower; reasoning for the variance is described in the plan.

Discussion of Results

The percentage of on-time responses to Freedom of information (FOI) requests is an essential way for government to measure the effectiveness of its access to information program. This measure is of significant interest to the public and provides an indication of government's annual performance in responding to FOI requests within the timelines defined in the *Freedom of Information and Protection of Privacy Act*.

The variance between the 2019/20 target and actual results is due to the ongoing increase in request volumes, which are also growing in breadth and complexity. Targets for 2020/21 and 2021/22 have been adjusted accordingly in the *2020/21 – 2022/23 Service Plan*.

Government has received near all-time highs for requests over the last few years – FOI requests increased by 40% between 2016/17 and 2019/20. A recent trend over time is displayed on page 5 of government's *2017/18 & 2018/19 Report on the Administration of FOIPPA*.

Specifically, here are the number of requests the B.C. Government received for the past four years:

- 2016/17 – 9,310 requests;
- 2017/18 – 10,471 requests;
- 2018/19 – 12,247 requests; and
- 2019/20 – 13,079 requests.

The Ministry continues to facilitate efficient request processing through standardized practices, streamlined business processes and continuous-improvement methods. Targets represent realistic results given the increased demand, volume and complexity of FOI requests.

Objective 2.2: Improve the use, management, sharing and protection of data for all British Columbians.

Key Highlights

- Launched the Data Innovation Program, a data integration and analytics program for government that can securely link and de-identify data from multiple ministries, giving government analysts a better understanding of B.C.'s complex issues.
- Developed and published the Information Sharing Agreement Directions (ISA Directions), which are a legislative tool that dictate how agreements need to be prepared. The ISA Directions clarify and streamline requirements for ISAs, namely by reducing administrative burden on these types of arrangements in order to support more information sharing – particularly between ministries.
- Partnered with the BC Coroners Service to create an interactive tool to help make progress on unsolved and active cases involving unidentified remains. The coroners service had the data but did not have a way to share that data with the public in a meaningful way. Data BC's Web Mapping Service was leveraged to support a new Unidentified Human Remains Interactive Viewer in 2019. Since launch, tips have led to 22 active cases and helped close two investigations.

Performance Measure	2017/18 Baseline	2018/19 Actuals	2019/20 Target	2019/20 Actuals	2020/21 Target	2021/22 Target
2.2 Number of datasets in B.C. Data Catalogue ¹	2,750	2,971	2,850	3,170	2,900	2,950

¹ Data source: DataBC Website - <https://catalogue.data.gov.bc.ca/dataset>

Discussion of Results

By working with departments across government and the broader public sector to increase the amount of data sets in the Data BC Catalogue, the Ministry is ensuring greater public accountability and improving access to government data, resulting in evidence-based decision making. The availability of data and mapping expertise helps other government departments and agencies deliver on their mandates. The target for the number of data-sets for 2019/20 was surpassed due to increased profile of the value of data through the BC Data Council and its dedicated engagement efforts. BC's Data Council is a cross-government group of data experts that support an all-of-government approach to management of public sector data to facilitate data use by government, academia, the private sector and citizens.

Goal 3: Make life better for British Columbians by delivering the services that people count on.

Rapid social change, technological innovation, climate change and rising citizen expectations are changing the way government does business. The Ministry is focused on delivering better services for people regardless of where they live in the province, including providing easy-to-use online services, making better use of data, and improving direct engagement with British Columbians. Connectivity is the ability for people to affordably connect to the internet and access the information and services they need, when and where they need them. The Ministry is working to ensure everyone, including those living in rural and Indigenous communities, has access to high-speed internet services and can fully participate in the digital economy.

Objective 3.1: High-speed internet is expanded with increased bandwidth in rural and Indigenous communities.

Key Highlights

- Expanded high-speed internet services to rural, remote and Indigenous communities throughout B.C. in order to increase opportunities to learn, do business, access services, respond to emergencies and stay connected as part of the [Connecting British Columbia](#) program.
- Through the Connected Communities program, provided planning capacity supports and developed a range of learning resources and tools to enable local governments and Indigenous communities to achieve greater benefits through connectivity. Resources include a self-assessment/digital readiness tool, educational videos showcasing the difference connectivity makes in communities, and a community information tool that integrates civic information, government assets, maps and other digital-infrastructure data to support digital-investment decisions.
- Northern Development Initiative Trust, in collaboration with Network BC, published the third version of the [Connectivity Handbook](#) that helps communities, project partners and others understand more about connectivity in B.C. In addition, the Ministry launched the new [Connectivity in B.C.](#) webpages to provide provincial internet information.
- Established cross-sector partnerships and joint working groups to identify and realize the social well-being benefits of connectivity. In addition, the Ministry participated in community-planning forums and facilitated connectivity workshops and panels.

Performance Measure	2018/19 Baseline ⁴	2019/20 Target ⁴	2019/20 Actuals ⁴	2020/21 Target ⁴	2021/22 Target ⁴
3.1 Number of rural, remote and Indigenous communities ¹ that have benefitted from investments in high-speed internet. ^{2,3}	417 communities	479 communities	479 communities	525 communities	570 communities

¹ Data Source: Government of Canada: Geolocated placenames dataset: <https://open.canada.ca/data/en/dataset/fe945388-1dd9-4a4a-9a1e-5c552579a28c>.

² Data Source: Ministry of Citizens' Services (Network BC) internal analysis.

³ This performance measure has been redefined since the Ministry of Citizens' Services 2019/20 – 2021/22 Service Plan, the targets for this performance measure were still to be determined. In this context, the definition of 'community' refers to rural and remote communities and includes named places such as districts, Indigenous communities, municipalities, towns, villages as well as incorporated areas and strategic landing sites required for a network to operate. Communities may require one or more projects to be wholly served at the Canadian Radio-television and Telecommunications Commission Universal Service Objective of 50 Megabits per second download and 10 Megabits per second upload.

⁴ Figures represent a cumulative number of communities.

Discussion of Results

This performance measure demonstrates the level of success in expanding the number of communities with broadband internet.

The Province helps develop strategies and programs that enable the private sector to expand broadband infrastructure in rural, remote and Indigenous communities. In December 2016, the Canadian Radio-television and Telecommunications Commission announced measures to help ensure Canadians, regardless of where they live, have access to internet service at speeds of at least 50/10 Megabits per second as the new standard for download/upload speeds. The new standard includes populations living outside of established or defined communities.

The Connecting British Columbia program has leveraged federal funding and private sector capital investment to expand access to high-speed internet in rural, remote and Indigenous communities. Since July 2017, the program has invested in projects to connect more British Columbians with high-speed internet in 479 communities, of which 89 are Indigenous. In the context of the program, communities include locations that have benefitted from local (last-mile) infrastructure and transport builds. In Fiscal Year 2019/20, 62 communities have benefitted from program investments. The Ministry tracks connectivity status to federally defined communities and locations not defined by the federal government.

The targets presented for the next two fiscal years are based on information received from different sources and are subject to change; factors like weather conditions, terrain and the remoteness of each community can affect the build process. This measure does not consider the take-up usage rate (i.e., end-user) of how many users there are and does not include access to cellular service. There are multiple factors that may impact the Province's ability to realize these targets, as this initiative depends on several factors, including the ability to coordinate funding sources from federal and local governments and the private sector.

Objective 3.2: Government services are more available, effective and efficient.

Key Highlights

- Launched a [Digital Framework](#) – government's plan to support modern digital services that meet the needs and expectations of British Columbians.
- Partnering with the Ministry of Social Development and Poverty Reduction, Service BC provided additional government services in the community of Masset; more consolidated and seamless services in Quesnel; and improved service offerings in Lillooet and Invermere. In partnership with the Ministry of Children and Family Development, Service BC increased services in McBride, B.C., including adding a community access computer terminal and a public telephone line to Service BC.
- Expanded BC Services Card usage to support British Columbians' secure access to government online services for: the Canada Revenue Agency, supporting citizens application for benefit programs; primary health care providers, to review those residents who have signed up and are waiting for attachment to a provider through HealthLinkBC Health Connect Registry; pharmacists, prescribers and device providers who require PharmaNet through PharmaNet Prime; and businesses, including incorporation and annual filings for cooperatives.
- British Columbians can also now use their BC Services Card to log in to the Service BC Billing and Payment Services Portal to pay and manage their revenue services accounts, which include BC student loans, court fines, ambulance services, employment and assistance, Fair Pharmacare, and the Medical Services Plan.
- Released a new Service BC channel, Verify by Video, to give B.C. residents more choice, convenience and accessibility in completing the identity verification process, which is a required step before people can use their BC Services Card to access online government services.
- Launched the [CleanBC Government Buildings Program](#), which integrates Ministry services to help government achieve its overarching commitment to reduce energy and associated greenhouse gas emissions, while modernizing the service experience for clients and British Columbians. In 2019/20, the program implemented more than 18 energy retrofit projects, a smart technology pilot project, a climate risk assessment, and a clean energy study.
- Developed a strategy to implement next phases of the Barrier Free Program with efforts to ensure universal/gender-inclusive access to washrooms in government facilities, including public-serving offices. This included consulting with the Rick Hansen Foundation to advance the accessibility of government buildings beyond the building code, and publishing updated technical standards, which will be used in all new construction and renovation projects.

Performance Measure	2012/13 Baseline ¹	2018/19 Actuals ²	2019/20 Target ¹	2019/20 Actuals	2020/21 Target ¹	2021/22 Target ¹
3.2 Citizen satisfaction with Service BC Centres and Contact Centre.	90%	91.7%	Biennial survey; next survey in 2020/21	Biennial survey; next survey in 2020/21	At least 90%	Biennial survey; next survey in 2022/23

Data Source: [BC Stats](#). The margin of error is $\pm 1\%$ at the 95% confidence level.

¹ In the [Ministry of Citizens' Services 2019/20 – 2021/22 Service Plan](#), the baseline year was inadvertently published as 2016/17 and the 2019/20, 2020/21 and 2021/22 targets were inadvertently published as 90%. The last correct baseline of 2012/13 and 2019/20 target noting that this measure is based on biennial surveys was published in the February 2017 [Ministry of Technology, Innovation and Citizens' Services 2017/18 – 2019/20 Service Plan](#). The last correct 2020/21 target of “At least 90%” was published in the February 2020 [Ministry of Citizens' Services 2020/21 – 2022/23 Service Plan](#).

² In the [Ministry of Citizens' Services 2018/19 Annual Service Plan Report](#), the 2018/19 actual was inadvertently published as 96.4%.

Discussion of Results

This measure is based on surveys that focus on the overall citizen experience when people access government programs and services, either in person through Service BC Centres or by telephone through the Service BC Provincial Contact Centre. The measure shows how satisfied people are with overall quality when they access government programs and services.

Citizen satisfaction is calculated as a weighted average of the in-person and telephone survey results, based on the volume of citizens served by each channel. Service BC strives to reach at least 90% satisfaction, which indicates citizens' needs were met in a convenient and timely manner.

The next survey will be conducted in the 2020/21 fiscal year, and these results will be available in the *2020/21 Annual Service Plan Report*.

Financial Report

Discussion of Results

The Ministry of Citizens' Services managed within the 2019/20 budget and other authorizations, ending the year with operating expenditures of \$595.8 million. Capital expenditures were \$377.3 million, underspending was primarily due to changes in project timelines. The ministry supported broader government in achieving its mandate priorities through cost effective services provided to ministries and direct services to the public. These efforts contributed to government achieving its overall fiscal targets and ensures we are strategically positioned to continue to achieve our goals in the coming years.

Financial Summary

	Estimated	Other Authorizations ¹	Total Estimated	Actual	Variance
Operating Expenses (\$000)					
Services to Citizens and Businesses	32,470		32,470	32,006	(464)
Office of the Chief Information Officer	16,703		16,703	11,043	(5,660)
Information Communication Technologies	1,203	17,239	18,442	19,433	991
Procurement and Supply Services	4,209	3,761	7,970	10,182	2,212
Real Property	315,573	11,801	327,374	329,379	2,005
Enterprise Services	138,903	2,461	141,364	138,731	(2,633)
Corporate Information and Records Management Office	22,268		22,268	24,184	1,916
Executive and Support Services	20,311		20,311	21,944	1,633
Government Digital Experience		8,655	8,655	8,925	270
Sub-total	551,640	43,917	595,557	595,827	270
Adjustment of Prior Year Accrual ²				(747)	(747)
Total	551,640	43,917	595,557	595,080	(477)

Ministry of Citizens' Services

	Estimated	Other Authorizations ¹	Total Estimated	Actual	Variance
Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000)					
Services to Citizens and Businesses	-	-	-	-	-
Office of the Chief Information Officer	113,550	-	113,550	96,126	(17,424)
Procurement and Supply Services	260	-	260	188	(72)
Real Property	251,286	19,383	270,669	232,008	(38,661)
Enterprise Services	51,792	214	52,006	48,706	(3,300)
Corporate Information and Records Management Office	-	-	-	-	-
Executive and Support Services	352	-	352	243	(109)
Total	417,240	19,597	436,837	377,271	(59,566)
Other Financing Transactions (\$000)					
Real Property - Strategic Real Estate Services					
Receipts	(1,500)	-	(1,500)	(802)	698
Disbursements	2,000	-	2,000	975	(1,025)
Net Cash Source (Requirements)	500	-	500	173	(327)
Total Receipts	(1,500)	-	(1,500)	(802)	698
Total Disbursements	2,000	-	2,000	975	(1,025)
Total Net Cash Source (Requirements)	500	-	500	173	(327)

¹“Other Authorizations” include Supplementary Estimates, Statutory Appropriations and Contingencies. Amounts in this column are not related to the “estimated amount” under sections 5(1) and 6(1) of the *Balanced Budget and Ministerial Accountability Act* for ministerial accountability for operating expenses under the Act.

Operating – Access to Contingencies of \$17.239 million for Information Communication Technologies, \$3.761 million for Procurement and Supply Services, \$11.801 million for Real Property Division, \$2.461 million for Enterprise Services, and Government Reorganization of \$8.655 million for Government Digital Experience transfer-in.

Capital – Access to Contingencies of \$19.383 million for Real Property Division, \$0.214 million for Enterprise Services.

² The Adjustment of Prior Year Accrual of \$0.747 million is a reversal of accruals in the previous year.

CITZ

Corporate Business Plan **2019/20 - 2021/22**



Ministry of
Citizens' Services

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A message from **Jill Kot**

Dear Colleagues,

What a year this has been. It has been a year of change, opportunity and exciting challenges, and I am proud to say that we continue to meet those challenges head-on with unwavering integrity and professionalism.

With that in mind, I am pleased to present our ministry's corporate business plan for 2019/20 -2021/22, which outlines, at a high level, the work we will do over the next three years.

This plan exemplifies our core values of integrity, teamwork, curiosity, courage, passion, accountability and especially that of service. It is clear that service is the passion and purpose of our ministry, and you will see throughout this document how we work hand-in-hand with our partners every day to create opportunities, find innovative solutions, and implement the changes that support and enable government to achieve its priorities for British Columbians.

Our ministry plays an integral role in the delivery of services to British Columbia's citizens, businesses and government. We are trusted partners who work with and across ministries to remove barriers and ensure our government, and its many moving pieces, operates as an integrated whole.

As much as we are servants, we are also leaders. We understand and respect the environment we work in and seek out opportunities to lead and shape our public service. As a forward-thinking, creative and compelling force, we are leading transformative change across government, embracing new technologies, forging innovative partnerships, and maximizing taxpayer value – all to ensure exceptional services to citizens, businesses and government.

This plan is about the work you do, and it lies in the ongoing commitment, collaboration and passion you bring to work every day. I am proud to be part of a ministry that brings people together who are generous in spirit, with a depth and breadth of expertise to create a rich learning environment that empowers others to achieve their best. You make Citizens' Services a place where people want to work.

You truly deserve to be recognized for the important work you do because, every day, you are part of something fantastic and making a real difference for citizens, businesses and government.

— Jill



Who We Are

We are **1,800+** dedicated employees spread across B.C.

Office of the Chief Information Officer

We design and support government's technology foundation and toolkit, defend the network and deliver evidence to support some of society's most complex social problems. We also establish the conditions and partnerships – inside and outside government – to unlock the potential of the digital era for everyone in British Columbia.

OCIO Enterprise Services

We provide the cost-effective management and supply of IM/IT services such as data and voice networks, workstations and mobile devices, messaging and collaboration services, information security, identity management, data centre and application hosting, and enterprise architecture and standards. These services are essential for providing mission-critical supports to clients as they deliver business solutions to ministries and citizens.

Real Property

We serve Government and the Broader Public Sector by managing the Province's real estate portfolio, which includes approximately 1,800 owned, leased and managed buildings spread across the Province. We provide everything needed to design, set up, and manage a government workplace.

Procurement & Supply

We play a leadership role in the development and implementation of policies and programs to support the management of all outsourced contracts, procurement services and supply services.

Corporate Information & Records Management Office

We are the central agency responsible for developing corporate information management strategies, legislation, operations, policies, standards, training and compliance. We promote effective information management practices across government.

Information Communication Technologies

We provide Information Communication Technologies leadership and expertise for the expansion and provisioning of telecommunications services, vendor management, innovation and technology that enables the digital transformation of government work environments and communities in every corner of the Province.

Service BC

As government's chief provider of services to citizens and businesses, we work with partner ministries to deliver accessible, responsive, innovative and cost-effective services. Supporting this citizen centric approach, our identity and credential management program offers trusted and privacy-enhancing identity services making it easier for citizens and businesses to access the government information and services they need.

Corporate Services

We support the ministry by providing leadership, direction, governance and support services, including financial management, strategic human resources, IM/IT services, emergency planning, corporate communications, strategic planning, and performance and risk management.



WE
ARE
CITIZ

What **We Do**

It is our **commitment** to deliver the services citizens, businesses and government count on.



Citizens

We serve citizens by providing access to the government services they need.



Businesses

We serve businesses by creating opportunities and making it easier to do business with government.



Government

We serve government by removing barriers and providing resources to enable government to achieve its priorities.

Personal Information

Personal Information

Our **Vision** and **Mission**



Vision

Bringing innovation, value and service excellence to the public service and citizens of British Columbia.



Mission

Every day, our teams work with our partners to create opportunities, find innovative solutions, and implement the changes that support and enable government to achieve its priorities for British Columbians.

Our Goals



① Service Excellence

Service excellence means delivering the best service experience to citizens and our public sector partners. Our partners expect services that are integrated, simple, timely and secure. Excellence in the design and delivery of our services promotes confidence and trust in government, and contributes to achieving optimal service delivery, and a better service experience for our partners.



③ High-performing Teams

Building high-performing teams requires that we develop our people to their highest potential and that we work as an integrated team with a common purpose. We collaborate, encourage new ideas, support each other and share information to build a culture of trust, respect and teamwork.



② Operational Excellence

Operational excellence is about delivering a modern service experience, and ensuring that services are available when, where and how they are needed with sound management and strong governance. Achieving operational excellence means we're engaging with our partners, listening to their feedback, constantly innovating and continuously improving our operations.



④ Optimized Value

Optimizing value from our investments is about ensuring we remain focused on delivering on our commitments while maintaining cost-effectiveness and sound financial management. In today's context of ongoing change, our investments, assets and approaches should continuously adapt to optimize business value.

Our Goals

A few words about our goals

These four goals set the overall direction for Citizens' Services. We are proud of our distinct lines of business, and it is important we come together as one organization to support these goals.

We commit to achieving these goals over the next three years through the priorities identified in this document. On the following pages, each division has outlined - at a high level - how they will contribute to achieving our goals and identified to which goal each of their priorities most directly aligns.

It is important to recognize that while all of our priorities contribute to achieving each of our four goals, divisions were asked to identify the ministry goals each priority aligns to the most.

Personal Information

Divisional Priorities

Corporate Information and Records Management Office



Divisional Priorities	Service Excellence	Operational Excellence	Optimized Value	High-Performing Teams
<p>Improve Access to Information Rules to Provide Greater Public Accountability</p> <p>Examine the legislation and related processes, policies and regulations, in order to provide greater public accountability and to ensure that the Freedom of Information and Protection of Privacy Act continues to be the strongest legislation of its kind in Canada.</p>	✓			✓
<p>Improve Response and Processing Times for Freedom of Information Requests</p> <p>Develop improvement strategies for Information Access Operations employees and make business process and technology improvements to increase processing efficiency.</p> <p>Providing focused training will enhance FOI knowledge across the public service so employees are proficient in their duty to assist applicants in finding the records they require. This, along with enhanced proactive disclosures, will provide citizens with timely and relevant government information.</p>	✓			✓

Divisional Priorities

Corporate Services



Divisional Priorities	Service Excellence	Operational Excellence	Optimized Value	High-Performing Teams
<p>Corporate Services Improvements</p> <p>Develop and implement the Corporate Services Strategy and Service Transformation Plan to ensure we deliver the corporate services our clients need to support the ministry's success.</p>	✓			
<p>IM/IT Strategy and Governance</p> <p>Develop an IM/IT strategy, governance model and roadmap that will support the ministry's efforts to modernize, transform and deliver programs and services leveraging next generation digital platforms, technology and services that are open, integrated, shared, secure, reliable, sustainable and affordable.</p>	✓			
<p>Financial Management and Funding Model</p> <p>Review the Citizens' Services funding model to ensure it is structured in the appropriate manner to be sustainable and serve the changing needs of our clients.</p>			✓	
<p>Workforce Development and Engagement Strategy</p> <p>Develop a ministry workforce plan that will help determine when, where and how to invest in our workforce today and provide a roadmap to ensure we have the workforce for the future. Focus efforts to strengthen HR management practices across the organization (e.g., HR Delegation Matrix), foster and build strategic partnerships, and promote corporate and ministry priorities (e.g., Diversity and Inclusion) and how they link to our work.</p>				✓
<p>Build Internal Capacity</p> <p>Build high-performing teams with a common culture based on respect and kindness, and support and develop our people through training, professional development and team building.</p>				✓



Divisional Priorities

OCIO Enterprise Services



Divisional Priorities	Service Excellence	Operational Excellence	Optimized Value	High-Performing Teams
<p>Cloud</p> <p>Deliver a managed hybrid infrastructure, which is FOIPPA-compliant, that enables government access to public cloud service providers to support the secure delivery of digital services to citizens.</p>		✓		
<p>Device Refresh</p> <p>Implement and manage the Workstation Technology Refresh Program to ensure employees have continuous access to modern, innovative, secure tools to support enhanced service to citizens and provide opportunities for increased workplace mobility.</p>			✓	
<p>Wi-Fi and VPN Efficiencies</p> <p>Improve and increase availability of Wi-Fi services in government offices to support flexible work experiences for employees and reduce the need for expensive wired connections. Provide secure remote network service to all government employees for work outside of government offices.</p>		✓		
<p>Service Management</p> <p>Improve work processes and employee performance and engagement by deploying a modern cloud-based IT Service Management tool. The OCIO Service Management centre will provide all government employees with an intuitive and efficient way to access technology information and services including on-demand (automated) services. The service management tool will be extended to all ministries through a shared instance.</p>				✓
<p>Hosting and Device Procurements</p> <p>Improve server provisioning delivery timelines for government through implementation of new technology including Software Defined Networking (SDN) through the Data Centre Automation project. When integrated with Service Now, automation of approval and ordering processes will support faster service delivery and client self-provisioning and management of their hosting services.</p>	✓			



Divisional Priorities

Information Communication Technologies



Divisional Priorities	Service Excellence	Operational Excellence	Optimized Value	High-Performing Teams
<p>Telecommunications Deal Management, Sourcing and Co-ordination Align and maximize Information Communication Technologies, including telecommunications investments, industry intelligence and engagements to benefit core government and Broader Public Sector entities.</p>			✓	
<p>Connectivity Increase Internet access, speed and reliability to all under-served communities while maximizing the return of provincial investment.</p>	✓			
<p>Connected Communities Increase the capacity of B.C. communities to leverage digital infrastructure investment to improve the lives of residents and create a sustainable economy.</p>				✓
<p>Catastrophic Response Actions Contribute to the resiliency of government, emergency response organizations and communities to respond in a catastrophic event.</p>		✓		

Divisional Priorities

Office of the Chief Information Officer



Divisional Priorities	Service Excellence	Operational Excellence	Optimized Value	High-Performing Teams
<p>Government's Digital Strategy</p> <p>Guide, co-ordinate and support an integrated, whole-of-government approach to applying the technology, processes, operating models and culture of the digital age. This will help solve the Province's most complex challenges and provide B.C.'s citizens with the smarter, more responsive and better connected services that they deserve.</p>	✓			
<p>Integrated Data Roadmap</p> <p>Ensure a path forward for using, managing, sharing and protecting data as a strategic asset in order to fuel data-driven progress that leads to better social, economic and environmental outcomes and services for British Columbia.</p>	✓			
<p>Capital Investment Envelope</p> <p>Achieve best value and increased benefit to government through co-ordinated investment in IM/IT. Criteria for investment decisions aligns with the advances in technology and leveraging of the investments across government. This supports ministries in their delivery of digital services to citizens.</p>			✓	
<p>Enterprise Services</p> <p>As Government's technology service delivery innovator, we enable digital workplace and digital government in support of ministry service delivery to citizens. We provide relevant, modern, and innovative digital services and platforms to ministries that enable and support their services and transformation in support of improving citizen engagement and experience.</p>				✓
<p>Data Policy and Corporate Standards</p> <p>Develop a coherent policy framework that includes principles, policies and standards spanning the data lifecycle and encourages better use, management, sharing and protection of data for all British Columbians.</p>		✓		



Divisional Priorities

Procurement and Supply



Divisional Priorities	Service Excellence	Operational Excellence	Optimized Value	High-Performing Teams
<p>Implement BC Procurement Strategy Work with partners and stakeholders to modernize the way government acquires goods and services. Our goals include delivering best value and increased benefits to British Columbians, making it easier to do business with government, creating more opportunity for businesses of all sizes, and building greater capacity to support B.C. government procurement.</p>			✓	✓
<p>Transition and Implement New BC Bid Platform Modernize the Province's procurement tool to improve digital service, efficiencies and standardization; analytics to support spend forecasting and better inform strategic sourcing.</p>	✓			
<p>Build a Business Intelligence Capacity to Improve Decision Making Develop and apply contemporary business intelligence techniques to government's procurement, logistics and supply activities, in order to achieve best value, operational excellence and increased benefit from government spending on goods and services.</p>		✓		
<p>Modernize Strategic Sourcing Ensure government direction is operationalized into the sourcing and management of large outsourced contracts.</p>			✓	
<p>Supply Services Transformation Move to be the single entry point for government supplies and services in partnership with the current procurement transformation.</p>		✓		



Divisional Priorities

Real Property



Divisional Priorities	Service Excellence	Operational Excellence	Optimized Value	High-Performing Teams
<p>Create a Client-centric (ministries/BPS) Single-Door Process for Projects, Service Requests and Routine Issues</p> <p>Minimize the number of access points, thereby minimizing the risk of errors and maximizing the benefits to clients and RPD staff (efficiency, work load balance, etc.). RPD will create one access point through which clients can make requests for projects, services and routine issues.</p>	✓			
<p>Develop and Deliver an ISO 45001 Occupational Health & Safety Management System</p> <p>Work towards ISO 45001 Occupational Health and Safety Management System, thereby improving employee safety and reducing the potential for occupational injuries and diseases.</p>		✓		
<p>Recalibrate the Workplace as a Business Enabler</p> <p>Support ministries' space needs by anticipating, planning and preparing for the workforce of the future including new mobility and space optimization strategies such as Leading Workplace Strategies (LWS), LWS ShareSpace and LWS Node.</p>			✓	
<p>Build High-Performing Teams Based on a Common Culture of Respect</p> <p>Conduct training within branches in Building a Respectful Workplace, DiSC assessments, new employee orientation & training, Learning Management System and Joint Embedded Training.</p>				✓



Divisional Priorities

Service BC



Divisional Priorities	Service Excellence	Operational Excellence	Optimized Value	High-Performing Teams
<p>Application Replacement</p> <p>As part of the mainframe migration the BC Registries and Online Services will replace a number of key applications while leveraging the Agile and Service Design methodologies to develop a secure and verifiable credential to support service for businesses. In addition, the Service BC Centres revenue management system will onboard PayBC as part of this modernization initiative.</p>		✓		
<p>OrgBook BC</p> <p>Build and launch OrgBook BC as part of the first stage of Verifiable Organizations Network. Present the concepts to the partner ministries and crown agencies.</p>			✓	
<p>Onboard New Partners and Expand Services</p> <p>As the leading provider and the one-stop of citizen and business-centred services, we will continue to onboard client ministries and the broader public sector to our continuum of service offerings. This includes the scalable identity and credential management through BCeID and the BC Services Card, our multichannel Service BC Contact Centre, and the consolidation and co-location of government services in Service BC Centres throughout the Province.</p>	✓			
<p>Enable an Omni-Channel Service Experience for Citizens</p> <p>Service BC will augment service offerings to citizens and businesses through the deployment of new channels such as Video Chat, Web Chat, Co-browse and SMS text. An integrated approach through comprehensive service design will enable the evolution of multi-channel service into an omni-channel service experience, that doesn't require people to repeat their story throughout their journey.</p>	✓			
<p>Implement Service Framework</p> <p>Service BC will continue to professionalize our practice of service by applying the lens of our Framework to everything we do. Our workforce plan will focus on our recruitment practices, employee orientation and onboarding, recognition, training and certification for Service Professionals and Service Managers to ensure we place equal weight on the how and the what of our work, throughout the organization.</p>				✓

We Are CITZ!

Personal Information



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OFFICE OF THE
Auditor General
of British Columbia

July 2018



AN INDEPENDENT AUDIT OF THE MINISTRY
OF CITIZENS' SERVICES REAL ESTATE ASSET
SALES MANAGEMENT

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OFFICE OF THE
Auditor General
of British Columbia

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The Honourable Darryl Plecas
Speaker of the Legislative Assembly
Province of British Columbia
Parliament Buildings
Victoria, British Columbia
V8V 1X4

Dear Mr. Speaker:

I have the honour to transmit to the Speaker of the Legislative Assembly of British Columbia the report *An Independent Audit of the Ministry of Citizens' Services Real Estate Asset Sales Management*.

We conducted this audit under the authority of section 11 (8) of the *Auditor General Act* and in accordance with the standards for assurance engagements set out by the Chartered Professional Accountants of Canada (CPA) in the CPA Handbook – Canadian Standard on Assurance Engagements (CSAE) 3001 and Value-for-money Auditing in the Public Sector PS 5400.



Carol Bellringer, FCPA, FCA
Auditor General
Victoria, B.C.
July 2018

Territorial Acknowledgement: The Office of the Auditor General of British Columbia would like to acknowledge with respect that we conduct our work on Coast Salish territories. Primarily, this is on the Lkwungen-speaking people's (Esquimalt and Songhees) traditional lands, now known as Victoria, and the WSÁNEĆ people's (Pauquachin, Tsartlip, Tsawout, Tseycum) traditional lands, now known as Saanich.

AUDITOR GENERAL'S COMMENTS

GOVERNMENT REAL ESTATE assets, such as land and buildings, are used to deliver and support public services. For instance, when a public school is built, education can be provided. But when government assets are no longer needed for the delivery or support of public services, they can be sold. Government always has, and always will, buy and sell real estate assets. Since 1981, almost 1,500 surplus government properties have been sold.

More recently, in 2012, government introduced a two-year initiative called the Release of Assets for Economic Generation (RAEG). The purpose of this initiative was to: sell unused or under-utilized provincial land and buildings to help balance the budgets in 2013/14 and 2014/15, save costs of holding and maintaining the assets, create jobs and stimulate economic activity on its surplus land.

Many ministries were part of the RAEG initiative but the Ministry of Citizens' Services planned and carried it out on behalf of government. The Ministry of Citizens' Services RAEG initiative team was responsible for generating \$421 million in revenue.

The Ministry of Citizens' Services acts as the "full-service real estate and property management service provider" for government as it relates to the ministry's owned real estate assets, and works with other ministries and agencies to support real estate asset sales. For example, once a school district receives ministerial approval to sell school land, it can sell the asset on its own or with assistance of the Ministry of Citizens' Services.

Over the two year initiative, the ministry's RAEG team helped facilitate the sales of 101 real estate assets, netting a profit of \$435 million and thereby surpassing their revenue target.



CAROL BELLRINGER, FCPA, FCA
Auditor General

AUDITOR GENERAL'S COMMENTS

In this audit, we focused on how the Ministry of Citizens' Services designed and implemented the processes used to achieve the RAEG's stated benefits, including the revenue targets. Overall, we found that the RAEG initiative team designed and followed appropriate processes to achieve their revenue target but there was room for improvement. The team, working with participating ministries during the two-year period of the initiative, should have done more to assess the costs and benefits of selling versus holding surplus assets prior to their sale. More specifically, the Ministry of Citizens' Services only focused on the revenue target, rather than all three of the planned benefits of the RAEG initiative: revenue, generation of economic activity and cost savings.

We looked at 14 of the 101 sales, which represented 75% of government's RAEG sales proceeds. Of the surplus property sales we reviewed, government obtained, on average, 97% of their appraised value. The only exception we saw was in the case of the Burke Mountain lands in Coquitlam.

For the sale of the Burke Mountain lands, government allowed bids for both individual parcels and groups of land parcels. Government felt doing so would create more competition for each property, but it also meant that it couldn't directly compare the Burke Mountain lands bids. Had government required bidders to provide a breakdown for each parcel as part of the bidding process, it would have better been able to identify low bids for individual parcels and compare parcel bids.

At the end of the two years, the RAEG initiative continued as an ongoing program in the Ministry of Citizens' Services until recently, when it was replaced with the Surplus Properties Program.

Acquiring, managing and selling public real estate assets are an important part of government's responsibilities. Expert knowledge and judgement about when and how best to buy, maintain and sell assets to meet current and future provincial needs is critical. With careful evaluation and planning, government can do more to strengthen public sector real estate asset management and accountability.

AUDITOR GENERAL'S COMMENTS

I'd like to thank the ministry and everyone we spoke with for their co-operation during this audit.



Carol Bellringer, FCPA, FCA
Auditor General
Victoria, B.C.
July 2018

REPORT HIGHLIGHTS

RELEASE OF ASSETS FOR
ECONOMIC GENERATION



**(RAEG)
A 2-YR
GOVERNMENT
INITIATIVE IN
2013/14 - 2014/15**

EXCLUDING
BURKE MOUNTAIN,
SALES WE REVIEWED

**SOLD ON
AVERAGE FOR**

97%

of appraised value

**GOVERNMENT
ALWAYS HAS,
AND ALWAYS WILL,
BUY & SELL
REAL ESTATE**

RAEG PURPOSE:

sell surplus land
& buildings to:

- RAISE REVENUE TO HELP
BALANCE BUDGETS
- SAVE COSTS
- GENERATE JOBS &
ECONOMIC ACTIVITY

BIDS FOR
BURKE MOUNTAIN

**NOT DIRECTLY
COMPARABLE.**

Most land **SOLD**
FOR LESS THAN
appraised value

Almost
1,500
surplus government
PROPERTIES
SOLD SINCE
1981

REVENUE
TARGET
=
\$421M

ACTUAL
=
\$435M



Appropriate sale processes
**DESIGNED
AND FOLLOWED,**
but room for
improvement

Expert
KNOWLEDGE
and JUDGEMENT
on managing
real estate assets
is critical

SUMMARY OF RECOMMENDATIONS

WE RECOMMEND THAT THE MINISTRY OF CITIZENS' SERVICES WORK WITH THE MINISTRY OF FINANCE AND CENTRAL AGENCIES TO DEVELOP REQUIREMENTS THAT ENSURE:

- 1** ministries and agencies prepare cost-benefit analyses prior to submitting real estate assets to the Surplus Properties Program for approval to sell.
- 2** that no real estate assets are added to the surplus properties list until ministries and agencies complete and submit a readiness checklist showing that they have completed the due diligence work required to prepare assets for sale.
- 3** the controls that ministries and agencies have in place are sufficient to prevent and detect real or perceived bias, bid rigging and collusion when selling real estate assets.
- 4** ministries and agencies establish bid submission requirements for real estate asset sales to foster increased transparency of multi-parcel property bids.

WE RECOMMEND THAT THE MINISTRY OF CITIZENS' SERVICES:

- 5** evaluate real estate purchase bids and provide Treasury Board with an opinion as to whether bids fairly reflect market conditions, based on appraisals and other market information.
- 6** engage an independent consultant to conduct an evaluation of the RAEG initiative to identify opportunities to enhance public sector strategic real estate management.
- 7** improve public accountability reporting on sales of surplus real estate assets.

RESPONSE FROM THE MINISTRY OF CITIZENS' SERVICES

THE MINISTRY OF Citizens' Services would like to thank the Office of the Auditor General (OAG) for conducting the audit of its Release of Assets for Economic Generation Program (RAEG), and for identifying opportunities for the Ministry to make improvements to its replacement Surplus Properties Program.

Significant shifts in mandate and focus have already taken place in the new Surplus Properties Program. While land sales happen for a variety of reasons, Ministry of Citizens' Services will ensure that any decision to sell provincial land is done in the best interest of the people of this province, both today and in the future. The Ministry will also be looking at ways to better manage surplus lands that will ensure future public infrastructure such as schools, health care facilities, affordable housing and child care opportunities are not compromised.

Strategic shifts include:

- ◆ Enhancing First Nations engagement and finding ways to build on existing, successful relationships.
- ◆ Improving consultations with local governments to create, capture and deliver value at the community level.
- ◆ Increasing focus on social benefits including affordable housing, schools/child care facilities and health care facilities.
- ◆ Applying an enhanced lens to the decision-making process that is focused on future analysis of the property, and specifically the cost-benefit analysis of holding versus selling property.

The Ministry takes the oversight of surplus properties across government very seriously and accepts all seven recommendations in the report. The Ministry has already taken prompt and appropriate actions to start addressing the recommendations. Working closely with the Ministry of Finance and central agencies, the Ministry has updated procedures and guidelines to ensure:

1. Ministries and agencies prepare cost-benefit analyses prior to submitting real estate assets to the Surplus Properties Program for approval to sell.
2. That no real estate assets are added to the surplus properties list until ministries and agencies complete and submit a readiness checklist showing that they have completed the due diligence work required to prepare assets for sale.
3. The controls that ministries and agencies have in place are sufficient to prevent and detect real or perceived bias, bid rigging and collusion when selling real estate assets.
4. Ministries and agencies establish bid submission requirements for real estate asset sales to foster increased transparency of multi-parcel property bids.

RESPONSE FROM THE MINISTRY OF CITIZENS' SERVICES

The Ministry is also in the process of issuing a Request for Proposal (RFP) to engage an independent consultant to conduct an evaluation of the former RAEG initiative, to identify opportunities to enhance public sector strategic real estate management.

The Terms of Reference for the RFP include the development of strategies to implement the balance of the recommendations, in particular:

- ◆ Evaluating real estate purchase bids and providing Treasury Board with an opinion as to whether bids fairly reflect market conditions, based on appraisals and other market information.
- ◆ Improving public accountability reporting on sales of surplus real estate assets.

The Ministry appreciates the efforts of the OAG staff and their consideration of the Ministry's input during this audit. We value the recommendations issued by the OAG, which will strengthen our ability to create, capture and deliver value to the citizens of British Columbia.

ABOUT THE AUDIT

BACKGROUND

What are government assets?

THERE ARE DIFFERENT types of assets and different ways to define them. The general definition of a government asset, as defined by the Chartered Professional Accountants of Canada, is “economic resources controlled by a government as a result of past transactions or events and from which future economic benefits are expected to be obtained.”

In accounting, real estate assets—land and buildings—are called tangible capital assets. The Government of British Columbia is responsible for managing \$41 billion in tangible capital assets, according to its 2016/17 *Summary Financial Statements*. This includes land, buildings, highways, vehicles, computers, and so on that have either been purchased or that government has built. Government real estate assets are used to deliver and support public services. For instance, when a public school is built, education can be provided.

When government assets are no longer needed for the delivery or support of public services, they can be sold to generate other economic activity. Almost 1,500 surplus government real estate assets have been sold since 1981.

There is, however, a lot more land the government is responsible for managing that is not included in the \$41 billion in tangible capital assets recorded in the

Summary Financial Statements. These lands are called Crown lands. These lands have not been purchased. No business or individual has legal title to it, and the value of this land has not been formally estimated. Most (94%) of the province’s 94 million hectares of land is undeveloped Crown land.

Crown land can be used in a variety of ways. It can be used to grow and harvest trees for sale, or it can be made into a provincial park and used for public hiking and camping. It can be restricted to use only for long-term ecosystem conservation. It can also be sold by government for the development of residential housing to support community growth and development.

Expert knowledge and judgment regarding when and how best to buy, maintain and sell real estate assets over time to meet current and future provincial needs is of critical importance.

ABOUT THE AUDIT

Who manages government real estate assets?

Ministries and agencies are responsible for the ownership and management of real estate assets controlled by government. For example:

- ◆ The Ministry of Forests, Lands, Natural Resource Operations and Rural Development is responsible for the day-to-day management of Crown lands.
- ◆ British Columbia school districts hold and maintain school lands. If a school district wants to sell school lands, it must obtain approval from the Minister of Education.

The Ministry of Citizens' Services acts as the "full-service real estate and property management service provider" for government as it relates to the ministry's owned real estate assets. The ministry also works with other ministries and agencies to support real estate asset sales. For example, once a school district has received ministerial approval to sell school land, it can sell the asset on its own or with assistance of the Ministry of Citizens' Services.

What is the Release of Assets for Economic Generation initiative?

In government's *Budget and Fiscal Plan 2012/13–2014/15*, the Minister of Finance introduced the Release of Assets for Economic Generation (RAEG) initiative. The temporary, two-year project was intended to assist government in selling surplus real estate assets. The associated revenues were to be used to help balance the provincial budget. Other stated

benefits of the RAEG initiative included economic activity generated through the creation of construction jobs and other opportunities, and cost savings resulting from no longer having to maintain the assets that were sold.

Even though the selling of surplus assets is not new, the RAEG initiative was different because it was designed to bring a centralized and coordinated focus to the selling of government real estate assets in 2013/14 and 2014/15.

The Office of the Premier assigned overall responsibility for the RAEG initiative to the Ministry of Finance, through Treasury Board, and assigned the Ministry of Citizens' Services the task of establishing and running the RAEG initiative.

For the purposes of the RAEG initiative, government defined surplus real estate assets to mean property that included land and/or buildings that were:

- ◆ no longer in use
- ◆ not required for future utilization by the province
- ◆ of no strategic benefit for the province to own

Government assets, such as bridges and highways, were excluded from the RAEG initiative.

In its *Budget and Fiscal Plan 2012/13 – 2014/15*, government set a target of \$706 million in revenue from the sales of surplus assets in the 2013/14 and 2014/15 fiscal years. Of the \$706 million target, the RAEG initiative team was responsible for generating \$500 million (later revised to \$421 million).

ABOUT THE AUDIT

By the end of the two-year initiative, the RAEG initiative team helped facilitate the sale of 101 surplus real estate assets totalling \$493 million. After costs associated with the sales were removed, profit to the province was \$435 million. (This did not include the \$67 million in accommodation costs paid to First Nations in support of government’s RAEG initiative, as government budgets these costs separately.)

fiscal years 2013/14 and 2014/15. (The government fiscal year begins on April 1 and ends on March 31.)

Of the 101 real estate assets that were sold under the RAEG initiative, we audited a sample of 14 sales, totalling 75% of the sales proceeds from 2013/14 and 2014/15. We looked at the process that the ministry had set up to manage these sales and to obtain the benefits from the program.

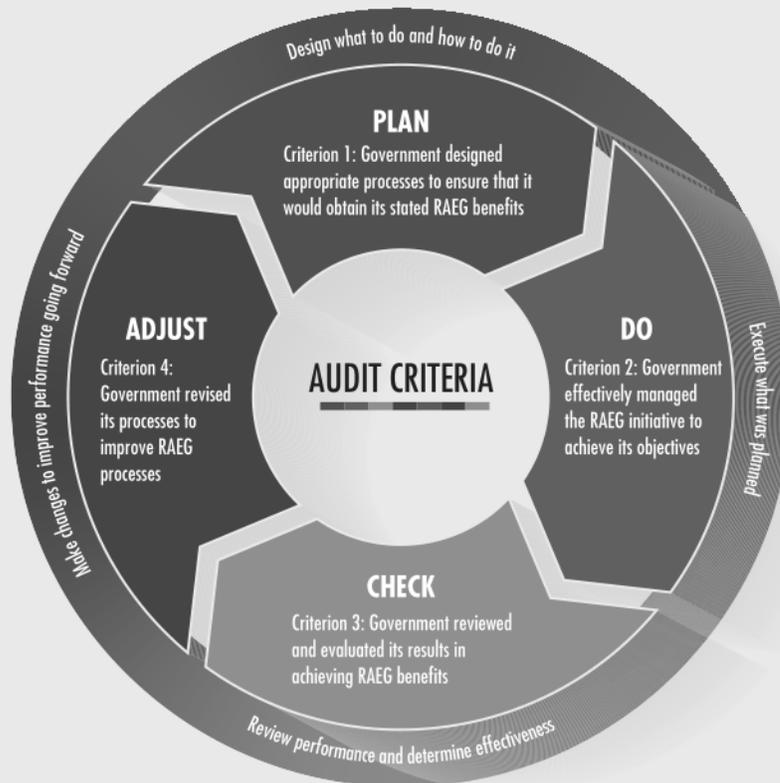
AUDIT SCOPE

The RAEG initiative continued as an ongoing program in the Ministry of Citizens’ Services until recently, when it was replaced with the Surplus Properties Program. Our audit focused on sales of real estate assets facilitated by the RAEG initiative team for the

AUDIT CRITERIA SUMMARY

We assessed four criteria, based on a quality management framework as shown in Exhibit 1.

Exhibit 1: Plan-do-check-adjust audit criteria used to assess the RAEG initiative



Source: Office of the Auditor General of British Columbia

ABOUT THE AUDIT

AUDIT APPROACH

Our work involved:

- ♦ meeting with the ministry's RAEG initiative team to understand the design and implementation of processes established to achieve the objectives of the project
- ♦ collecting and analyzing planning and process design documentation related to the RAEG initiative
- ♦ selecting a sample of sales made through the initiative, and collecting and analyzing sales documentation related to the sale of these properties
- ♦ hiring an independent appraiser to evaluate appraisal documentation

This report is dated July 3, 2018, the date on which the audit team finished obtaining the evidence used to determine the findings and conclusions of the report.

AUDIT OBJECTIVE AND CONCLUSION

AUDIT OBJECTIVE

THE OBJECTIVE OF this audit was to determine whether government designed and followed appropriate processes to obtain the stated benefits of the Release of Assets for Economic Generation (RAEG) initiative, through the sales of surplus real estate assets in fiscal years 2013/14 and 2014/15.

AUDIT CONCLUSION

We concluded that the Ministry of Citizens' Services RAEG initiative team designed and followed appropriate processes to obtain one of three stated benefits of the RAEG initiative.

We concluded the Ministry of Citizens' Services RAEG initiative team designed and followed appropriate processes to achieve their revenue target, but there was room for improvement in those processes.

We also concluded that the ministry's RAEG initiative team did not set targets or design a system to identify and assess potential economic activity generation and cost savings during the two-year period of the initiative. Working with participating ministries, the RAEG initiative team should have done more to assess the costs and benefits of selling versus holding surplus assets prior to their sale.

Government publicly reported profit earned through the RAEG initiative. It should also have provided

public reporting on cost savings and economic activity generation, to show how the sales of surplus real estate assets were in the province's best interests.

Additional areas for improvement are also identified in this report.

SUBSEQUENT EVENTS

The ministry has informed us that it has made the following changes since the end of the two year time frame of the initiative our audit focused on:

- ♦ It has created a new branch—Strategic Real Estate Services—within the Real Property Division of the Ministry. The ministry has delegated this branch with the responsibility for real property portfolio management and for coordinating with the Ministry of Finance. The branch will be maintaining the surplus properties list as well as selling and acquiring real estate assets, as required, to meet provincial needs under a new program called the Surplus Properties Program.

ABOUT THE AUDIT

- ◆ The ministry has added an operational procedure in their Transaction Guidelines and Valuation Procedures document, updating any property appraisal older than one year prior to disposing of a Ministry of Citizens' Services property. Other ministries must follow this procedure, and agencies have been encouraged to do the same.
- ◆ The Ministry of Citizens' Services real property sale listings now require bidders to certify that their bid has been independently developed and that there has been no communication with competitors. No new property listings have been listed to date.

We have not audited these changes.

KEY FINDINGS AND RECOMMENDATIONS

REVENUE GENERATION WAS THE PRIMARY FOCUS OF SURPLUS REAL ESTATE ASSET SALES

What were we looking for?

Careful planning is the foundation for success. We looked for evidence that the Ministry of Citizens' Services had established a plan with objectives, strategies and targets, to obtain the following benefits from the Release of Assets for Economic Generation (RAEG) initiative:

- ◆ economic activity and jobs generated through unused or under-utilized real estate assets
- ◆ funds provided from the sale of surplus real estate assets for government use in managing the provincial budget deficit
- ◆ cost savings from holding and maintaining vacant and under-utilized real estate assets

We looked for evidence that the ministry had assessed the risks and developed a risk mitigation plan, as well as policies and procedures, to meet its objectives.

What did we find?

We found that the ministry's RAEG initiative team had established a plan, identified risks and designed appropriate processes to achieve its revenue target. The plan included coordinating with other ministries and agencies involved in surplus real estate asset sales through the RAEG initiative. The objective and the benefits to be realized through the initiative were well documented, and the process to be used for achieving the objective was communicated to those involved.

However, no targets were set and no system was put in place to identify and assess potential economic activity and cost savings during the two-year period of the initiative, which were two of the benefits expected to be realized through the initiative. During April 2016, after the two-year period of the initiative, the ministry entered into a memorandum of understanding with BC Stats to estimate the economic impact associated with certain redevelopment projects.

Coordinating sales of surplus real estate assets

The RAEG initiative team communicated with ministries and agencies to explain the RAEG process and to clarify the differences in roles and responsibilities between the RAEG initiative team and the ministries and agencies involved in the RAEG

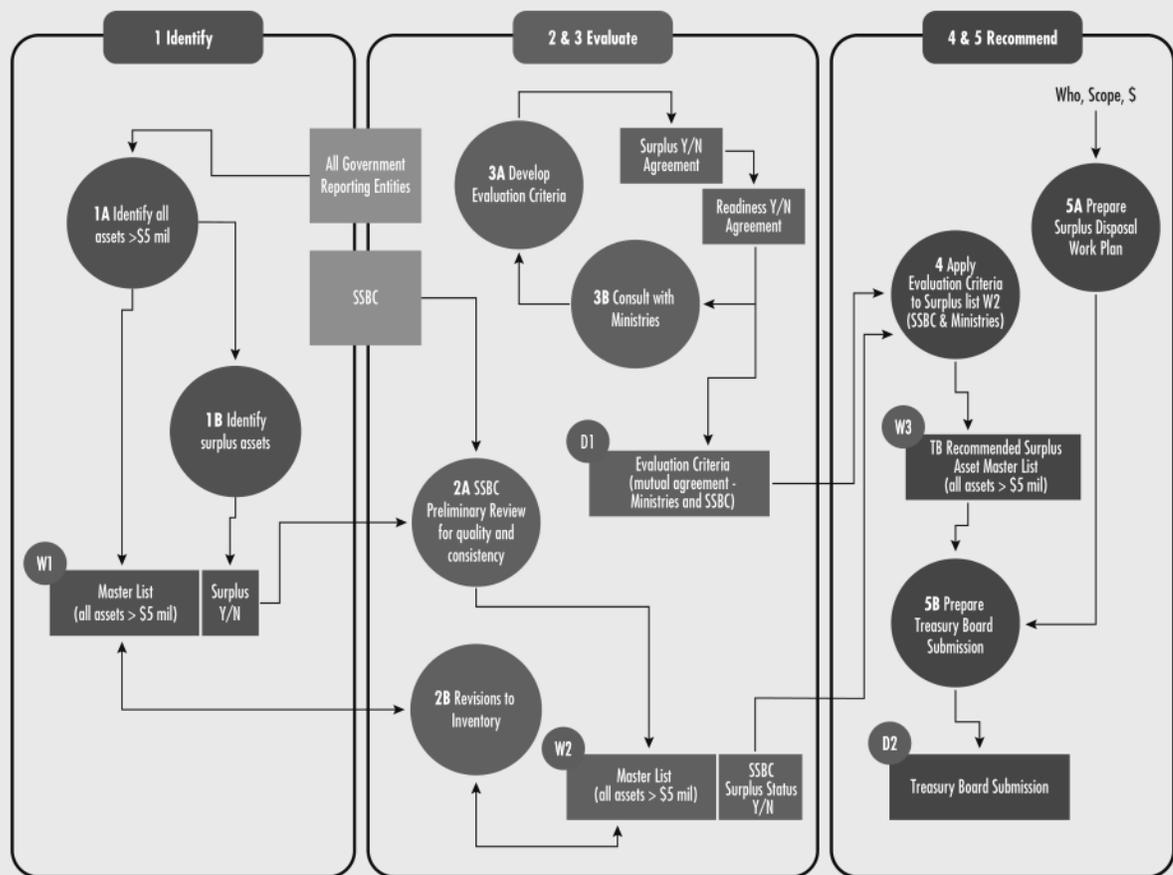
KEY FINDINGS AND RECOMMENDATIONS

initiative. This was needed because government asset management is independently managed by ministries and agencies, and their practices vary based on their mandates, objectives and planned priorities.

Even with the RAEG initiative team’s careful planning, they experienced challenges establishing an inventory

of surplus assets. The process for identifying and establishing the inventory of real estate assets for sale through the RAEG initiative was complex. Exhibit 2 shows the process the RAEG initiative team used to develop the surplus properties list and identify those to be sold in 2013/14 and 2014/15.

Exhibit 2: Ministry of Citizens’ Services release of assets work flow



Source: Recreated by the Office of the Auditor General of British Columbia, based on the Ministry of Citizens’ Services release of assets work flow

KEY FINDINGS AND RECOMMENDATIONS

The RAEG initiative team created the initial surplus properties list by asking ministries and agencies to provide a list of surplus real estate assets worth more than \$5 million. (This threshold was later removed.) Ministries and agencies were not asked to provide information about:

- ◆ whether the assets were ready for sale
- ◆ the costs versus benefits of keeping or disposing of the assets
- ◆ whether the ministry or agency viewed the asset as a priority for sale

What followed was extensive discussion between the RAEG initiative team and the ministries and agencies about whether specific assets should be added to or deleted from the inventory. This became such a challenging and time-consuming task that government decided no properties could be removed from the surplus properties list unless they were approved by the Minister of Finance.

In the future, it is important that the Ministry of Citizens' Services work collaboratively with ministries and agencies to effectively plan and prioritize real estate assets for sale, based on careful cost-benefit analyses showing that disposing of the assets are in the best interests of the province.

Ensuring that the Ministry of Citizens' Services, along with ministries and agencies clearly understand and are able to explain when and why real estate assets are ready for sale will:

- ◆ increase the accuracy of the surplus properties list
- ◆ help government make better informed decisions about the sale of real estate assets

- ◆ allow ministries and agencies to appropriately meet their statutory requirements
- ◆ decrease risks and challenges for the Surplus Properties Program

RECOMMENDATION 1: *We recommend that the Ministry of Citizens' Services work with the Ministry of Finance and central agencies to develop requirements that ensure ministries and agencies prepare cost-benefit analyses prior to submitting real estate assets to the Surplus Properties Program for approval to sell.*

RECOMMENDATION 2: *We recommend that the Ministry of Citizens' Services work with the Ministry of Finance and central agencies to develop requirements that ensure that no real estate assets are added to the surplus properties list until ministries and agencies complete and submit a readiness checklist showing that they have completed the due diligence work required to prepare assets for sale.*

KEY FINDINGS AND RECOMMENDATIONS

PROCESSES FOR SELLING SURPLUS REAL ESTATE ASSETS ARE APPROPRIATE BUT CAN BE IMPROVED

What were we looking for?

When real estate assets are identified as surplus, it is important that they go through a rigorous process preparing them for sale to ensure that government is in a good position to obtain the best price. This process includes:

- ◆ preparation of environmental assessments, land surveys and timely appraisals
- ◆ addressing any issues that may affect the sale

BID RIGGING, COLLUSION AND BIAS

Bid rigging: a form of fraud and collusion in which a contract or sale is promised to one party, even though for the sake of appearances, several other parties also present a bid

Collusion: an agreement between two or more parties to limit open competition by deceiving, misleading or defrauding others of their legal rights or gaining an unfair market advantage

Bias: liking or not liking one person or party compared with another and making decisions that favour those who are liked or disadvantage those who are not liked

- ◆ development and implementation of marketing strategies and competitive sales processes
- ◆ completion of proper documentation and closing procedures

We looked to see if the RAEG initiative team had followed appropriate processes when selling real estate assets, including:

- ◆ engaging in stakeholder and public consultations when required
- ◆ engaging in First Nations consultations when required
- ◆ evaluating the heritage status of buildings when required
- ◆ applying effective controls to prevent perceived or real bias, collusion or bid rigging
- ◆ obtaining independent and timely property appraisals prior to selling assets

We also checked to see if the team had good documentation supporting real estate asset sales decisions.

What did we find?

We found a combination of good practices and opportunities for improvement.

Public and First Nations consultation, and evaluation of heritage buildings

We found that most properties were open to public purchase, and when they weren't, it was because they were sold directly to either a First Nation or a municipality.

KEY FINDINGS AND RECOMMENDATIONS

First Nations accommodation agreements (also referred to as benefit agreements) were signed in a majority of the sales; when they weren't, government provided a reason. A First Nations accommodation or benefit agreement is a legal agreement between the Province of British Columbia and a First Nation to compensate for the development of land over which Indigenous title has not been resolved.

A total of \$67 million in accommodation costs were paid to First Nations in support of government's RAEG initiative for fiscal years 2013/14 and 2014/15. Since government budgets these costs separately, they were not part of the sales target or actual profit amounts noted earlier in this report.

As for evaluation of the heritage status of buildings, in the sample of asset sales we looked at, there was only one instance in which an evaluation of a building's heritage status was required, and this issue was adequately addressed in the sales agreement.

Unprejudiced asset sales

When selling assets, government must take care to ensure that sales are free from real or perceived bias, including bid rigging or any form of collusion.

We did not find any evidence of bid rigging, collusion or bias during this audit; however, bias in relation to some of the sales was perceived and raised in the legislature and reported in the media.

We looked at the existing controls to prevent bias, bid rigging and collusion in relation to asset sales. Preventive controls that the Ministry of Citizens'

Services relies on include:

- ◆ the public service code of conduct
- ◆ expense authority and procurement training
- ◆ confidentiality clauses in asset sales marketing materials
- ◆ confidentiality agreements with buyers if the sale includes sensitive information

Additional controls government can add to strengthen oversight in this area include:

- ◆ requiring annual ethics and independence declarations for staff and contractors
- ◆ providing fraud training for staff and contractors
- ◆ assessing and mitigating the risk of potential bid rigging collusion and/or bias—either real or perceived
- ◆ ensuring that sales bid requirements are clear and easy to follow and provide for easy comparability of bids
- ◆ requiring bidders to certify that their bids have been independently developed and that there has not been any communication with competitors

In response to these findings, the ministry informed us that, in the future, its property sale listings will require bidders to certify that their bids have been independently developed and that they did not communicate with competitors. This is a positive change, which other ministries and agencies can also make.

KEY FINDINGS AND RECOMMENDATIONS

RECOMMENDATION 3: *We recommend that the Ministry of Citizens' Services work with the Ministry of Finance and central agencies to develop requirements that ensure the controls that ministries and agencies have in place are sufficient to prevent and detect real or perceived bias, bid rigging and collusion when selling real estate assets.*

Property appraisals

Government obtains property appraisals from qualified independent appraisers prior to selling real estate assets. However, if it takes more than a year for an asset to sell, the appraisal can become outdated.

We found that 93% (13 out of 14) of the sample of properties we reviewed were sold within one year, or very close to one year, of an appraisal having been prepared. Ensuring that appraisals are timely and accurate in relation to sales puts government in a stronger position to negotiate a good deal and show that it is effectively managing real estate asset sales in the best interests of the province.

It is good practice, therefore, for ministries and agencies to obtain updated property appraisals for properties that they have been trying to sell for more than one year.

Property sales price

We found that, on average, for the sample of government asset sales we reviewed, government obtained 96.7% of the appraised value, with the

exception of the sale of Crown lands in Coquitlam. The following is a summary of our findings related to the Coquitlam Crown land sales.

QUALIFIED INDEPENDENT APPRAISERS

A qualified independent appraiser is an individual who has trained and received a designation with the Appraisal Institute of Canada to conduct independent real property evaluations to be used when buying and selling real estate.

Coquitlam Crown land sales

In 2014, government put a total of 21 land parcels, comprising approximately 584 acres of Crown land, up for sale in Coquitlam. (See sidebar for Burke Mountain land sales activities and timeline.) The land, located on Burke Mountain ([Exhibit 3](#)), included parcels of land that were ready for immediate development as well as parcels of land that purchasers could hold on to for long-term development purposes. The RAEG initiative team hired a real estate broker—Colliers International—to manage the sales process.

The Ministry of Forests, Lands and Natural Resource Operations hired a certified, independent appraiser to assess the market value of the land. The appraised value of the parcels marketed for sale was \$145,960,000. The appraisal was timely in relation to the sale of the land. The quality of the appraisal work was appropriate, and the appraised values for the parcels of land were reasonable.

KEY FINDINGS AND RECOMMENDATIONS

When the offer to bid was released to the public, government allowed potential buyers to submit purchase offers for both single parcels and groups of parcels. They felt doing so would create more competition for each property.

Once all the bids were received, the broker prepared a bid matrix showing the bids received. The bid matrix shows that there were six bids. Some of the bids were for individual properties and some were for grouped parcels of land.

In the end, 14 of the 21 parcels were awarded to one bidder (Wesbild Holdings Ltd.) for \$85,000,000 (66% of the appraised value). The City of Coquitlam

purchased four parcels for \$11,830,000 (80% of the appraised value). Three parcels were not sold.

When selling groups of land parcels it is important to request a breakdown of the bid by parcel. This allows direct comparability of the bids made for individual parcels and provides valuable information when assessing whom to sell to.

We found direct comparability of the bids, based on the price offering for each parcel, was not possible, because government did not require bidders submitting grouped bids to disclose how much they were offering for individual parcels within their grouped bid during the bidding process.

Exhibit 3: Burke Mountain Crown land parcels



Source: Ministry of Citizens' Services

KEY FINDINGS AND RECOMMENDATIONS

MARKET VALUE VERSUS MARKET PRICE IN REAL ESTATE SALES

Market price: what a buyer is willing to pay for a property and what the seller will accept for it

Market value: an opinion of what a property would sell for in a competitive market, based on the property's features and benefits. Buyers and sellers can view value differently, based on how they evaluate the features and benefits of a property.

Source: <https://www.inman.com/2015/03/26/the-difference-between-market-price-and-market-value-in-real-estate/>

Had bidders been required to provide information about how they valued each parcel of land during the bidding process, government would have been in a better position to:

- ♦ identify low bids for individual parcels
- ♦ compare parcel bids of various bidders
- ♦ negotiate the best price for individual parcels
- ♦ obtain the price-per-parcel information required for accounting purposes

Based on our findings, we concluded that there are opportunities for government to improve its process for real estate asset sales.

BURKE MOUNTAIN CROWN LAND SALES ACTIVITIES AND TIMELINE

- ♦ February 8, 2012: FLNRO receives Treasury Board approval to sell Burke Mountain Lands
- ♦ February 21, 2012: RAEG program announced in budget speech
- ♦ April 12, 2013: Standing offer Agreement signed with Colliers
- ♦ April 29, 2013: Request for independent appraiser
- ♦ October 10, 2013: Independent appraisal report submitted to government
- ♦ November 22, 2013: Listing agreement signed with Colliers
- ♦ January 16, 2014: Kwikwetlem First Nations Benefit Agreement signed
- ♦ February 4, 2014: Deadline for offers from potential buyers
- ♦ February 5, 2014: Summary of buyers' offers from Colliers
- ♦ February 11, 2014: Katzie First Nations Benefit Agreement signed
- ♦ February 26, 2014: Revised offer from Wesbild
- ♦ February 26, 2014: Ministerial order approving sale of lands to Wesbild
- ♦ August 28, 2014: City of Coquitlam offer to purchase
- ♦ August 29, 2014: Ministerial order approving sale of lands to City of Coquitlam

KEY FINDINGS AND RECOMMENDATIONS

RECOMMENDATION 4: *We recommend that the Ministry of Citizens' Services work with the Ministry of Finance and central agencies to develop requirements that ensure ministries and agencies establish bid submission requirements for real estate asset sales to foster increased transparency of multi-parcel property bids.*

RECOMMENDATION 5: *We recommend that the Ministry of Citizens' Services evaluate real estate purchase bids and provide Treasury Board with an opinion as to whether bids fairly reflect market conditions, based on appraisals and other market information.*

EVALUATING THE RAEG PROGRAM WILL IDENTIFY OPPORTUNITIES TO IMPROVE CURRENT PRACTISES

What were we looking for?

With any initiative, it is important to conduct evaluations to identify opportunities to improve and strengthen policies and processes. Formative evaluations generally happen at the early stages of an initiative or program to determine whether they are designed to achieve their intended purposes. Summative evaluations are conducted at the end (or at key points in time) of an initiative or program to determine whether it has achieved what it intended to achieve, and if it should continue or be replaced.

We looked at whether government collected data and information to evaluate the RAEG initiative and its outcomes, and whether changes were made to improve future practice.

What did we find?

Government conducted a preliminary review at the start of the RAEG initiative.

The RAEG team made some changes to its processes and practices, including: adjusting its inventory

KEY FINDINGS AND RECOMMENDATIONS

management process, developing and implementing a process for inventory additions and deletions, and developing lists of pre-qualified appraisers and environmental consultants.

Government did not conduct a formal evaluation of RAEG at the conclusion of the initiative. The Ministry of Citizens' Services continues to be responsible for maintaining the surplus properties list and for providing other strategic real estate management services for government in coordination with other ministries and agencies. The ministry has created a new branch—the Strategic Real Estate Services Branch—to carry out these responsibilities under the new Surplus Properties Program.

A formal evaluation of the RAEG initiative would be useful to help government understand what aspects of the RAEG initiative worked and where there were challenges. These findings can be used to identify opportunities to improve current practices, and confirm the Ministry of Citizens' Services role in relation to public sector strategic real estate asset management and accountability.

Government publicly reported on one of three intended benefits of the RAEG initiative: profit earned from the RAEG initiative. Government should also have provided public reporting on economic activity and cost savings generation to demonstrate how sales of surplus real estate assets were in the best interests of the province.

RECOMMENDATION 6: *We recommend that the Ministry of Citizens' Services engage an independent consultant to conduct an evaluation of the RAEG initiative to identify opportunities to enhance public sector strategic real estate management.*

RECOMMENDATION 7: *We recommend that the Ministry of Citizens' Services improve public accountability reporting on sales of surplus real estate assets.*

AUDIT QUALITY ASSURANCE

We conducted this audit under the authority of section 11 (8) of the *Auditor General Act* and in accordance with the standards for assurance engagements set out by the Chartered Professional Accountants of Canada (CPA) in the CPA Handbook – Canadian Standard on Assurance Engagements (CSAE) 3001 and Value-for-money Auditing in the Public Sector PS 5400. These standards require that we comply with ethical requirements, and conduct the audit to independently express a conclusion on whether or not the subject matter complies in all significant respects to the applicable criteria.

The Office applies the CPA Canadian Standard on Quality Control 1 (CSQC), and accordingly, maintains a comprehensive system of quality control, including documented policies and procedures regarding compliance with ethical requirements, professional standards, and applicable legal and regulatory requirements. In this respect, we have complied with the independence and other requirements of the code of ethics applicable to the practice of public accounting issued by the Chartered Professional Accountants of British Columbia that are founded on the principles of integrity, objectivity and professional competence, as well as due care, confidentiality and professional behaviour.

APPENDIX A: AUDIT CRITERIA

Line of Enquiry 1: Plan

Criteria 1.1: Government demonstrated that it designed appropriate processes to ensure that it would obtain its stated RAEG program benefits.

Line of Enquiry 2: Do

Criteria 1.2: Government demonstrated that it effectively managed the RAEG program to achieve its objectives.

Line of Enquiry 3: Check

Criteria 1.3: Government reviewed and evaluated its results in achieving the RAEG program benefits.

Line of Enquiry 4: Adjust

Criteria 1.4: Government revised its processes to improve the RAEG program.



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OFFICE OF THE
Auditor General
of British Columbia

Review of

Data Centre Security

July 2018

INTERNAL AUDIT
AND ADVISORY SERVICES



Ministry of
Finance

Review of Data Centre Security

**Internal Audit & Advisory Services
Ministry of Finance**

Fieldwork completed: April 2018

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Security Concern

Distribution List

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Advice/Recommendations; Security Concern

Introduction

The Office of the Chief Information Officer (OCIO) enables the Government of British Columbia (the Province) and the broader public sector to access technology solutions, including hosting infrastructure and services.

In 2009, the Province entered into a 15-year Master Service Agreement (MSA) with ESIT Advanced Solutions Inc. (ESIT or the Service Provider) Advice/Recommendations; Security Concern
Advice/Recommendations; Security Concern The agreement also covers a 12-year term for managed-hosting services, including security administration and compliance activities Advice/Recommendations; Security Concern
Advice/Recommendations; Security Concern

To meet the Province's requirement of having its core data centre in British Columbia, ESIT subcontracted Q9 Networks Inc. (Q9 or the Subcontractor) to build a data centre in Security Concern A secondary Q9 data centre facility in Security Concern is also used to support the MSA. These facilities were designed to ensure high levels of reliability and availability. They became available to the Province in April 2011 and the fall of 2009 respectively.

Expected benefits of the data centre consolidation include: savings in energy costs, replacement of aging infrastructure, and relocation of data to facilities away from major earthquake fault lines and flood zones. Furthermore, geographic diversity provides enhanced disaster recovery capabilities between the two data centres.

The Province and broader public sector entities can subscribe to a secure environment with an allotment of power, space, and specific services within the two facilities managed by the Service Provider and the Subcontractor. Reliability and security of the data centre infrastructure and IT assets are crucial requirements to ensure the confidentiality, integrity, and availability of the Province's records and information, and is core to the delivery of the Province's critical services.

Purpose, Scope and Objectives

Advice/Recommendations: Security Concern

The review evaluated and made recommendations, where appropriate, on the Office of the Chief Information Officer and service provider's security processes (including practices to date), with a focus on reviewing the following areas:

- **Physical and Environmental Security Management:** Existing processes to ensure access to the data centre facilities and the related IT infrastructure is protected from environmental threats;
- **Data Security Management:** Existing processes to ensure the Province's information assets housed at the data centres are safeguarded from compromise; and
- **Security Incident Management:** Existing processes to ensure continuity of data centre operations and the stability of its systems while managing incidents or disruptions.

This review was conducted by Internal Audit & Advisory Services, Ministry of Finance.

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Overall Conclusion

The Office of the Chief Information Officer and ESIT Advanced Solutions Inc. have established procedures and controls to ensure that the Government of British Columbia's IT infrastructure and data located in the data centre facilities are secured from physical, environmental, and logical threats. While many of these controls are appropriate, there are still opportunities to improve in these areas.

Advice/Recommendations; Security Concern

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Cabinet Confidences; Advice/Recommendations

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British Columbia Procurement Strategy 2018



Minister's Message



Government procurement is a powerful tool for delivering services people depend on, creating jobs and growing B.C.'s economy. Every year, the Province of B.C. spends over \$6 billion procuring a wide variety of goods and services for British Columbians and their communities – everything from wildfire management to telecommunications to government office space and furnishings.

Since taking office, our government has been working hard to make life more affordable, improve the services people count on, and build a strong, sustainable, innovative economy that works for everyone. With these commitments in mind, it's my pleasure to introduce the new *British Columbia Procurement Strategy*.

As we modernize government procurement, our focus is on achieving social, environmental and economic benefits and returning these benefits to British Columbians. We are using procurement to grow local economies, create local jobs and take advantage of made-in-B.C. innovation.

Our new approach is based on listening to businesses that have experience working with the public service, our employees who see procurement from the buyer's perspective, and other jurisdictions to see what's worked elsewhere. We will improve access and make it easier for companies of all sizes to do business with government while ensuring that British Columbians' public dollars are being used to benefit communities in every corner of the province.

We are making our purchasing processes simpler and faster, reviewing our approach to large-scale contracting, and creating the capacity, training and tools within government to make sure procurement is well-managed and providing value for British Columbians. We will support staff and suppliers

with transparent, simple processes designed to the size of the procurement. Our goal is to improve procurement, realize value for money, and create benefits for communities. Through procurement, we use public dollars for public good. We will leverage government's buying power to stimulate economic growth and create well-paying jobs across the province.

I welcome your feedback and look forward to your participation in this important work.

Sincerely,

A handwritten signature in cursive script that reads "Jinny Sims". The signature is written in a dark ink on a light background.

The Honourable Jinny Sims
Minister of Citizens' Services

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British Columbia Procurement Strategy

A strategy to improve procurement, realize value for money, and create benefits for communities

A new approach to procurement

Government uses procurement to acquire goods and services, most often through a competitive process. It is an important tool for delivering services, and is an area of expenditure over which government has considerable discretion. Each year, the Province spends over \$6 billion through procurement. It is in the interest of all British Columbians that public sector procurement delivers high quality products and services for the people of B.C. in a timely and sustainable way, creating opportunities for good-paying jobs.

The strategy supports government's key priorities: making life more affordable, delivering the services that people count on, and building a strong, sustainable economy that works for everyone.

Working together

Hundreds of staff working across government are involved in procuring goods and services on behalf of their organizations. Government-wide procurement services and best practices (including the BC Bid application and supporting services) are delivered by the Ministry of Citizens' Services. Policy and governance is overseen by the Ministry of Finance, and legal matters are the purview of the Ministry of Attorney General. The BC Public Service Agency also plays an essential role building capacity. Individual ministries have a wealth of operational experience, and businesses and communities offer essential perspectives. To ensure successful implementation of this strategy, the Ministry of Citizens' Services must effectively engage with all of these stakeholders

The Strategy has four goals



1

To realize **best value and increased benefit to British Columbians** by using procurement strategically to improve social and environmental outcomes and promote innovation.



2

To make it **easier to do business** with government with simpler, more intuitive processes.



3

To create **more opportunity** for businesses of all sizes, adapting practices towards supporting, growing and sustaining a community of suppliers.



4

To build **greater capacity** for procurement in the B.C. public service through enhanced training and support.

Engagement: what buyers and suppliers said

Consultations point to a range of needed improvements

Issues raised

Throughout 2017-18, the Ministry of Citizens' Services spoke with a wide range of suppliers and procurement practitioners to gain their insight on procurement and contracting. Feedback can be grouped under a number of themes.

Culture and Habits

- » Government is perceived to be risk averse, stifling innovation.
- » Suppliers report having an inconsistent procurement experience in different agencies across government.

Structure and Framework

- » Suppliers see no opportunity to propose new products and innovations.
- » Procurement processes are seen as too long and complicated; more accessible to large businesses than small.
- » Transparency into procurement data is lacking.
- » Suppliers want to better understand government contractual risk and insurance requirements.

Capacity

- » Buyers and suppliers both identify an overall lack of procurement capacity in government – there is no career path and few developmental opportunities for buyers, leaving gaps across

the range of support required.

- » Suppliers observe that many government contract managers do not have the time and expertise needed to get the greatest return from contracts.
- » Suppliers report challenges reaching people and decision makers when needed.

Ideas put forward

Consultations yielded a broad range of forward-looking suggestions about how to improve government's approach to procurement.

Enable access for new entrants to the marketplace

- » Create government-industry liaisons and more opportunities for collaboration in advance of a competitive process.
- » Ensure better contract distribution through qualified supplier lists.
- » Encourage sub-contracting to small businesses; make skill maps of innovation talent available to larger suppliers.

Create new rules for the way government buys technology

- » Right-size contracts, whether large or small, to achieve value for money.
- » Break up some large application projects and co-develop with program users using an agile approach.
- » Consider open-source standards, making more of government's coding available for anyone to build on and grow new products.

Improve procurement processes and transparency

- » Streamline procurement processes and make them more consistent.
- » Define the timeline upfront and provide real-time transparency on progress through all project phases.



Goal ① Best value and increased benefit to British Columbians

Realize value for money and promote innovation

What does government want to achieve?

Each year, communities in B.C. benefit from the goods and services government procures ranging from the delivery of local programs for citizens to the provision of wildfire management across the province.

Good practice in procurement means ensuring value for money while also delivering high-quality goods and services. This includes realizing added social and environmental benefits for all British Columbians wherever opportunities exist. Examples include reducing barriers to Indigenous business participation, specifying employment for equity-seeking groups in contracts, and requiring environmentally preferable goods and service delivery. Stronger communities result from government leading the way in prioritizing good-paying jobs, ensuring opportunities for everyone, and practicing sustainability. Government buyers will be supported in achieving value for money, with tailored approaches to realizing procurement outcomes that help achieve government objectives.

What's changing?

While keeping costs down remains central to procurement, government will increase its focus on the social and environmental impacts of the goods and services it purchases, ensuring benefits are returned to all British Columbians.

Realizing best value also means buying innovative products that deliver better outcomes for people. This means paying more attention to how procurement embraces market driven innovation. Government will be less prescriptive and more open to new-to-market products and services.

Government must also understand its capacity to tolerate and manage risk in order to protect the public interest and access market innovation. Similarly, public service buyers must be supported to better manage risk in order to foster innovation.

What principles will guide us?

Prioritize value. Leverage taxpayer dollars to their full potential by determining the benefits to people and communities when procuring goods and services including social and environmental benefits as well as price and quality.

Promote innovation in government services. Practice flexible and compliant processes designed to capture market innovation and improve public services.



What **actions** will be taken?

Use procurement strategically to advance social and environmental objectives

- Align procurement priorities and governance with government's overall objectives
- Enhance and coordinate social and environmental procurement
- Develop a coordinated government approach to Indigenous procurement

Adopt flexible processes that encourage innovation

- Introduce a matchmaker function between government buyers and suppliers of innovative solutions
- Create opportunities for start-ups to co-develop solutions with buyers
- Give buyers more options when selecting procurement processes, such as negotiated or outcomes-based RFPs

Goal ② Easier to do business with government

Work with stakeholders to create simpler, more intuitive processes

What does government want to achieve?

Government has collected a lot of feedback from people who have used its procurement systems. The message from B.C. businesses and from those who oversee procurements on behalf of government is clear: it must be easier for buyers and suppliers to do business together.

Change will require modern procurement processes that are intuitive and transparent, in which government commitments for project timelines are defined and suppliers are kept informed along the way. For existing and prospective suppliers, more consistency in procurement services will be created across government and education will be provided on how to engage in procurement processes.

Simplifying government processes will also require us to adapt to the size of projects, ensuring that small contracts have procurement processes accessible to small businesses.

What's changing?

Currently, purchasing processes are often found to be complex, time-consuming, restrictive and in many cases, opaque. The Ministry of Citizens' Services will work with stakeholders to design transparent, simple-to-use processes proportionate to the size of the procurement.

Finally, as government works to make it easier to do business, it must support and protect processes that are working well, updating instead of starting again where it makes sense, and adopting improvements where innovations have been shown to work.

What principles will guide us?

Simple, intuitive processes save time. Manage procurement using modern automated tools that are user friendly and can analyze data for strategic planning.

Don't fix what isn't broken. Respect and recognize procurements being done well. Significant procurement expertise and good practice are in use today, and represent a building block for successful implementation of the strategy.



What **actions** will be taken?

Make purchasing policy and processes simple and accessible

- Modernize, reduce and simplify procurement policy
- Modernize government's automated bidding technology
- Work with buyers and suppliers to configure easy-to-use templates to create new procurements
- Create buyers' dashboards for strategic procurement planning and list management
- Create suppliers' dashboards with stored information to minimize duplicate entry

Standardize the procurement experience for suppliers

- Review government's approach to risk allocation
- Develop and implement common definitions and processes to increase the consistency and predictability of standard procurements

Goal ③ More opportunity for business of all sizes

Expand, support and sustain a resilient community of suppliers

What does government want to achieve?

Government procurement has a high strategic value in B.C.'s economy. Goods and services are purchased from thousands of businesses of all sizes, from across urban and rural B.C., throughout Canada, and around the world. Government relies on suppliers to help deliver critical services to British Columbians, and suppliers rely on government for secure contracts and the ability to provide good paying jobs and other indirect benefits to communities.

Government must create more opportunities for businesses of all sizes to ensure the growth and sustainability of a resilient supplier base. By planning procurement strategically, contract distribution can be improved. This includes aggregating demand for large, government-wide contracts, supporting effective mid-sized procurements, and maintaining distribution lists and quick access processes for small, frequent, on-demand purchases. It means right-sizing contracts to remove unnecessary barriers to competition.

Procurement changes require a review of the qualified supplier lists and corporate supply arrangements that distribute thousands of small contracts

What's changing?

Recognizing that the benefits of large-scale contracting can be significant, we must ensure that purchasing processes also create sufficient opportunity for small and medium sized businesses – ensuring a resilient range of suppliers going forward.

to ensure they are readily accessible to both buyers and suppliers. Government will ensure appropriate sub-contracting opportunities are well-advertised, and work with industry representatives to confirm that sub-contractors' availability and capacity is made known to prime contractors.

Businesses have asked government for more engagement and collaboration. By better understanding what is purchased, government will become a better shopper. By making sure opportunities are well communicated and broadly accessible, government can foster competition and growth in the market.

What principles will guide us?

Ensure opportunities for all to compete. Opportunities for all suppliers will be available through fair procurement and contract management practices.

Better procurement comes from mutual education. Government is knowledgeable about the markets it buys from and shares business intelligence appropriately and impartially to help spur market development.



Review of **strategic contracting** approach

The way forward for procurement and management of high-value service contracts

Alternative Service Delivery and Strategic Partnerships

In the past fifteen years, government's procurement strategy has included a focus on high-value service contracts, such as Alternative Service Delivery (ASD) projects. These projects were based on contracts with experienced private-sector companies for services previously delivered within the public service, in order to:

- » Maintain or enhance service levels;
- » Reduce costs, increase revenue, or maximize cost avoidance;
- » Ensure successful delivery of large complex contracts through financially sustainable suppliers;
- » Support general economic development and growth; and
- » Increase private sector involvement in the delivery of services.

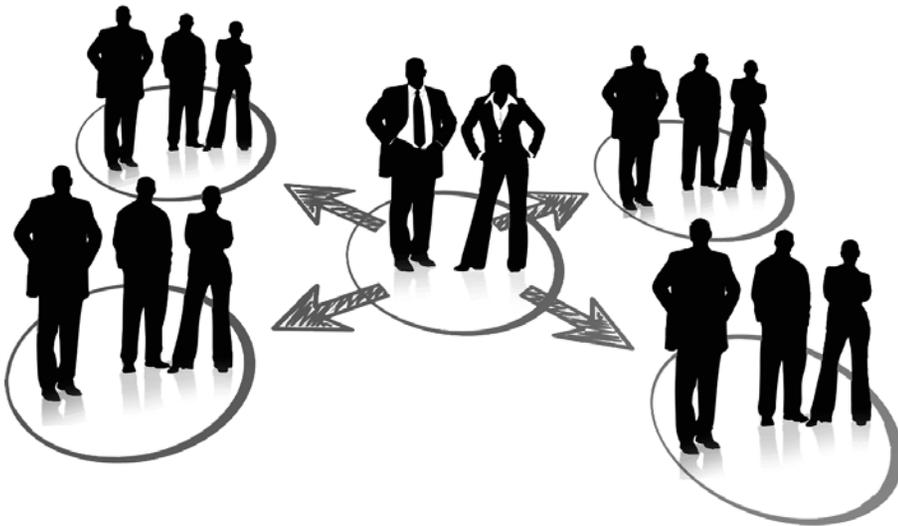
With this approach, government achieved overall cost savings, operational efficiencies and increased service; however, it has come with challenges. These included limited ability to: access innovative solutions within long term contracts, manage vendors, manage capacity and staffing required to oversee highly complex contractual relationships, and retain knowledge and technical expertise.

Optimized Sourcing

Currently, government has a large portfolio of strategic contracts providing a range of services to government and the people of B.C. in the areas of human and health services, financial services, human resources, real estate management, information management, and information technology. Many of these contracts expire between 2018 and 2024.

Changes in technology impact how services are delivered. Buyers and service providers have matured and new sourcing methods are available. Objectives for individual-level service and government outcomes have both evolved. A review of optimum sourcing and service delivery methods is underway.

It is important to recognize the numerous tangible benefits realized under the existing approach and there are circumstances where due diligence will determine that a high-value contract makes sense. It is also vital to acknowledge and learn from the experience gained by managing high-value contracts over the past 15 years. Government will use its experience to define a sourcing framework that aligns government objectives and current procurement best practices to identify next steps for these high-value contracting initiatives.



What **actions** will be taken?

Ensure opportunity for suppliers of all sizes

- Modernize the sourcing strategy for large strategic contracts
- Employ right-sizing principles in procurement planning
- Increase government-market engagement and support for suppliers
- Educate suppliers on how to respond to government procurements
- Release purchasing forecasts proactively so suppliers can anticipate trends and requirements

Enable quick access to, and improved distribution of, small scale contracts

- Create a tool to manage the use of, and compliance with, pre-qualified lists
- Work with industry representatives to improve support for sub-contracting

Goal ④ Greater capacity to support procurement

Enhance training and support to build internal capacity in the public service

What does government want to achieve?

Operational responsibility for procurement rests with hundreds of employees across government, with many more people supporting procurement activities. Many employees are proficient with procurement processes while others are involved less often and are not as knowledgeable.

Procurement must function properly for government to deliver the best possible services for people while mitigating risk and managing resources. Government is working to formalize the procurement practice as a dedicated career path within the public service, ensuring consistent support for employees who work in this area.

In addition, government will enhance the procurement career stream by supporting and training all staff engaged in this important work while retaining valuable expertise to ensure knowledge is passed on.

What's changing?

The scale, benefits and risks of government procurement require the attention of well-supported, well-trained, and often fully-dedicated staff. A procurement career stream and enhanced support and training for all staff engaged in this important work will be introduced.

Increased capacity requires a governance structure able to communicate overall direction and make strategic decisions on procurement approaches. Government will ensure there is support to assist with a wide range of processes throughout the procurement lifecycle. This will require expert involvement at the planning stage, support for buyers and suppliers with training and outreach, and cross-pollination of procurement knowledge. To share best practices and identify strategic opportunities, government will continue to grow a community of practice for procurement professionals across the broader public service.

What principles will guide us?

Employees are the key to better procurement. Government employees entrusted with procuring high-value goods and services on behalf of British Columbians will receive skills-training and tools for administering a simple, fair and transparent process.

Procurement is about more than procurement. A well-run procurement processes has positive impacts in terms of transparency, accountability, good management, program effectiveness, staff morale, and public trust.



What **actions** will be taken?

Deliver effective procurement services when and where needed

- Create a distinct career path in procurement to recruit and retain skilled professionals
- Develop an HR and training plan for procurement professionals
- Share good procurement practices by promoting a vibrant community of practice

Ensure a corporate approach to procurement supports both staff and management

- Review cross-ministry governance, procurement service delivery and compliance oversight
- Ensure that procurement governance communicates B.C.'s procurement strategy and priorities effectively across government

Critical factors for success

Key attributes of an effective procurement strategy

To be effective, the changes accompanying the strategy must exhibit a number of important characteristics.

Procurement as a strategic tool

Procurement represents a significant proportion of government's expenditure. Goods and services may be acquired in ways which accrue benefits consistent with government's key priorities of making life more affordable for British Columbians, delivering the services people need, and building a strong, sustainable economy that works for everyone, while remaining compliant with legal and trade requirements. The Province will learn from the experiences of other jurisdictions in developing a new approach.

Consistency but not uniformity

Inconsistent processes and levels of transparency in procurement can create uncertainty, unnecessary work, and perceptions of unfairness. Processes should be predictable, reliable, and sensible for suppliers. However, procurement must remain

flexible and not follow a single template when the scale of the goods and services being purchased differ, or when rural and urban markets present very different supplier landscapes to the buyer. Consistent standards of opportunity and transparency for suppliers must coexist with greater flexibility for buyers according to circumstance.

User-centric, user-tested tools

The most valuable assets in ensuring effective procurement are the people – buyers and suppliers whose work environments and businesses are directly affected by any change. In updating the BC Bid application and services, in designing new criteria and templates, and in developing training and support for small business, users will remain at the centre of each process, from needs assessment to design to evaluation.



Respect for operational expertise

This strategy seeks to create simpler, more transparent processes and better tools and support for practitioners. The greatest internal sources of knowledge and good practice are the programs and staff across all ministries who regularly undertake procurement. Effective change begins with an understanding of what is and is not working in the field, and must be evaluated in those same terms.

Capacity to support procurement

Government is challenged to recruit, train, and retain expert staff. These challenges become acute in the case of high-value service contracts, where corporate knowledge and complex procurement and contract management skills are in high demand. Ensuring effective procurement requires a realistic approach to the true capacity needed to run and support everyday procurement activity, as well as acknowledging the imbalances of capacity between buyers and suppliers which can occur in large contracts.

Implementing the B.C. Procurement Strategy

Priority actions and future initiatives



GOAL ①

Best value and increased social benefit to British Columbians

Priority 2018/19 Actions:

- Develop a Community Benefits Framework
- Develop a coordinated government approach to Indigenous procurement
- Establish the Procurement Concierge program
- Pilot the Start up in Residence program
- Publish new social and environmental impact purchasing guidelines
- Adopt a life cycle assessment framework



GOAL ②

Easier to do business with government

Priority 2018/19 Actions:

- Launch a next generation BC Bid application and services
- Modernize, reduce and simplify procurement policy
- Review B.C.'s approach to risk allocation



GOAL ③

More opportunity for businesses of all sizes

Priority 2018/19 Actions:

- Deploy a new analysis process for large strategic contracts
- Initiate Sprint with Us
- Develop a Corporate Digital Strategy
- Streamline pre-qualified lists
- Increase government-market engagement and support for suppliers



GOAL ④

Greater capacity to support procurement

Priority 2018/19 Actions:

- Continue the Procurement Community of Practice
- Host a government-wide Procurement Symposium in 2019
- Review the provincial procurement delivery model
- Establish a cross-government procurement governance body
- Enhance procurement oversight and compliance system
- Develop an HR and training plan for procurement professionals

Priority actions in 2018-19

In the first year of the strategy, new processes will be adopted to enhance the social and environmental benefits created by procurement, and government's practice will be updated accordingly. Mechanisms to award work to equity-seeking supplier groups and outcome-based procurement to evaluate new ideas will be explored. Should a coordinated approach to Indigenous procurement be pursued, engagement with Indigenous partners and businesses will be conducted on its development. A new procurement concierge program will be launched to build relationships between government buyers and market innovators.

An important focus in the first year will be modernization of the BC Bid platform. It will take at least a year to implement the new technology across government. Over that time, government will work with both buyers and suppliers to configure intuitive templates, help buyers build libraries of evaluation criteria, and help suppliers create profiles that will cut down on the time it takes to submit a proposal.

A new approach to large strategic contracts will be deployed including applying due diligence to their complex dependencies as they come up for renewal. Processes for distribution of smaller contracts will be improved, such as a new pre-qualified list for software development teams, a management

tool for pre-qualified lists across government, and enhanced procurement guidance for small and medium businesses. Government will also work with industry groups to increase support for sub-contracting.

In the first year of the strategy, a gap analysis of the current capacity and skill sets of procurement practitioners will be undertaken. A human resources plan defining a career path that supports effective procurement, provides the right training at the right time, and attracts and retains procurement practitioners will also be created.

Future actions: 2019/20 and beyond

In 2019/20, the strategy will incorporate further elements based on continued research and feedback from suppliers, procurement professionals and other experts. Government will continue to build on this framework, maximizing value to the people of B.C. and maintaining leadership in strategic procurement. Annual progress reports will be published detailing what's been accomplished, what's been learned and what the next steps will be.

If you have questions or want to learn more about what's in store, contact the Ministry of Citizens' Services Procurement Transformation Branch at Procurement.Transformation@gov.bc.ca.



Procurement values

Enduring standards of good practice

The *B.C. Procurement Strategy* requires respect for and incorporation of well-established standards of good practice. Core policy identifies the following objectives for government procurement of goods and services, based on the principles of fair and open public service procurement: competition, demand aggregation, value for money, transparency and accountability.

- ✓ Acquisitions are managed consistent with government policy and requirements of trade agreements.
- ✓ Government receives value for money spent on contracts.
- ✓ Suppliers have fair access to information on procurement opportunities, processes and results.
- ✓ Acquisition and disposal opportunities are competed, wherever practical.
- ✓ Ministries only engage in a competitive process with the full intent to award a contract at the end of that process.
- ✓ Ministries are accountable for the results of their procurement decisions and the appropriateness of the processes followed.
- ✓ Government buying power is leveraged through corporate supply arrangements (CSAs) and demand aggregation, wherever practical.

- ✓ The cost of the procurement process, to both suppliers and ministries, is appropriate in relation to the value and complexity of each procurement.
- ✓ Assets that are surplus to the needs of government are disposed of in a coordinated way to maximize the dollar return to government, and to minimize the risk to the environment.

These values will continue to apply throughout and following implementation of the strategy.



Procurement glossary

Key terms used in this document

Alternative Service Delivery (ASD)

Contracts between government and private sector firms where complex services traditionally performed within government are now provided by suppliers. Goals were improved efficiency, lower operating costs, increased economic opportunities for the private sector, and integration and aggregation of government contracts.

BC Bid

BC Bid is the procurement application that advertises opportunities to provide goods and services to ministries and the broader public sector. These organizations can use BC Bid to post procurement opportunities, including receiving on-line e-Bids directly from suppliers. Suppliers can use BC Bid to access procurement opportunities, and can take advantage of value-added e-Notification and e-Bidding services.

Best value

Benefit derived from every purchase or every sum of money spent. Value for money is based not only on the minimum purchase price (economy) but also on value added benefits of the expenditure. Under this approach, procurement processes are evaluated on value for money but also focus on the social, economic and environmental benefits to communities realized as a consequence of the procurement.

Corporate Supply Arrangement (CSA)

CSAs are supply arrangements that are available to the Province, the broader public sector, and other eligible entities. Ministries must order from CSAs where one exists that meets their needs. CSAs can be internal – where a government entity directly provides or arranges for others to access the applicable goods and/or services – or external, where orders can be placed directly with suppliers who have CSAs. Usually, suppliers are successful in a solicitation in order to be eligible to offer their goods and / or services through a CSA.

Open-source standards

A type of computer architecture or software architecture that is designed to make adding, upgrading and swapping components easy. Open architecture allows potential users to see inside all or parts of the architecture without any proprietary constraints.

Procurement

Procurement is the systematic process of purchasing and selling goods and services that involves specific phases and associated activities including: planning, pre-award, award, contract administration, contract management and monitoring, post-contract evaluation, and supplier relationship management.

Request for Proposal (RFP)

This is a request for suppliers to submit proposals that typically include information on their relevant qualifications or experience, their proposed approach or methodology, and usually the price they would charge to provide a good or service in response to an identified problem, requirement or objective. RFPs typically include predefined criteria against which proposals will be evaluated. Subject to the express terms of the request for proposals, the contract is normally awarded to the proponent whose proposal meets all RFP mandatory criteria, terms and conditions, and achieves the highest overall rating of all weighted criteria specified in the solicitation.

Request for Qualifications (RFQ)

This is a process to establish a pre-qualification list for a period of time for frequent purchases, or to pre-qualify suppliers for a subsequent solicitation. The process includes an evaluation of the responses to the RFQ to determine which respondents will be placed on the pre-qualification list.

Right-size

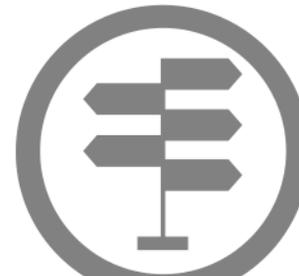
Convert a requirement, procurement or contract to an appropriate or optimum size to achieve value for money.



BRITISH
COLUMBIA

British Columbia Procurement Strategy Update

2020



Minister's Message



HONOURABLE ANNE KANG
MINISTER OF CITIZENS' SERVICES

The B.C. government is working hard to make life better for British Columbians, improve the services people count on, and create a strong, sustainable economy that works for everyone. One way we're doing this is by taking advantage of B.C.'s purchasing power.

Government spends nearly \$7 billion on a variety of goods and services each year. We need to ensure that we're getting the best value for this investment and, most importantly, that British Columbians are getting the supports and services they need and deserve.

Last year, we set out to change the way government does business. We went to the B.C. business community to ask them how we could improve, what was working and what wasn't. They told us that working with government was complicated, expensive and time consuming, particularly for small vendors. They asked us to make the procurement process more open and transparent, improve collaboration and innovation and make sure it works for all businesses. And that's what we did.

In June 2018, we launched the *British Columbia Procurement Strategy*, which is working to remove barriers for small- and medium-sized enterprises and make it easier for companies of all sizes to work with government. Our focus is on providing the best value, while also creating social, environmental, and economic benefits for people.

Since the strategy's launch, we've made solid progress in transforming our purchasing process to make it simpler, faster, and more affordable for companies to work with government. We launched the Procurement Concierge Program, an innovative platform that matches vendors with government buyers, allowing us to discover the latest and greatest that B.C. innovators have to offer, while also saving time for businesses. We introduced new Social Impact Procurement Guidelines to help buyers consider social benefits for people, as well as value. We also started work on the new BC Bid system, which will modernize how vendors access and respond to government procurement opportunities.

It's my pleasure to introduce the *British Columbia Procurement Strategy Update*, which showcases how far we've come, provides a glimpse at what's coming under the Indigenous Procurement Initiative, and outlines a clear path forward.

As we move forward, collaboration will continue to play an essential role in our work to transform government procurement. We will seek ongoing vendor feedback to help us adjust, improve, and shape the strategy. We have a long way to go, but I am encouraged by the work we have completed so far. I believe together and with the help of *British Columbia Procurement Strategy Update*, we will get there.

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Introduction

Continuing our commitment to procurement transformation

In 2018, the *BC Procurement Strategy* committed to transforming the way government purchases goods and services while ensuring British Columbians continue to receive the high-quality services they count on. Based on extensive stakeholder feedback, government established four goals to guide the modernization of B.C.'s procurement system.

The Strategy has four goals



To realize **best value and increased benefit** to British Columbians by using procurement strategically.



To make it **easier to do business** with government with simpler, more intuitive processes.



To create **more opportunity** for businesses of all sizes, adapting practices towards supporting, growing and sustaining a community of suppliers.



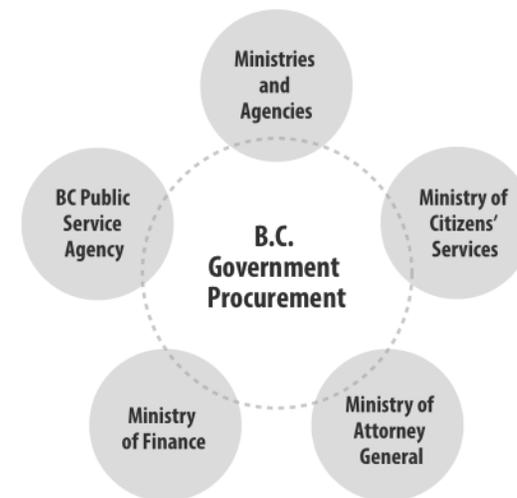
To build **greater capacity** for procurement in the B.C. public service through enhanced training and support.

Working together

Government's ability to deliver services to citizens relies heavily on procurement. Transforming the way government does business requires involvement and input from across the public service, as well as from partners and suppliers.

B.C.'s procurement system is broad and complex. Hundreds of people in the public service work in procurement, connecting citizens to the supports and services they rely on. The Ministry of Citizens' Services provides overarching government procurement advisory services, the Ministry of Finance oversees government procurement policy, and the Ministry of Attorney General provides legal advice. The BC Public Service Agency also plays a crucial role by building capacity through training and other career-development activities.

Virtually all ministries are leveraging procurement to meet government priorities, which range from government's commitment to true and lasting reconciliation with Indigenous peoples, to promoting environmental benefits in the CleanBC Strategy, and improving access for small and medium businesses across the province. Working together to modernize procurement processes over time, government-wide transformation will be achieved.



Engagement

During development of the *BC Procurement Strategy*, the Ministry of Citizens' Services worked extensively with the vendor community to explore and understand the challenges and opportunities that existed regarding procurement processes.

Feedback has and will continue to be key in government's work to transform procurement. Since the launch of the strategy, the feedback the Province

has gathered confirmed both the need to change and that government is headed in the right direction. New programs, such as Procurement Concierge and Sprint With Us, are designed to address some of the key opportunities identified and ongoing stakeholder engagement will ensure that progress continues.

Engagement since 2018

Engagement groups included:

- Indigenous business owners, organizations, and government representatives
- Economic development corporations
- Community leaders
- Vendors
- Small businesses
- Entrepreneurs
- Tech start-ups
- Government ministries and agencies
- Broader public sector
- Crown corporations
- Municipalities



Over **6000**
project specific
touchpoints

Over **1000**
strategy related
touchpoints

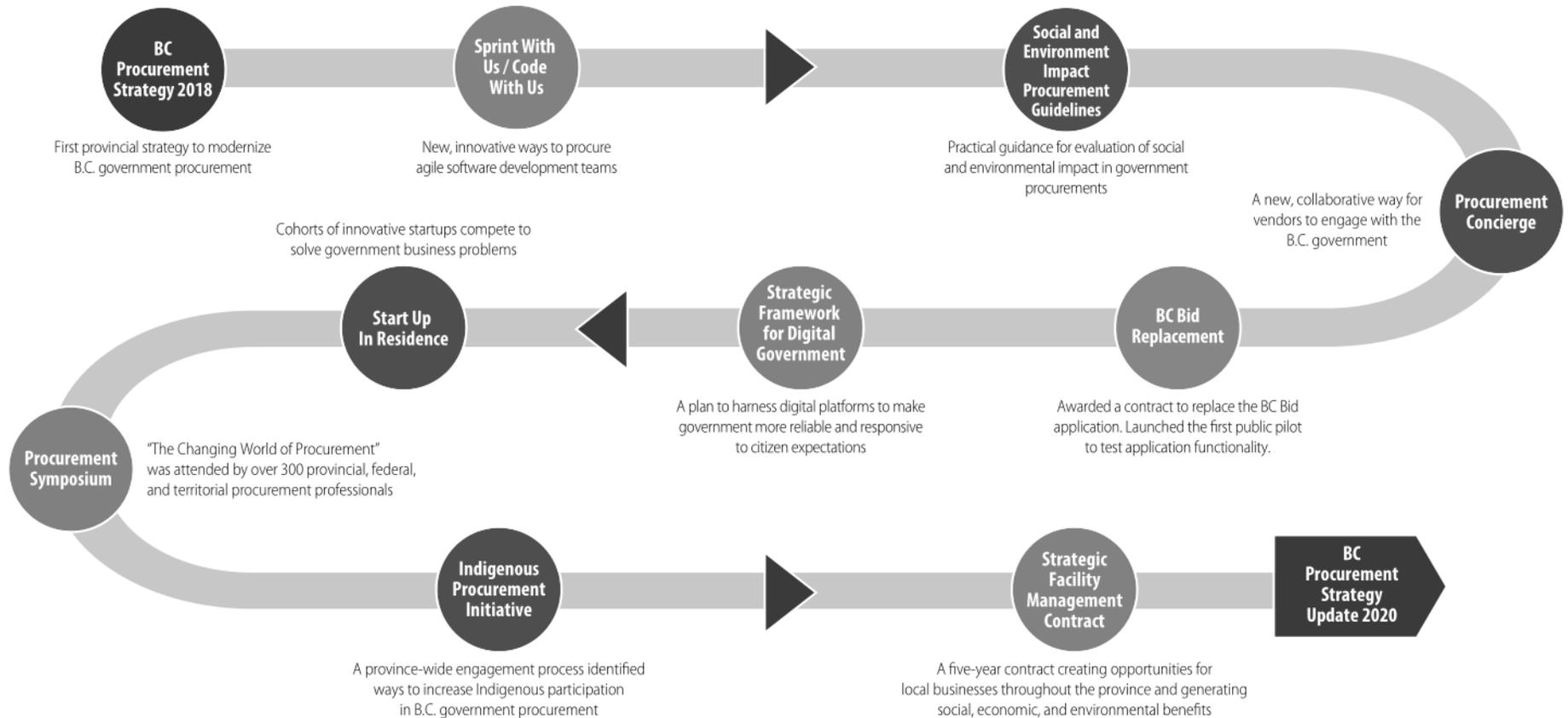
Methods included:

- Regionally specific sessions
- Online surveys
- In person conversations
- Conference calls
- Expos
- Panels
- Newsletters
- Conferences
- Online meetings
- Workshops

Implementing the BC Procurement Strategy

Since the strategy was launched in June 2018, extensive work has been undertaken across government to implement the priority 2018/19 actions. Some actions are complete, others are ongoing, and some are getting underway.

Major Milestones



Priority Action Updates



GOAL 1: Realize best value and increased benefit to British Columbians by using procurement strategically.

What is changing through transformation? While keeping costs down remains central to procurement, government will increase its focus on the social and environmental impacts of the goods and services it purchases, ensuring benefits are returned to all British Columbians.

ACTION	ACCOMPLISHMENTS	FUTURE INITIATIVES
<p>Social and Environmental Purchasing <i>Enhance and coordinate social and environmental benefits through procurement</i></p>	<ul style="list-style-type: none"> ➤ Released new guidelines to help ministries consider social objectives, such as increasing opportunities for diverse suppliers, and environmental objectives, such as acquiring goods that meet environmental certifications, as part of their purchasing decisions. 	<ul style="list-style-type: none"> ➤ Train staff to support the adoption of B.C.'s new Social and Environmental Procurement Guidelines. ➤ Engage with suppliers to explore opportunities to create additional social benefits from B.C. government procurements.
<p>Life Cycle Assessment Framework <i>Measure and evaluate the total environmental impact of a product during its full lifecycle</i></p>	<ul style="list-style-type: none"> ➤ Engaged with regional, professional, and federal agencies, which led to an opportunity to collaborate with the Government of Canada on the Low-carbon assets through life cycle assessment (LCA²) initiative. 	<ul style="list-style-type: none"> ➤ Participate in the Government of Canada's National Research Council LCA² initiative to investigate building materials and designs that offer both the lowest carbon footprint and the lowest total cost of ownership.
<p>Community Benefits Framework <i>Ensure local communities get long-lasting benefits from public investments into major infrastructure projects</i></p>	<ul style="list-style-type: none"> ➤ Established new Crown corporation – BC Infrastructure Benefits Inc. (www.bcib.ca) – to prepare for the implementation of the Community Benefits Agreement (CBA). ➤ Facilitated procurement on the Patullo Bridge replacement, Kicking Horse Canyon and the Broadway Subway in Vancouver. ➤ Successful completion of the first construction season of the Illecillewaet Highway as part of the Highway 1 project 	<ul style="list-style-type: none"> ➤ Finalize a policy framework to increase apprenticeship and skills training opportunities. ➤ Increase opportunities for members of equity seeking groups who are traditionally under-represented in the construction workforce through the CBA and Procurement and Contract Terms. ➤ Establish a Performance Measurement Framework that will measure impacts of the Community Benefits Framework Policy.
<p>Startup in Residence Program <i>Bring the ideas and expertise of start-up tech companies together with government business areas to co-develop technology solutions</i></p>	<ul style="list-style-type: none"> ➤ Launched the second intake of the Startup in Residence pilot program, which included a Ministry of Jobs, Economic Development and Competitiveness challenge to make it easier for organizations to find funding for projects to grow B.C.'s economy. ➤ Announced three successful proponents in September 2018, with their work being highlighted at a demo day at the BC Tech Summit. 	<ul style="list-style-type: none"> ➤ Lessons from the Startup in Residence pilot program are being incorporated into related initiatives such as Sprint with Us and Code with Us.

Project Spotlight: Indigenous Procurement Initiative

Supporting increased participation by Indigenous peoples in government's procurement opportunities

ENGAGEMENT HIGHLIGHTS

The Province held nine regional engagement sessions across the province in Victoria, Nanaimo, Williams Lake, Prince George, Terrace, Vancouver, Cranbrook, Kelowna, and Surrey.

This included **315** people via preliminary conversations, information exchange, regional sessions, online surveys, and in-depth conversations.

WHAT IS IT?

The B.C. Government is committed to true and lasting reconciliation with Indigenous peoples. Under the Procurement Strategy, the Province aims to reduce barriers to government's procurement opportunities and better support participation by Indigenous businesses and communities. The Indigenous Procurement Initiative (IPI) aims to create culturally-appropriate procurement practices, an Indigenous-specific procurement strategy, and provide capacity development opportunities for Indigenous

businesses and communities and government employees. Recommendations on specific actions will be developed and implemented in collaboration with Indigenous partners across the province.

WHAT HAS BEEN ACHIEVED SO FAR?

Over the past year, the B.C. government conducted extensive internal and external engagement, including meeting with more than 300 Indigenous partners and business owners across the province. The engagement confirmed that Indigenous procurement requires a holistic and collaborative process that recognizes social values and benefits, rather than focusing exclusively on the lowest bid. This feedback will inform the development of a coordinated government approach to Indigenous procurement.

WHAT WILL HAPPEN NEXT?

IPI intends to lay the foundation for continued collaboration and engagement to support and inform the development and implementation of recommendations to address what has been heard through engagement.

This foundation includes:

- Creating a dedicated project office to support the initiative,
- Establishing an external advisory committee to advise on the development and implementation of specific short-, medium-, and long-term actions,
- Delivering cultural competency training to B.C. Government employees who deliver procurement, and
- Establishing or building upon existing Indigenous business directories.



Project Spotlight: Procurement Concierge

Matching government buyers with vendors who have innovative ideas

ENGAGEMENT HIGHLIGHTS

Procurement Concierge has connected with over **400** stakeholders from various levels of government, the broader public sector, and the vendor community since the program launched.

Approximately **200** people from **105** companies have registered to attend Discovery Day Sessions.

330 companies have registered on the Procurement Concierge Web App.

WHAT IS IT?

Procurement Concierge is a new and innovative way for government to embrace market-driven innovation and make it easier for companies of all sizes to work with government. Concierge allows government to take advantage of emerging technologies and cutting-edge solutions. The program works by allowing industry experts to propose potential solutions to government business challenges prior to starting the formal

bidding process. It enables vendors with creative innovations to get their ideas in front of government staff who may need them.

WHAT HAS BEEN ACHIEVED SO FAR?

Over the past year, the Procurement Concierge team has been hard at work to get the program off the ground. The program launched in January 2019. In phase one, the Province made information available through BC Bid Resources and hosted outreach sessions to ensure the program meets vendor needs. In March 2019, the Concierge Web App was launched, allowing public-sector buyers and vendors to create profiles that identify their areas of interest.

Since its launch, four Discovery Day Sessions for twelve Requests for Information have been hosted. Discovery Days bring together government buyers and vendors for in-person meetings to present Requests for Information explaining a government issue or problem. These sessions have garnered positive feedback, giving vendors a better understanding of government's needs and perspective while also informing buyers of the variety of solutions available on the market.

WHAT WILL HAPPEN NEXT?

Moving into the next phase, the Ministry of Citizens' Services will increase the profile of the Concierge Program and shift into operations. Government market engagement will continue through Discovery Day Sessions and the development of a vendor-initiated matching process. Ongoing work on the Web App will provide vendors opportunity to submit ideas about innovative goods or services that can solve government problems.

For more information visit

<http://procurementconcierge.gov.bc.ca>



Priority Action Updates



GOAL 2: Make it easier to do business with government with simpler, more intuitive processes.

What is changing through transformation? Currently, purchasing processes are often complex, time-consuming, restrictive, and unclear. Government is working to design transparent, simple-to-use processes that are proportionate to the size of the procurement.

ACTION	ACCOMPLISHMENTS	FUTURE INITIATIVES
<p>Modernized Procurement Policy <i>Provide a plain-language, consistent, principled, and logical approach to procurement policy</i></p>	<ul style="list-style-type: none"> ➤ Began work to revise the B.C. Government's Core Policy and Procedures Manual Procurement Chapter (https://www2.gov.bc.ca/gov/content/governments/policies-for-government/core-policy/policies/procurement). 	<ul style="list-style-type: none"> ➤ Implement government's revised procurement policy to support effective government wide procurement practices. ➤ Communicate policy updates to procurement professionals across government.
<p>Review B.C.'s Approach to Risk Allocation <i>Provide clear communication on government's approach to risk allocation in contracts</i></p>	<ul style="list-style-type: none"> ➤ Performed broad internal stakeholder consultation, reviewed approaches taken by other jurisdictions, and engaged with the vendor community to clarify concerns. 	<ul style="list-style-type: none"> ➤ Continue consultation and review potential changes to government's approach to Information Technology contracting. ➤ Continue to identify opportunities to clarify and communicate government's approach to risk allocation.
<p>Review the Ministry of Children and Families' Contract and Project Management systems <i>Improve the lifecycle of procurement and contract management to support efficient and effective delivery of services to children and families throughout B.C.</i></p>	<p>New priority action.</p>	<ul style="list-style-type: none"> ➤ Undertake a review of the full procurement life cycle to identify opportunities to enhance processes and improve the well being of children and families. ➤ Design a future-state contract-management framework. ➤ Establish high-level business requirements for an IT system.

Project Spotlight: Next Generation BC Bid

Creating a modern, easy-to-use platform for government procurement

BC BID STAKEHOLDER TESTING

Engaging users early means their input can be incorporated into the new BC Bid system.

The project team has been testing the new application with vendors, gathering their feedback, and making changes based on those inputs.

This ensures the design will meet more of vendors' needs as the implementation is rolled out.

WHAT IS IT?

BC Bid is a tool which businesses use to gain access and insight to contract opportunities offered by core government and hundreds of publicly funded organizations, such as Crown corporations, health authorities, and municipalities. The current tool was implemented in 1995 and no longer meets the modern needs of buyers or suppliers. For these reasons, a new BC Bid is under development.

The new BC Bid will deliver a modern user experience, provide functionality that will help streamline and standardize procurement processes, address concerns raised by the supplier community, and provide access to the data government needs to make strategic decisions about purchasing. These features will make it easier for companies of all sizes to do business with the Province and provide the goods and services that government needs to deliver the programs people count on.

WHAT HAS BEEN ACHIEVED SO FAR?

The project is now in the implementation phase, with the launch of the new application expected in 2020. A pilot procurement opportunity ran from June to September 2019 to test and evaluate the application prior to the launch. Lessons learned from the pilot will be incorporated into ongoing system development.

Stakeholder engagement has been vital to this work through 2018 and 2019. During this period, the Ministry of Citizens' Services has conducted user-experience sessions, information sessions and demonstrations of the new application with internal and external stakeholders.

WHAT WILL HAPPEN IN NEXT?

In partnership with users, the Ministry of Citizens' Services will continue to develop the system, including developing templates and implementing the new design. This will lead up to implementation in 2020 with targeted support for ministries, the broader public sector, and vendors.

For more information on the BC Bid Replacement Project visit

<https://bit.ly/2PbEzwb>



Priority Action Updates



GOAL 3: Create more opportunity for businesses of all sizes, adapting practices to support, grow, and sustain a community of suppliers.

What is changing through transformation? Government is working to ensure that purchasing processes create sufficient opportunity for small and medium sized businesses and organizations – ensuring a resilient range of suppliers and services providers going forward.

ACTION	ACCOMPLISHMENTS	FUTURE INITIATIVES
<p>Sprint With Us <i>Develop an efficient, electronic process that allows Government to quickly establish agile product development contracts with vendors of all sizes</i></p>	<ul style="list-style-type: none"> ➤ Launched an innovative online Request for Qualifications process that allows Agile software development companies to join and qualify in a day. ➤ Reduced the cost for a company to submit a contract proposal to government from approximately \$15,000-\$25,000 to \$1,000-\$2,000 using this easily accessible process. ➤ Awarded 14 software development contracts worth more than \$10 million using Sprint With Us. 	<ul style="list-style-type: none"> ➤ Continue to operate and improve the Sprint With Us program. ➤ Use lessons learned from this initiative and other related program, such as Code With Us, to support future procurement improvements.
<p>Strategic Framework for Digital Government <i>Enable a future where government is more responsive, adaptive, and cost effective in the face of a rapidly changing world and citizen expectations</i></p>	<ul style="list-style-type: none"> ➤ Created the first version of the strategic framework for digital government which was informed through jurisdictional research and stakeholder engagement. ➤ Defined a plan to harness contemporary tools and ways of working to make government more modern, reliable and responsive to British Columbians' expectations 	<ul style="list-style-type: none"> ➤ Increase collaboration and the integration of digital tools and systems across government to deliver more responsive programs, policies, and services. ➤ Use modern technology and responsive practices to deliver on service commitments and emerging priorities faster.
<p>Analysis Process for Large Strategic Contracts <i>Right-size procurements and create opportunities for small, medium, and large companies</i></p>	<ul style="list-style-type: none"> ➤ Introduced a new framework for assessing options for high-value strategic contracts which includes prioritizing citizen and employee value, aligning contracts with government priorities and taking a coordinated approach to evaluating sourcing options. ➤ Established effective governance to improve oversight and guide decision-making for strategic contracts. 	<ul style="list-style-type: none"> ➤ Continue to embed best value into government's strategic contracts. ➤ Continue to improve processes to create the best opportunities for businesses of all sizes.

ACTION	ACCOMPLISHMENTS	FUTURE INITIATIVES
<p>Streamlined Pre-Qualified Lists <i>Streamline how vendors find, join, and are awarded contracts through lists of pre-qualified vendors</i></p>	<ul style="list-style-type: none"> ➤ Inventoried and assessed B.C. Government pre-qualified lists. ➤ Developed a new Request for Qualifications (RFQ) template and explored opportunities to further streamline processes. 	<ul style="list-style-type: none"> ➤ Increase accessibility of pre-qualified lists to improve transparency, reduce duplication and increase consistency for vendors and government. ➤ Use the Next Generation BC Bid tool to improve the creation, management, and use of pre-qualified lists.
<p>Government Market Engagement and Support for Suppliers <i>Encourage fair and open engagement between buyers and suppliers and offer increased training to suppliers on how to do business with government</i></p>	<ul style="list-style-type: none"> ➤ Improved government's understanding of supplier needs through engagement on initiatives such as the review of B.C.'s approach to risk allocation and the Indigenous Procurement Initiative. ➤ Used supplier feedback to adapt programs such as Procurement Concierge, Sprint With Us and others to make it easier to do business with government and increase support for suppliers. 	<ul style="list-style-type: none"> ➤ Continue to improve government's approach and structure to promote fair and open government-market engagement during the planning phase of a procurement. ➤ Improve communication channels and help guide suppliers and vendors through government procurement process.
<p>Feed BC <i>Increase the use of B.C.-grown and B.C.-processed foods in hospitals, post-secondary institutions, and other government-supported facilities</i></p>	<p>New priority action.</p> <ul style="list-style-type: none"> ➤ Completed extensive consultation and research to understand institutional food supply chain processes and needs. ➤ Built the Feed BC framework of four core strategies and key opportunities for action. ➤ Supported market-readiness of producers and processors through new/expanded technology, training, and resources such as a 'how to sell to government facilities' guide. ➤ Implemented Feed BC partnerships in three health authorities and baseline 'B.C. food spends' tracking across all health authorities. ➤ Implemented Feed BC in post-secondary institutions through market intelligence, procurement support, and partnerships. 	<ul style="list-style-type: none"> ➤ Expand the scope, scale, and reach of Feed BC partnerships and ease of joining Feed BC ➤ Build procurement guidance to assist new institutional partners. ➤ Identify and create strategic opportunities with private sector supply chain partners. ➤ Implement 'value chain' innovation to match-make and problem-solve the food needs of institutions with supply chain partners. ➤ Complete a Feed BC Performance Management and Reporting Framework to track, measure, and report on progress.

Case Study – Facilities Management Procurement Project

Government’s portfolio of high-value contracts provides critical services to government and the people of B.C. In July 2019, government announced a significant milestone for this portfolio when it awarded a contract to provide facilities management services for the Province’s 17-million-square-foot real estate portfolio.

Starting in April 2020, the new contractor will provide repairs, maintenance, landscaping, janitorial and construction services in nearly 1,800 provincially owned, leased, and managed buildings. This new contractor was selected using a procurement process that considered factors such as environmental responsibility, social benefits, and impacts to people and businesses to assess best value for money.

The five-year contract will create opportunities for local businesses throughout the province, and provide social, economic, and environmental benefits such as:

- Introducing a formal “Supplier Diversity Program” to ensure benefits for minorities, women, Indigenous, veterans and LGBTQ+;
- Allowing local businesses to benefit from a bulk purchasing platform; and,
- Providing guaranteed savings projects that lead to greenhouse gas emission reduction.

Moving forward the Province will continue to align its high-value contracts with government’s strategic objectives and seek opportunities to create best value for British Columbians, while also maintaining the high-quality supports and services they count on.

Priority Action Updates



GOAL 4: Build greater capacity for procurement in the B.C. public service through enhanced training and support.

What is changing through transformation? The scale, benefits, and risks of government procurement require the attention of well-supported, well-trained, and often fully dedicated staff. A procurement career stream and enhanced support and training for all staff engaged in this important work will be introduced.

ACTION	ACCOMPLISHMENTS	FUTURE INITIATIVES
<p>Procurement Workforce Strategy and Development Plan <i>Improve government's capacity to conduct procurement effectively</i></p>	<ul style="list-style-type: none"> ➤ Assessed B.C.'s procurement system capacity and maturity. ➤ Conducted extensive national and international research to identify leading workforce strategies and tactics to optimize procurement capacity. 	<ul style="list-style-type: none"> ➤ Develop and pilot a procurement career map within the Ministry of Citizens' Services before consultation and implementation across government. ➤ Develop a corporate approach to improve recruitment, retention, knowledge, and succession management for procurement professionals.
<p>2019 Procurement Symposium <i>Share knowledge, support continuous improvement, and provide a forum to promote service excellence</i></p>	<ul style="list-style-type: none"> ➤ Hosted approximately 300 attendees to share their knowledge and participate in sessions led by national and international procurement leaders. 	<ul style="list-style-type: none"> ➤ Continue to explore opportunities to build capacity and share knowledge amongst procurement professionals within the B.C. Government, broader public sector, and other levels of government.
<p>Procurement Community of Practice <i>Build procurement knowledge and share information and expertise between employees from core government and the broader public sector</i></p>	<ul style="list-style-type: none"> ➤ Grew membership to over 3,000, now the largest community of practice in the B.C. Government. ➤ Raised procurement awareness and knowledge across the B.C. Government and broader public sector through quarterly newsletters and monthly webinars. 	<ul style="list-style-type: none"> ➤ Continue to prioritize learning and use multiple communication channels to share the technical information and guidance that procurement professionals need to stay current in the complex and evolving Canadian procurement system.
<p>Provincial Procurement Delivery Model <i>Review the current operating model and develop options for improvement</i></p>	<ul style="list-style-type: none"> ➤ Developed a new strategic framework for centralized procurement advisory services. ➤ Reviewed the current operating model with a focus on meeting client service delivery needs. 	<ul style="list-style-type: none"> ➤ Continue to review processes and services to ensure they are efficient and client-centred.

ACTION	ACCOMPLISHMENTS	FUTURE INITIATIVES
<p>Cross-government Procurement Governance <i>Ensure that procurement governance communicates the BC Procurement Strategy and priorities effectively across government</i></p>	<ul style="list-style-type: none"> ➤ Formalized executive governance committees to provide strategic oversight and guidance for strategy implementation. ➤ Initiated committees with membership from 15+ ministries in key areas across government. 	<ul style="list-style-type: none"> ➤ Continue to align and integrate implementation of the <i>BC Procurement Strategy</i> across government ministries.
<p>Procurement Oversight & Compliance System <i>Create a continuous improvement process for government's procurement practice and increase capacity of the procurement oversight and compliance system</i></p>	<ul style="list-style-type: none"> ➤ Implemented a risk-based compliance model which includes targeted and predictive data analytics tests. ➤ Developed cross-government data sets through stakeholder engagement and collaboration. ➤ Expanded monthly compliance monitoring coverage to gather information in support of the first annual cross-government compliance report. 	<ul style="list-style-type: none"> ➤ Monitor compliance to support continuous improvement, mitigate financial risk and implement financial administration efficiencies.



Priority Actions and Future Initiatives

Significant progress has been made since the launch of the *BC Procurement Strategy*, which demonstrates that change is possible.

B.C. will continue to build on this positive momentum by making improvements that are informed by research and feedback from suppliers and procurement professionals. Government will continue to add to this framework, to maximize value for British Columbians and provide them with the high-quality supports and services they need in the most efficient way possible.

Moving forward the Province will focus on delivering better outcomes – from enhanced planning to streamlined processes to increased standardization across government. Government will publish progress reports to detail what’s been accomplished, what’s been learned and to outline next steps.

If you have questions or want to learn more about what’s in store, contact the Ministry of Citizens’ Services at Procurement.Transformation@gov.bc.ca or visit <http://gov.bc.ca/procurementstrategy> for updates.



GOAL 1: BEST VALUE AND INCREASED BENEFIT

Priority Actions

- Enhance social and environmental benefits from procurements
- Develop a Community Benefits Framework
- Develop a coordinated government approach to Indigenous procurement
- Continue the Procurement Concierge program



GOAL 2: EASIER TO DO BUSINESS WITH GOVERNMENT

Priority Actions

- Modernize, reduce and simplify procurement policy
- Review B.C.’s approach to risk allocation
- Review procurement and contracting lifecycle for children and family services
- Launch a next generation BC Bid application and services



GOAL 3: MORE OPPORTUNITY FOR BUSINESSES OF ALL SIZES

Priority Actions

- Streamline pre-qualified lists
- Increase government-market engagement and support for suppliers
- Expand Feed BC scope, scale and reach



GOAL 4: GREATER CAPACITY TO SUPPORT PROCUREMENT

Priority Actions

- Develop a procurement workforce strategy and development plan
- Continue the Procurement Community of Practice





Ministry of
Citizens' Services

Privacy, Access and Records Management For Ministers

Privacy, Compliance & Training Branch
Corporate Information and Records Management Office
Ministry of Citizens' Services

supporting
prudent
operation of
institutions

Records Management

preserving
historical
record

ensuring
sound
decision
making

Access to Information

meeting
statutory
requirements

protecting
legal rights
of citizens

ACCOUNTABILITY

Increasing
government
transparency and
accountability

balancing
openness and
transparency
with
individual
rights

respecting
individual's right
to control their
own information

Protection of Privacy

enhancing
operational
efficiency

Agenda

An overview of Information

**Management obligations,
including:**

Records Management

- Strategies for managing your records

Access to Information

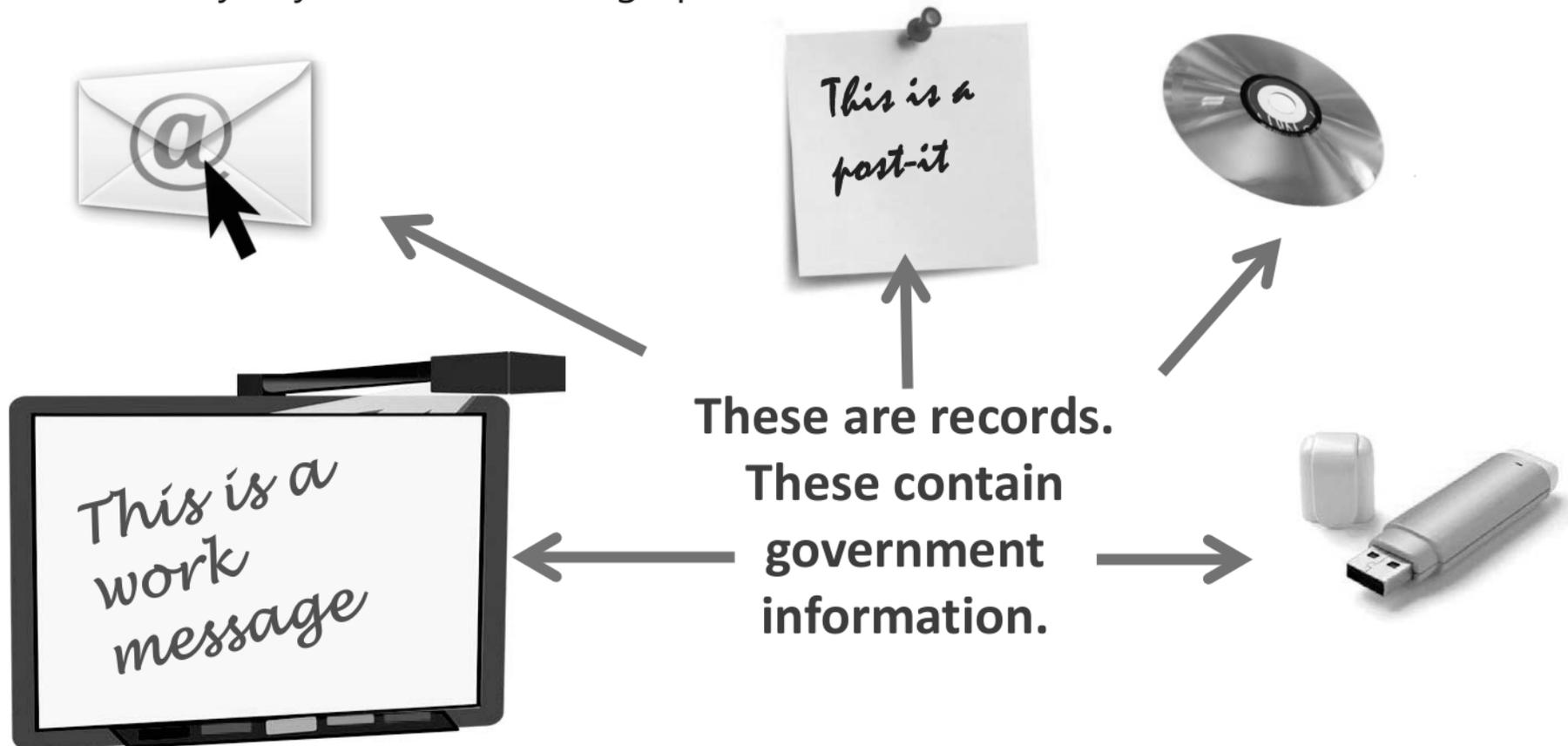
- FOI rights
- Duty to assist and related enhancements
- Proactive release

Privacy

- What is personal information?
- Privacy principles

“Records” and “Government Information”

- A “**record**” includes “books, documents, maps, drawings, photographs, letters, vouchers, papers and any other thing on which information is recorded or stored by any means whether graphic, electronic, mechanical or otherwise”



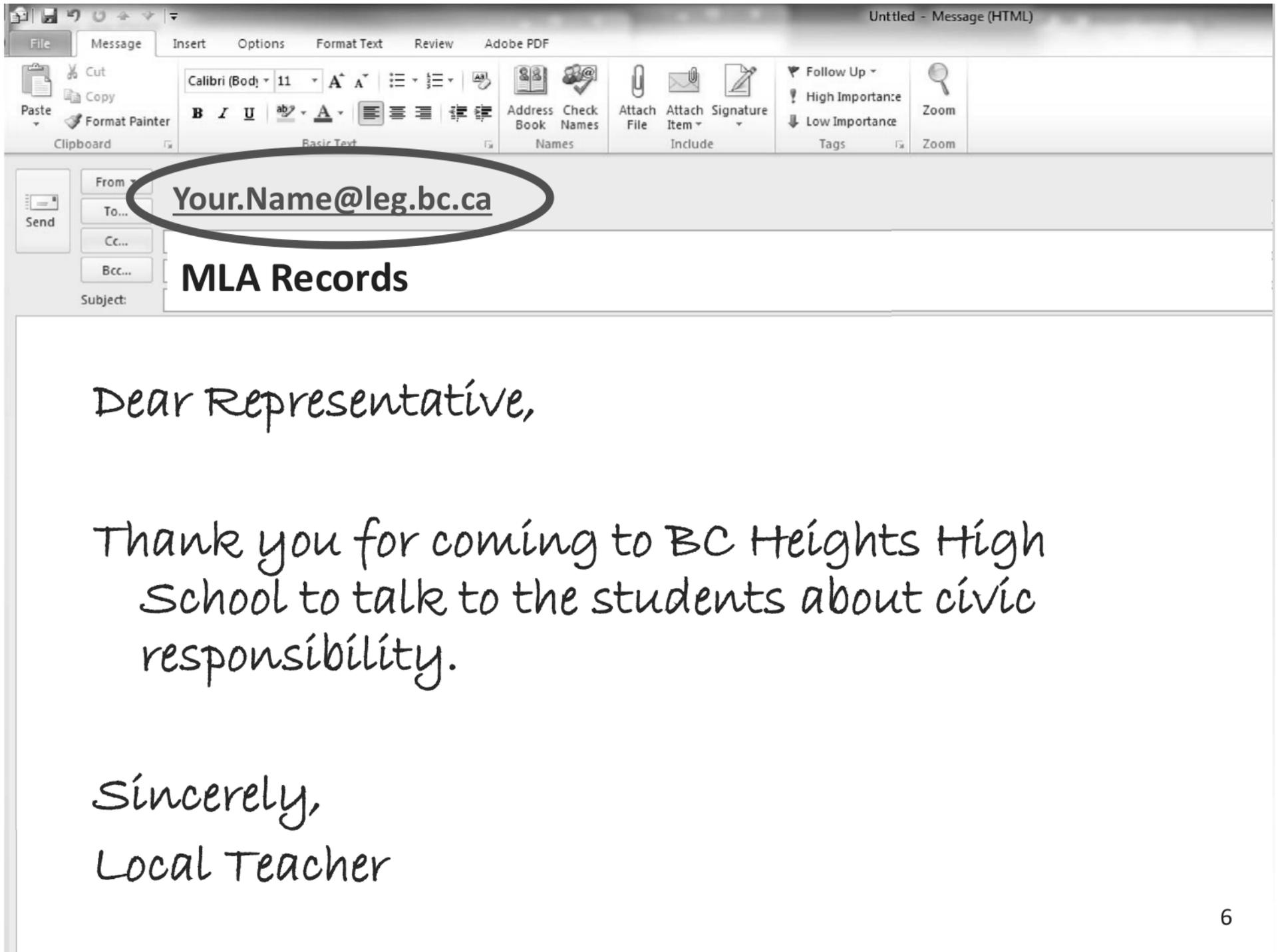
- **Government Information** is recorded information created or received by a government body in connection with government business.

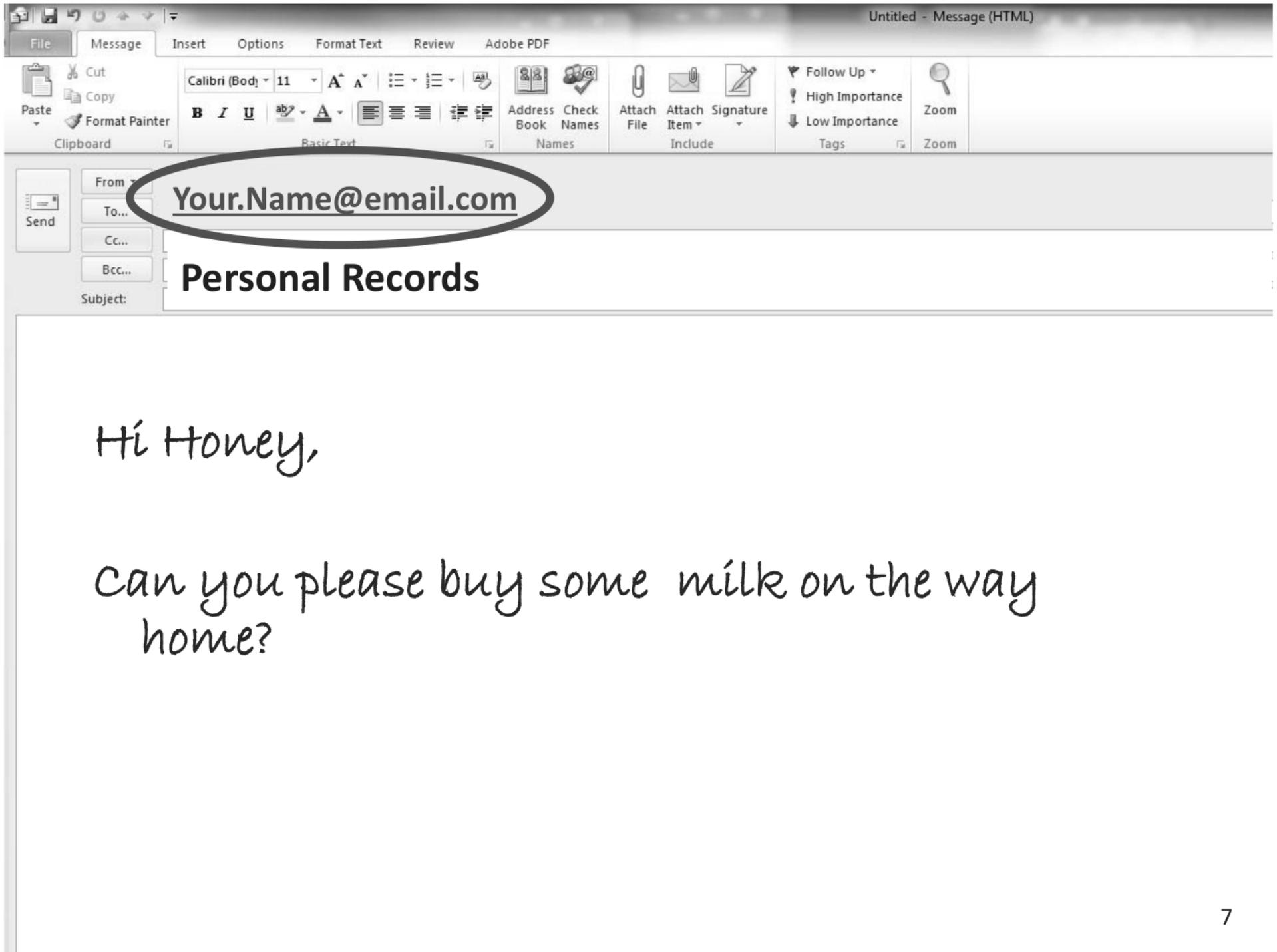
Types of Records

Types of Records in Minister's Offices

Three main types of records:

- 1. MLA** (non-government – e.g. constituency, caucus, etc.)
- 2. Personal** (non-government)
- 3. Government information** (Ministry business, Cabinet, administrative, etc.)







- Email messages are records; they need to be managed according to their content, and held within govern
- Minister's Office email belongs to the office not the individual
- If personal email, or a personal asset is used to conduct ministerial business, FOIPPA would still apply to these records
- Use of non-government record-keeping systems (e.g. Slack, DropBox) may only be used following appropriate approvals, and under certain conditions.

Cabinet Records

Constitutional Convention

Ministers and staff do not have access to the Cabinet or Cabinet-related records of the previous administration.

Cabinet Records	Cabinet-Related Records
Final Cabinet and Cabinet Committee Submissions	Briefing Notes
Draft Legislation	Draft Cabinet Submissions
Agendas	Draft Treasury Submissions
Minutes	Orders in Council
	Financial Impact Assessments

How these records are secured and managed

- Cabinet Operations holds the final versions of Cabinet and Cabinet-related records
- Treasury Board Staff hold Treasury Board records
- Deputy Minister’s Office holds everything else, unless retained in the program area office

Calendars

8^{am}

9⁰⁰

- **Your calendar is a record subject to FOI Requests**

10⁰⁰

11⁰⁰

- **Be aware of attachments embedded within calendar entries**

12^{pm}

⏪

1⁰⁰

Previous Appointment

- **Be current, clear, concise and accurate**

2⁰⁰

3⁰⁰

- **Mark only personal appointments as private**

4⁰⁰

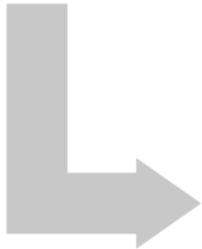
5⁰⁰

6⁰⁰

Records Lifecycle

Create/
Receive

Create an adequate record documenting decisions and actions



Maintain

Retain records for accessibility, accountability and operational purposes



Dispose/
Archive

If disposing of records, do so securely and only in accordance with official applicable schedules

tran·si·to·ry

/ˈtranzəˌtôrē, ˈtranzəˌtôrē/

adjective

records that are of temporary usefulness and are needed for only a limited period of time in order to complete a routine action or prepare an ongoing record

“transitory records may be deleted when they are no longer useful”

More



Translations, word origin, and more definitions

“

**It is a record's
content and
context that
determines
whether a record
is transitory,
rather than its
form**

**- Elizabeth Denham,
former Information &
Privacy Commissioner**

13

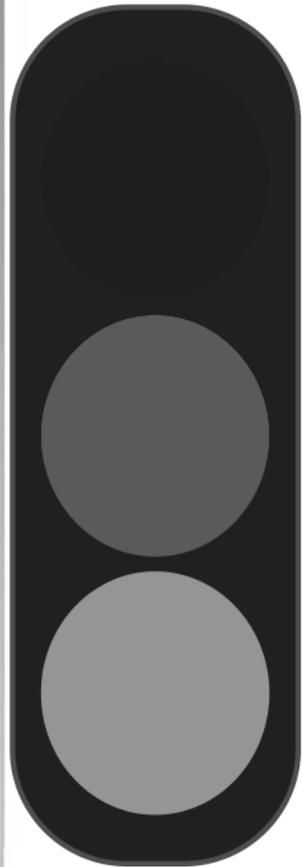
Clearly Transitory

– Redundant Information

- Convenience copies, email superseded by later email in a string of messages, the received copies of a message received by a large audience, procedural emails that result in an official record being filed

– Non-Substantive Drafts

- Rough working notes and calculations no longer needed for drafting a document
- Working drafts never circulated or reviewed
- Drafts whose content (aside from formatting differences, typos, etc.) is fully duplicated in a subsequent record.



Clearly Not Transitory

- Treat all records as “official” until proven “transitory”
- **When you are unsure, contact your Records Officer**
- Any “official records”, including:
 - » Official invitations and itinerary
 - » Meeting agendas, minutes, and notes
 - » Expenses
 - » Briefing materials

...unless:

- » you know that you are not the OPR,
- » you know who is the OPR, and
- » you know that the OPR is retaining the record

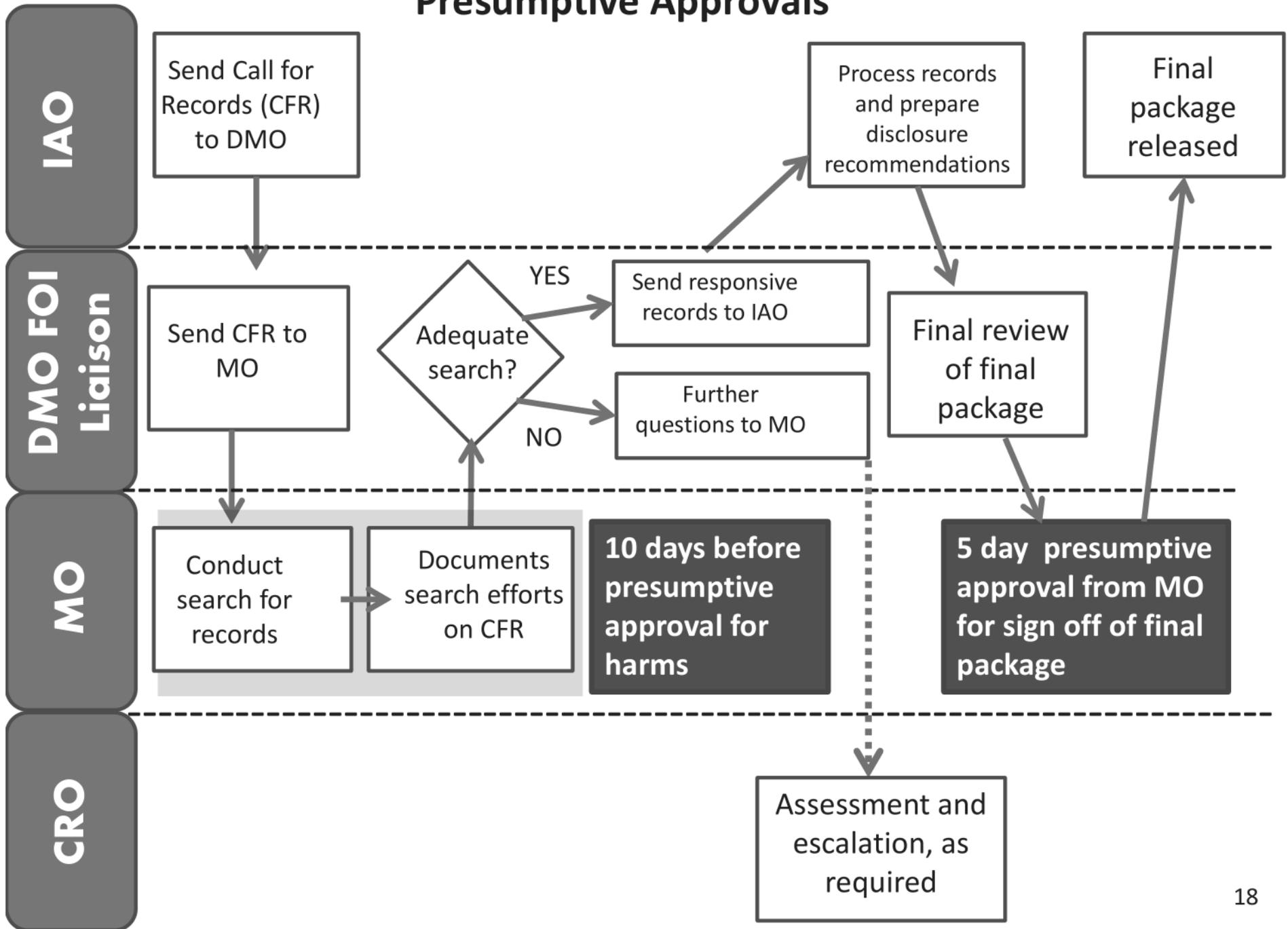
Using Your Judgement

- Does the record document substantive activities, decisions and/or the decision making process of the Minister's Office?
- Is the record significant in relation to the activity for which it was created/used in support?
- Does the information best document the activity it was created or used to support in relation to other records?

Freedom of Information



Presumptive Approvals



Proactive Disclosure

- Disclosure of information without the need for a formal FOI request
- BC is a leader in transparency and openness.



Open Information

“

In order for an organization to become information-savvy, it must begin by internally recognizing information as an actual asset.

- Gartner

Guiding Principles to Managing Sensitive or Confidential Information

Right Information

Right Person

Right Purpose

Right Time

Right Way

- Managed based on the “need to know” and least privilege principles
- Access only to the minimum amount of personal information required to perform employment duties
- Access permissions should be assigned consistently and kept up to date

“

...without sound and well-resourced information management — and without executive-level commitment to information management — government cannot properly discharge its overall functions...

**- David Loukidelis,
former Information &
Privacy Commissioner**

22



Ministry of
Citizens' Services

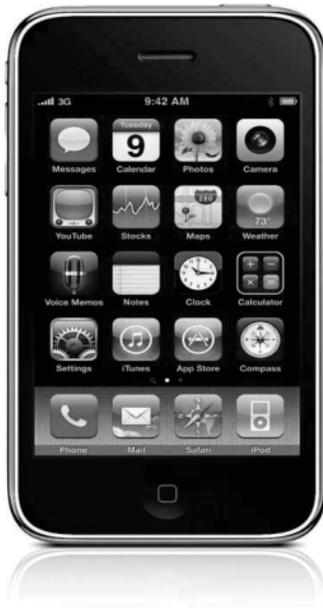


Supplemental Use Cases

USE CASE # 1: “What devices should I use in my role as a Government Official (and MLA)?”

Phone

1. Two phones: Government phone and a MLA phone (Recommended)
 - Any alternative arrangement must include a Government phone.



Computers and/or Tablets

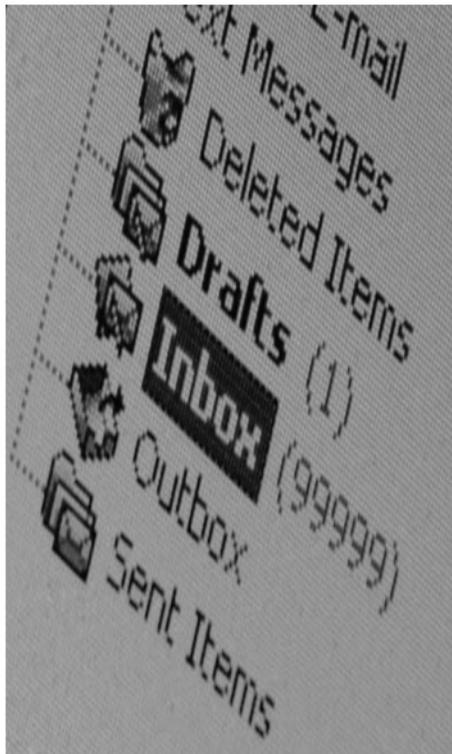
1. Two Computers: Government Computer and MLA Computer (Recommended)
 - Any alternative arrangement must ensure that documents are only accessed/stored on the appropriate respective systems (e.g. only access gov't records via VPN/DTS; don't store MLA documents on gov't device)

USE CASE # 2: “How do I compose and direct emails more effectively?”



- Use descriptive subject descriptions
- Identify priority actions in the Subject Line (e.g. Urgent; For Action)
- Keep emails to a single topic where possible
- Assess the full email thread and subject heading before forwarding or responding
- Carefully define audiences between “To” and “CC” (general awareness no action required)

USE CASE # 3: “How do I best manage the volume of emails I receive?”

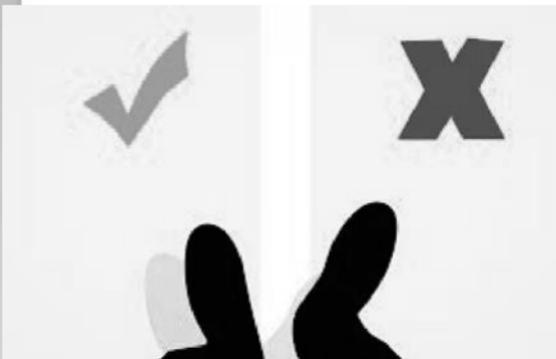


- Review email workflows with your MAs and DMs to ensure communication is efficient (e.g. formal document approvals)
- Any delegation of email box records management to staff should use MS Outlook's privileges
- Make classifying, filing and clearing emails part of your day
- Use folders to stay organized
 - A simple method is to establish a 'Retain Folder' for non-transitory records prior to filing in the official record keeping system
- Handle each email as few times as possible
 - When opening email: Deal with it; Delegate it or Delete it (consistent with information schedules)

USE CASE # 4: “My constituents and stakeholders don’t distinguish between my roles as a Government Official and Elected Official and reach out directly through a variety of communications channels.”

Best Practice – Government Role:

- Don’t reply from non-govt account
- Forward to govt account to reply – if appropriate
- Avoid using other communications channels
- Be aware some communications tools are not compliant with policy and legislation
- Contact your DMO for information on the use of non-standard government tools



USE CASE # 5: “I’ve given most of my records to my DMO, now what?”



- Majority of records processed in an MO will eventually be retained by other offices
- In limited circumstances, the MO can expect to have to retain records, according to the Executive Records Schedule
- When you are not the OPR – the duty to assist is about connecting a requester with the records
- Document and communicate where records are routinely retained

USE CASE # 6: “I’m managing records on an initiative I just completed, how do I know which files are transitory?”



- Conduct the assessment discussed previously (red/yellow/green).
- Validate “yellow” records with someone else.
- Assess whether the remaining records represents a complete picture of the initiative – including its genesis, approval, funding, significant changes, and completion.
- If you are unsure, contact your DMO for referral to your Ministry Records Officer

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Cabinet Confidences

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CABINET MEMBERS' REFERENCE GUIDE – OCTOBER 2020

A. Introduction

Orientation for Ministers 2020

INTRODUCTION

The Orientation for Ministers briefing materials represent advice from the Public Service that provides an overview for ministers respecting their roles and accountabilities as members of the Executive Council.

The materials provide information about key entities and processes of government, including how Cabinet and its committees function; standards of conduct for ministers and other officials; financial management; information management and FOI; and the roles of statutory officers of the Legislature and statutory decision-makers.

Note that the information in these materials does **not** constitute legal advice.

For more information about the Cabinet and Committee process, see the Cabinet Operations intranet site at <http://gww.cabops.gov.bc.ca/>.

For more information respecting a minister's role as Member of the Legislative Assembly, including Assembly procedures and services; managing a constituency office; and remuneration and benefits, see the "Member's Guide to Policy and Resources" on the Legislative Assembly's website at <https://members.leg.bc.ca/>.

CABINET MEMBERS' REFERENCE GUIDE – OCTOBER 2020

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CABINET MEMBERS' REFERENCE GUIDE – OCTOBER 2020

C. Cabinet Processes

1. Cabinet and Committee Decision-Making Processes
2. Legislative Process
3. Orders in Council
4. Budget Development Process and Current Year Information
5. Central Agencies of Government

1. CABINET AND COMMITTEE DECISION-MAKING PROCESSES

Cabinet

Cabinet, or Executive Council, is established under section 9 of the *Constitution Act*. It is the ultimate decision-making body for government.

Functionally, Cabinet is a collective body of Ministers deciding significant government issues. Deliberations and decisions are focused on strategic priorities and substantive issues, as well as accepting or rejecting recommendations in relation to such matters. The legal powers of the executive are exercised by those with statutory authority to act (for example the Lieutenant Governor in Council or individual Ministers).

As a matter of course, significant decision or actions are first discussed and collectively agreed on by Cabinet. Cabinet determines and regulates its own procedures. Final decisions on Cabinet procedures rest with the Premier, as chair of Cabinet.

The frequency of meetings of Cabinet is determined according to the wishes of the Premier and according to the volume of material proposed for review. Cabinet's meeting schedule has been both weekly and bi-weekly.

Cabinet Committees

Cabinet could not operate effectively if all proposals were brought directly to the Cabinet table. Accordingly, Cabinet normally establishes committees to discuss and analyze proposals specific to certain sectors. Cabinet committees provide recommendations to Cabinet for review and approval. This helps focus recommendations to Cabinet on a narrower set of policy options and save time at the Cabinet table, while still allowing for a detailed discussion of the matter at the committee.

The Cabinet committee process is designed to move items efficiently and effectively and promote shared decision-making. Membership of all Cabinet committees is determined by the Premier. The Chair of Treasury Board is the Minister of Finance, as per section 3 (1)(a) of the *Financial Administration Act*. Minutes of all Cabinet committees are recommendations to Cabinet and are not final until approved by Cabinet.

Two committees, Treasury Board and the Environment and Land Use Committee (ELUC) are established in legislation and must be properly appointed if authorities under sections 3 and 4 of the *Financial Administration Act* and sections 2, 3 and 4 of the *Environment and Land Use Act*, respectively, are to be exercised. Additional committees may be established to meet general or specific needs.

Prior to the swearing-in of the new cabinet following the October 2020 election, there were 10 Cabinet committees supporting the Executive Council in its decision-making:

Priorities and Accountability

Ensures items moving through Cabinet and committees are government priorities and consistent with government's strategic plan and priorities. This committee considers items and issues that are potentially controversial and divisive; then discusses and determines how to best shape and present items for Cabinet's consideration. It also sets priorities for legislative drafting and assists Government Communications and Public Engagement in establishing key communication objectives for the year.

Treasury Board

Treasury Board is mandated by the *Financial Administration Act* as a committee of the Executive Council in matters relating to government's accounting policies and practices, management practices and systems and financial management and control. Treasury Board also evaluates the economy, efficiency and effectiveness of government programs and examines matters of government personnel management or other matters referred to it by the Executive Council. The majority of members of the Treasury Board must be members of the Executive Council. Treasury Board has prescribed powers under the Act to make regulations or issue directives.

Environment and Land Use Committee

The Environment and Land Use Committee is mandated by the *Environment and Land Use Act* to establish and recommend programs to foster increased public concern and awareness of the environment. It also considers the preservation and maintenance of the natural environment in the administration of land use and resource development and can make recommendations to the Lieutenant Governor in Council on matters relating to the environment and the development and use of land and other natural resources. The Committee may study any matter related to the environment or land use, prepare reports, and, if advisable, make recommendations to the Lieutenant Governor in Council. It has the power to hold a public inquiry, appoint technical committees and make regulations. The majority of members of the Environment and Land Use Committee must be members of the Executive Council.

Legislative Review Committee

Reviews draft legislation clause by clause to ensure it meets the policy intent and direction approved by Cabinet or one of its Committees. Items are scheduled for the Legislative Review Committee agenda once a Certificate of Readiness of the draft legislation has been signed by the responsible Minister or the Minister's designate. It is the final cabinet-level review of draft legislation before introduction in the House.

Cabinet Committee on Sustainable Shared Prosperity

Reviews proposals that contribute to the creation of a vibrant and environmentally sustainable economy in British Columbia.

Cabinet Committee on Social Initiatives

Reviews proposals for making life more affordable and tackling poverty and inequality.

Cabinet Committee on Reconciliation

Reviews proposals for advancing reconciliation with Indigenous peoples in BC such as the new fiscal relationship and the *Declaration on the Rights of Indigenous Peoples Act*.

Cabinet Working Group on Child Care

Reviews proposals related to development and implementation of a universal child care system.

Cabinet Working Group on Mental Health and Addictions

Reviews proposals responding to the opioid crisis and delivering BC's Mental Health and Addictions Strategy.

Cabinet Working Group on Housing

Reviews proposals to develop cross-government solutions and strategies to meet government's objectives for affordable housing.

Annual Planning Cycles

The annual planning cycle of government is comprised of three distinct planning cycles: the Strategic Planning Process, the Budget Planning Process, and the Legislative Planning Process.

Strategic and Performance Planning

Historically, the Strategic Planning cycle begins in preparation for Cabinet's planning session. An analysis of the prior year's public accounts and annual reports is conducted to inform discussions. It is at this session that Cabinet determines the broad objectives and key deliverables for the upcoming year and direction for subsequent years. Decisions and direction are then used by ministries and Crown agencies on the development and annual updating of their individual three-year service plans. Once ministry service plans have been prepared, they are reviewed to ensure they are consistent with the strategic priorities of government as outlined in its strategic plan and to ensure corporate delivery of priorities. Crown agency service plans are reviewed by Crown agency boards. Both are approved by the minister responsible.

The strategic plan and the ministry service plans are tabled in February, as required under sections 12 and 13 of the *Budget Transparency and Accountability Act* and released simultaneously with the budget. The strategic plan provides guidance and direction to the development of ministry plans and corporate initiatives and is directly linked to the budget. The plan is monitored and reported on annually to ensure accountability for delivery and in preparation for the next planning session.

Budget Cycle

Typically, the budget review process begins in the Fall, and involves Treasury Board reviewing ministry requests for additional resources, for new initiatives or to manage funding pressures. Instructions to ministries on government priorities for the coming years and how ministry requests are to be presented (e.g. whether there are any identified thematic envelopes) are normally issued in the summer months. Treasury Board decisions are made in December using the latest economic and fiscal forecasts. In January, there may be minor adjustments made as budget economic and revenue forecasts are finalized. As a matter of budget confidentiality, there are no Cabinet minutes pertaining to budgetary decisions.

It is important to note that, as per section 6(1)(c) of the *Financial Administration Act*, tax policy decisions are the purview of the Minister of Finance and held in strict confidence. As far as implementing tax policy decisions is concerned, that often requires legislation or regulations and the ultimate decision-maker would then be the Legislature or whoever was empowered to make the regulations (generally Cabinet and the Lieutenant Governor in Council). The Minister of Finance, as Chair of Treasury Board, remains in regular communication with the Premier throughout the budget process to ensure decisions are consistent with government priorities.

Legislation Cycle

Each year, Cabinet reviews and approves a list of legislative proposals. Policy changes must be considered by Cabinet before any legislative drafting begins.

If a legislative proposal is approved, the ministry will be asked to develop a formal “Request for Legislation” (RFL). The policy proposed by the RFL will be reviewed by an appropriate Cabinet committee, which will make recommendations to Cabinet. If approved, the ministry will receive written notice confirming they should begin working with legislative counsel to draft legislation. The material should be provided to the drafters as soon as possible, ideally several months before the legislation is scheduled to be introduced. The ministry should ensure that it provides full policy support to legislative drafters. Ministers are responsible for monitoring and ensuring progress in the development of their legislation.

Draft legislation is submitted for review to the Legislative Review Committee to ensure the draft is in accordance with approved policy and priorities. Approved drafts are finalized and prepared for introduction into the House. The timing of introduction is managed by the House Leader.

Orders in Council (OICs) and Regulations

Cabinet also reviews and approves other statutory instruments, such as Orders in Council and regulations, which are made under the authority of a particular Act. An Order in Council may be used to:

- Bring legislation into effect;
- Create or make changes to a regulation; or
- Make or rescind an appointment to a senior position in the public service (e.g. Deputy Minister) and to various agencies, boards and commissions.

The Minister and the ministry are responsible for ensuring that Orders in Council are brought forward well in advance of critical expiry dates and other time pressures.

The Crown Agencies and Board Resourcing Office (CABRO) presents recommendations to Cabinet concerning appointments of heads/ chairs or members of various agencies, boards and commissions. The Minister and the ministry are responsible for ensuring that Orders in Council are brought forward well in advance of critical expiry dates and other time pressures.

For further reference

The following hyperlink is to the government’s Strategic Plan for 2020 (pre-COVID):

https://www.bcbudget.gov.bc.ca/2020/pdf/2020_Strategic_Plan.pdf

TREASURY BOARD

Treasury Board is a committee of the Executive Council whose powers, functions and duties are established in section 4 of the Financial Administration Act (FAA), which authorizes Treasury Board to make decisions regarding:

- government accounting policies and practices;
- management practices and systems;
- financial management and control;
- evaluation of government programs as to economy, efficiency and effectiveness;
- government personnel management; and
- other matters referred to it by the Executive Council.

Treasury Board may also make regulations or issue directives to control or limit expenditures or set conditions for any expenditures.

Treasury Board Staff works on behalf of Treasury Board to coordinate with ministries, Crown corporations and agencies to prepare the Province's three-year fiscal plan, and to monitor the management practices and risks and opportunities affecting the operating and debt targets set out in the budget and three-year fiscal plan.

Although Treasury Board is assigned responsibilities under the FAA, it is the primary responsibility of each minister under the general direction of Treasury Board and the Minister of Finance to ensure that the financial affairs of the ministry are properly administered. In addition, ministers may be designated as being responsible for one or more Crown corporations and agencies (including the school districts, universities, colleges, and health organizations, or SUCH sector) whose financial affairs may be subject to Treasury Board regulations, directives and policies, and whose Boards are accountable for ensuring that appropriate financial administration is in place.

The Chair of Treasury Board is the Minister of Finance. The balance of the Treasury Board has been comprised of both Cabinet ministers and Members of the Legislative Assembly. A Cabinet Minister is appointed as Vice-Chair.

TREASURY BOARD STAFF

Treasury Board Staff (TBS) supports the Board and the Minister of Finance by:

- acting as a secretariat for Treasury Board including coordinating and managing Treasury Board meetings throughout the year;
- reviewing and analysing ministry proposals and providing recommendations to Treasury Board which includes assessment of:

- the cost effectiveness and use of financial resources;
 - alignment with government priorities and policy approvals;
 - the feasibility of implementation plans and use of key performance indicators;
 - the legal and accounting treatment and risks and other applicable policies (e.g. procurement policies);
 - previous decisions and precedence that could be set; and,
 - other relevant factors including confirming that Gender Based Analysis+ (GBA+), the *B.C. Declaration on the Rights of Indigenous Peoples Act*, and consultations with appropriate stakeholders have been considered as part of the proposal.
- preparing the government’s annual Budget and Three-Year Fiscal Plan, Estimates, economic forecasts, Quarterly Reports/forecasts and the Financial and Economic Review;
 - managing the budget development process and monitoring, forecasting and recommending corrective action related to government revenue, expenditures, capital and debt, and risks and opportunities related to the three-year fiscal plan;
 - evaluating and reviewing commercial Crown corporation initiatives, performance measures, investments, budgets, performance management and related financial issues; and
 - supporting the development, implementation and management of government’s ten-year capital plan consistent with the corporate strategic priorities of government.

Cabinet Confidences

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2. LEGISLATIVE PROCESS

Cabinet Operations, Legislative Counsel and ministry staff support the development of government's legislative agenda aligned with the priorities set by government.

This document describes the process used to set priorities in developing the legislative agenda. It is provided for information purposes only.

Often the demand for legislation outstrips the capacity for development and debate. Tight coordination of the approval and development process ensures that the finite resources are directed to government's highest legislative priorities.

Under the direction of the Cabinet Secretary, and according to the priorities determined by Cabinet and the House Leader, Cabinet Operations coordinates the legislative processes as described below. Tax related budget legislation follows a different process and is described in the Budget Legislation section below.

Setting the Legislative Agenda

Legislative Proposals

Cabinet Operations tracks legislative proposals for upcoming and future legislative sessions. A legislative proposal consists of a short, plain-language description of what the proposed legislation or amendment to existing legislation would do. An estimate of the magnitude of the legislative drafting effort (major/minor/moderate) associated with each proposal is also made. Legislative proposals are used to set priorities for legislative development and allow an early check-in with Cabinet and its advisors before ministries or Legislative Counsel invest in the development of Requests for Legislation.

Benefits of development of legislative proposals include:

- Allowing early notice to prepare legislative agenda items (especially important for major initiatives that may require multi-year development);
- Allowing more optimal timelines for required policy work, consultations and Cabinet and Treasury Board approvals;
- Optimizing planning and resource allocation of finite policy and legislative drafting resources; and
- Providing increased opportunities for strategic coordination and scheduling of Bill Introduction and announcement.

Cabinet Approval of Legislative Plans

Cabinet Operations consults the Cabinet Secretary, Chief of Staff's Office and House Leader's Office to prioritize legislative priorities for upcoming legislative sessions and tracks proposals identified for future

consideration. Priorities are established according to key policy goals of Cabinet, legal and fiscal imperatives. Deputy Ministers are asked to confirm that the legislative proposals associated with their ministry represent the key items required to meet government's priorities. Cabinet is then presented with a proposed corporate priority list for its next legislative session. Legislative Counsel's drafting capacity and available House time are taken into consideration by Cabinet when determining approval of the priority list.

Cabinet's decisions respecting the Legislative Agenda are communicated to Ministers by way of a Cabinet Record of Decision (ROD). Together these decisions comprise Government's Legislative Agenda.

In practical terms, the ROD indicates which items proposed by a ministry are approved to move towards the development of a Request for Legislation (RFL). The ROD may also explicitly indicate which items are not approved or are deferred to a future year.

Cabinet Operations facilitates the preparation of legislative priorities for review by Cabinet, tracks Cabinet's decisions and the assignment of relative priorities. Following the distribution of RODs, approved items are monitored closely, and progress reports are provided to Cabinet.

Development of Legislation

Policy Review and Approval

Policy options should be fully considered and clear policy direction obtained through the regular Cabinet decision-making process before an RFL is submitted for approval. The onus is on the sponsoring Minister to ensure appropriate and timely review (including cross-ministry and Treasury Board approvals) to resolve policy and fiscal issues at the earliest opportunity and ensure progress of the legislative agenda is not delayed. The Ministry is also responsible for addressing any unanticipated policy issues that may emerge during the drafting process.

Cabinet Operations provides information and support to ministries throughout this process and, along with other agencies, coordinates required approvals. Ministries are responsible for ensuring the proposed legislation complies with relevant statutes and agreements. Depending on the purpose and scope of the legislation, examples may include:

- the *Community Charter, Local Government Act or Local Government Grants Act*;
- the *Declaration on the Rights of Indigenous Peoples Act*;
- First Nations with treaties;
- the *Freedom of Information and Protection of Privacy Act*;
- the Canada-United States-Mexico Agreement (CUSMA);
- Canadian Free Trade Agreement;
- the Trade, Investment and Labour Mobility Agreement (TILMA);

- the New West Partnership Trade Agreement; and
- the Public Service Agency, Public Sector Employers' Council Secretariat.

Request for Legislation (RFL)

Ministers are responsible for the timely development and submission of RFLs for all items approved to proceed as communicated in Cabinet's decision respecting the upcoming legislative agenda. The purpose of the RFL is to describe the proposed legislation in sufficient detail for full understanding of the context of the proposal, the problem the legislation is intended to address, and how the legislation is expected to resolve the problem. The RFL also provides detailed drafting instructions to Legislative Counsel.

Ministry staff consult with their solicitor in advance of submitting the RFL to ensure any potential legal issues or conflict of interest that could directly or indirectly affect the initiative are identified.

The RFL is comprised of the following parts:

- Main Body – provides the overview and context, presenting the case for legislation, relevant background details, policy choices and articulates how the proposed legislation will achieve policy objectives;
- Appendix A – Legislative Counsel Comments: legal advice to Cabinet respecting the proposed legislation;
- Appendix B – Treasury Board Staff Comments: assessment of the financial implications, including total cost or benefit to government for implementation of the proposed legislation;
- Appendix C – 3 Column Document: detailed item-by-item breakdown defining the problem, describing the proposed changes and why the proposed approach was chosen; and
- Appendix D – Drafting Instructions: specific details for Legislative Counsel respecting the drafting of the legislative provisions.

Committee Review of RFLs

Cabinet Committees are charged with reviewing the majority of RFLs and making recommendations to Cabinet respecting approvals. Only RFLs most salient to government's key priorities are reviewed by Cabinet or the Priorities and Accountability Committee directly. Approvals are communicated to ministers by way of a Cabinet ROD. This ROD constitutes "approval to draft" legislation and engage Legislative Counsel and other resources as necessary.

Drafting Legislation

Ministers are responsible for monitoring and ensuring progress of their approved legislative items. Ministries are expected to provide full policy support to the drafting process and should be proactive in confirming policy direction or approvals or, where warranted, seek further direction in a timely manner. Legislation drafting teams are led by a ministry Instructing Officer who is responsible for delivery of the

ministry's legislation. Ideally, Instructing Officers should have ready access to ministry decision-makers and keep them well informed respecting development status of the legislative initiative.

Other members of the drafting team include additional policy staff, the ministry's advising solicitor and Legislative Counsel drafters.

Cabinet Operations monitors and tracks the progress of legislation and schedules draft legislation for presentation to the Legislative Review Committee.

Legislative Review Committee Approval

The Legislative Review Committee (LRC) reviews final draft legislation on a clause-by-clause basis to ensure the draft legislation reflects Cabinet's policy intent. All consultations, including Treasury Board review, need to be completed prior to LRC review. LRC is the last Cabinet-level review of legislation before it is introduced in the House.

Once approved by LRC, Legislative Counsel packages the draft legislation for Introduction. The packaging of Bills is directed by the House Leader.

Introduction of Legislation in the House

The timing of Introduction of legislation is directed by the House Leader. Close communication between the House Leader's Office, Cabinet Operations and the Chief of Legislative Counsel is essential to ensuring Bills are ready in accordance with House Leader's schedule for Introduction. Ministries receive information about the timing of introduction from their Minister's Office, who receives the information from the House Leader's Office. Timely communication with the relevant Minister is important to ensure that the Minister's House briefing materials can be prepared by Ministry staff to meet the scheduled introduction date.

Budget Legislation

The Budget legislation (traditionally the *Budget Measures Implementation Act* (BMIA)) is a key part of the provincial government's annual budget package and is a collection of legislative initiatives necessary to implement the budget. This legislation – which may contain both tax and non-tax measures – is part of the Ministry of Finance's budget process and does not follow the regular legislative review process.

What is the *Budget Measures Implementation Act*?

The *Budget Measures Implementation Act* (BMIA) is traditionally tabled on budget day by the Minister of Finance. The bill is composed of initiatives that are necessary to implement the budget or that affect the presentation of the Estimates. The BMIA is typically made up of two parts: tax measures and non-tax measures.

Tax initiatives in the BMIA generally include measures that:

- change tax policy (e.g. changes in tax rates or changes to the tax base including expansions or

contractions such as tax credits, exemptions or refunds);

- change fundamental aspects of a tax scheme; and
- respond to time sensitive or critical issues (e.g. adverse court decisions).

Note: A budget measure to create a new tax would normally be contained in a stand-alone Act separate from the BMIA, but would generally follow the same process as that described below for tax measures contained in the BMIA.

Non-tax initiatives in the BMIA generally include measures that:

- create or eliminate a Special Fund / Special Account / Financing Transaction;
- convert a Vote or a Special Account to a Crown corporation;
- convert a Crown corporation to a new Vote or to be a part of an existing vote;
- provide legislative support required for introduction of a new program that is included in the budget; and
- anything else that affects the Estimates presentation or other aspects of the budget.

Budget Measure Requests

Ministry non-tax budget submissions are submitted by ministries via a Budget Measure Request (modeled after the Request for Legislation). They are reviewed by the Fiscal Planning and Estimates Branch (FPE) of Treasury Board Staff, Ministry of Finance, before being submitted to and vetted by the Deputy Minister of Finance. Ordinarily, only those initiatives considered necessary to the implementation of the budget move beyond this stage. Final approval of budget legislation rests with the Minister of Finance.

Tax-related budget issues are handled internally in the Tax Policy Branch in the Ministry of Finance and do not require a formal budget measure request. These issues are presented by the Branch to the Deputy Minister of Finance and Minister of Finance. The Minister of Finance makes final tax decisions and determines with the Premier how and when to consult Cabinet and others, as part of the decision-making process. The benefits of this inclusive approach have to be weighed against the risks associated with the sensitivity of tax policy information.

All proposals accepted for the budget bill are then forwarded to Legislative Counsel for drafting of legislation. Legislative drafting teams made up of Ministry of Finance staff, sponsoring ministry officials (where applicable), legal counsel and legislative counsel are created to transform the budget measure request into legal text.

Neither tax nor non-tax budget amendments are normally reviewed by the Legislative Review Committee. However, the Premier or Minister of Finance may request that the committee review pieces of significance.

Further details of the Budget legislative process, based on the annual budget cycle for a February Budget, are below.

Stages in the Budget Legislative Process

The following stages of the Budget legislative process are based on the annual budget cycle for a February Budget.

Initiative Identification / Policy Development / Decisions

Tax Measures: August/September to December/January

- *Issue Identification*

Tax policy issues are identified in a variety of ways, including direction from the Minister to examine particular issues; requests from stakeholders; and issues flagged by provincial tax administrators/tax appeals and/or tax policy experts.

The analysis of some tax issues will involve knowledge of highly confidential taxpayer information (for example, knowledge of tax liabilities of particular corporations). The use and disclosure of this information is the subject of taxpayer confidentiality provisions in tax acts. In other cases, advance knowledge of proposed or final tax policy decisions may confer unfair benefits to individuals and businesses able to take advantage of the knowledge. In either situation, if information is handled incorrectly there will be calls for the Minister of Finance to resign.

As a result, and as is the case in other provinces, the approval process for tax decisions is somewhat different than the process used for approval of other policy decisions.

- *Minister of Finance Briefings for Decision*

An extensive series of staff briefings to review and consider Revenue Binder Notes for decision generally occurs between October and December.

To facilitate legislative drafting prior to Budget Day, most final decisions are made by mid-December (and earlier, if possible). The Minister of Finance makes final tax decisions and determines with the Premier if, how and when to consult Cabinet and others.

Non-Tax Measures: October - December

- Potential issues that may require legislation / regulation changes are identified throughout the fall. As with tax measures, issues may be identified in a number of ways, including internal Ministry of Finance analysis, requests from other ministries, or as a result of the annual Budget Consultation.
- A Budget Measure Request (BMR) package is completed for each measure put forward. This package includes a briefing note signed by the minister responsible and drafting instructions.
- Final submissions are compiled for review by the Deputy Minister of Finance and the Minister of

Finance for decision. Ministry contacts will be informed of decisions on which proposals have been tentatively accepted into the budget process, and therefore will be moving on to the drafting stage.

Drafting Stage / Signoff / Tabling

Tax Measures: October– February

- Immediately following final decisions being made, a legislation drafting team is assigned to each tax-related budget measure. Drafting teams are responsible for ensuring that the government’s policy objectives are accurately and fully reflected in the draft legislation.
- The final tax legislation is reviewed by the Deputy Minister of Finance and the Minister of Finance and a signed Certificate of Readiness is prepared.
- Tax-related budget measures are not reviewed by the Legislative Review Committee.

Non-Tax Measures: January - February

- In early January, a legislation drafting team is assigned to each budget measure selected for inclusion in the bill. Drafting teams are responsible for ensuring that the government’s policy objectives are accurately and fully reflected in the draft legislation.
- Measures may be reviewed by the Legislative Review Committee. The sponsoring Minister would ordinarily attend the Legislative Review Committee for this review (ministry staff may attend to deal with technical questions).

Debate of Budget Legislation

Tax Measures: Post Budget

- Budget legislation goes through the same stages of debate as regular legislation.
- The Tax Policy Branch prepares speaking notes and briefing materials regarding the tax measures for each stage of the budget bill’s debate (first reading, second reading, committee (section notes), and third reading).
- Staff from the Tax Policy Branch provide support for the Minister of Finance during the committee debates of the tax aspects of the budget bill.

Non-Tax Measures: Post Budget

- Budget legislation goes through the same stages of debate as regular legislation.
- The Fiscal Planning and Estimates Branch (FPE) coordinates the preparation of speaking notes and briefing material for each stage of the budget bill’s debate (first reading, second reading,

committee, third reading). These will be based on the information provided in the Budget Measure Request.

- Ministries will be expected to prepare section notes for the committee stage of debates. A template will be provided to ministries to ensure the consistency of section notes.
- A ministry representative may be called upon to provide support during the committee debates of the budget bill.
- The Minister of Finance may also request that the sponsoring Minister respond to questions regarding the sections of the budget bill corresponding to their requested budget measure.

3. ORDERS IN COUNCIL

Orders in Council (OICs) are instruments by which the Province implements a variety of staffing, administrative and regulatory changes. They require approval by Cabinet before being advanced to the Lieutenant Governor for signature and enactment. There is a corporate, cross-government process for developing and scheduling OIC materials for review by Cabinet.

Current Process

Working with ministries, Cabinet Operations schedules OICs for Cabinet review and reviews each OIC for completeness. Ministries submit an information package and “tagged” OIC (see next section on Legal Advice on OICs) to Cabinet Operations. The information package describes why the OIC is needed, timing considerations, engagement with Indigenous Nations, stakeholder feedback and fiscal matters. Cabinet Operations then prepares an OIC summary document for each Cabinet meeting of the OICs scheduled for review and distributes this summary with other Cabinet meeting materials. Deputy Ministers are responsible to ensure their minister is briefed and prepared to speak to their respective OICs at Cabinet.

If approved by Cabinet, each OIC is provided by Cabinet Operations to the Presiding Member of the Executive Council for signature, and then in turn to the Order in Council Office, which obtains the signature of the Lieutenant Governor (LG), or in the LG’s absence, the Administrator (Chief Justice of the B.C. Court of Appeal). **The moment the LG’s signature is affixed, the OIC becomes law.** The OIC is then posted on Queen’s Printer’s BC Laws website.

Cabinet may also defer or decide not to approve an OIC and in some cases Ministers may decide to withdraw an OIC prior to a Cabinet meeting. OICs that are withdrawn or deferred can be rescheduled once any follow-up is completed. OICs that are not approved by Cabinet do not advance further.

Legal Advice on OICs

Legislative Counsel in the Ministry of Attorney General draft OICs on instructions from policy and legal staff in the sponsoring ministry and review background materials and authorizing statutes. Legislative Counsel also prepare a brief legal opinion of the content and statutory authority of each OIC and append the legal opinion to the OIC as a “tag”. There are three colours of tags:

- Green - no identified legal risks or issues.
- Yellow - timing sensitivities, or some legal risks or issues exist if the OIC is approved.
- Red - represents a strong legal caution as the risks or legalities are significant to the point that Legislative Counsel does not recommend the OIC proceed. If a “red-tagged” OIC proceeds to Cabinet for consideration, the sponsoring ministry may be asked to provide a Cabinet submission explaining the issue and decision in detail.

Corridor Orders

Corridor Orders are OICs that are processed and approved without going to Cabinet for deliberation. Approval is provided by the Premier on behalf of Cabinet. Corridor orders are only used in exceptional circumstances where there would be significant consequences from waiting until the next Cabinet meeting. All corridor orders are reported for information to Cabinet at its next meeting.

Premier's Prerogative

There are certain OICs that are based solely on the Premier's prerogative and are processed as corridor orders. Traditionally, these are *Constitution Act* OICs which involve creating or changing members of Executive Council and the organization of the government, including Cabinet committees and ministry responsibilities. They can also include staffing and appointments to the public service, ministers' offices and the Government Communications and Public Engagement. Approval is provided on behalf of the Premier by either the Chief of Staff, or the Cabinet Secretary, depending on the nature of the appointment.

Proclamations

A proclamation is recognition by the provincial government of events or occasions held by groups on their own behalf or for the general public. During the last few years Cabinet has, by OIC, delegated its approval for proclamations to the Attorney General. Through this delegation the Attorney General has authority to approve and sign provincial proclamations on behalf of Cabinet. Approval of proclamations is required each year or time an event or occasion occurs. Types of events or occasions suitable for proclamations are those that are: apolitical; observe milestones, recognize achievements or direct attention to a worthy cause; and would not be considered offensive or frivolous by the public. Each year, the Order in Council Office receives hundreds of requests from individuals, organizations as well as from within government, requesting a provincial proclamation to mark a special day or event. Individuals or groups can submit requests, including draft wording for the proclamation, to the Order in Council office located in the Ministry of the Attorney General. Such requests should be received at least six weeks before the event or occasion.

OIC Responsibility Table

Participants, and their roles, in the Order in Council development, review and approval process include:

Organization	Role(s)
Office of the Premier	<ul style="list-style-type: none"> Approves OICs to be signed outside of the Cabinet process (corridor Orders.)
Cabinet Operations	<ul style="list-style-type: none"> Prepares OIC Summary report for Cabinet binder Supports the Cabinet Secretary to brief the Premier Receives, quality assures and summarizes OICs and associated documents ready for Cabinet review Administers the review and approval processes at Cabinet level (maintains schedules, facilitates review, acquires signatures, maintains files, etc.) Provides Cabinet-approved OICs to Order in Council Office
Ministries	<ul style="list-style-type: none"> Maintains inventory of required OICs and renewals Issues instructions to Legislative Counsel to create an OIC Obtains DM approval on OIC and associated materials Briefs minister and acquires ministerial sign off Provides final OIC and associated materials to Cabinet Operations
Legislative Counsel	<ul style="list-style-type: none"> Reviews legal context, drafts and “tags” the OIC, providing legal advice. OICs are “tagged” green, yellow or red.
Order in Council Office	<ul style="list-style-type: none"> Receives OICs as approved by Cabinet Acquires signature of Lieutenant Governor/ Administrator Uploads completed OICs to BC Laws for publication
Crown Agencies and Board Resourcing Office	<ul style="list-style-type: none"> Maintains inventory of agency, board and commission appointments, vacancies Maintains a candidate list Assesses candidates and provides recommendations on their suitability Briefs relevant minister, Deputy Minister of Government Communications and Public Engagement Prepares CABRO OIC Summary report for Cabinet binder Provides Cabinet-approved OICs to Order in Council Office

Attachment 1 – Example of OIC Summary Document for Cabinet

ORDERS IN COUNCIL

Cabinet Summary

Month XX, 2020

FOR DECISION			
	MIN	PURPOSE OF ORDER	STATUTE
Non-CABRO Appointments			
1.	AG O1234	Appoints Jane Doe of Nanaimo as a Justice of the Peace in and for the Province of British Columbia. The Chief Judge of the Provincial Court of BC has requested this appointment.	<i>Provincial Court Act</i> , R.S.B.C. 1996, s. 30 Approval requested at Cabinet’s earliest convenience
FOR DECISION			
	MIN	PURPOSE OF ORDER	STATUTE
2.	FIN O5678	Approves the remission of property transfer taxes paid in the amount of \$10,000 to Jane Doe. Remission of transfer taxes paid is requested on the basis of great injustice. The Ministry of Finance supports this order.	<i>Financial Administration Act</i> , R.S.B.C. 1996, s. 19 Approval requested at Cabinet’s earliest convenience
3.	IRR O3456	Approves the transfer of a 10 hectare parcel of land to Canada for the settlement of a specific claim in accordance with the associated First Nations settlement agreement. This order affects the constituency of XYZ.	<i>Land Act</i> , R.S.B.C. 1996, s. 15 (5) and 31 Approval requested at Cabinet’s earliest convenience

4.	AG +0 Reg Count R4567	Approves the request by the District of ABC to be added to the Bylaw Notice Enforcement Regulation effective July 30, 2021. This allows them to participate in an efficient system for issuing notices and resolving matters for minor bylaw infractions (e.g. parking tickets or dog licenses). MLAs XXX and XXX support this order.	<i>Local Government Bylaw Notice Enforcement Act,</i> S.B.C. 2003, s. 29 Approval required by July 30, 2021
FOR INFORMATION ONLY - CORRIDOR ORDERS			
	MIN	PURPOSE OF ORDER	STATUTE
5.	PREM 456	Appoints Jane Doe as Administrative Coordinator in the Office of the Minister of XYZ. - Signed by the Administrator on January 16, 2020	<i>Public Service Act,</i> R.S.B.C. 1996, s. 15
6	PREM 457	Appoints John Doe as Communications Manager with Government Communications and Public Engagement. - Signed by the Lieutenant Governor on February 1, 2020	<i>Public Service Act,</i> R.S.B.C. 1996, s. 15
FOR INFORMATION ONLY - PROCLAMATIONS			
	MIN	PURPOSE OF ORDER	STATUTE
7.	AG	Proclaims January 29 to February 4, 2020 as <i>"Proclamation Week"</i> in the Province of British Columbia. - Signed by the Administrator on January 9, 2020	Prerogative

Attachment 2 – OIC Information Template Currently Used by Ministries

**Order in Council
Cabinet Summary Information**

This Template Last Updated: March 6, 2020

Ministry:

Date

Cliff #:

OIC Log #:

Prepared:

The information below will enable Cabinet Ministers to have a clear and complete picture of the decision points, shifts in policy, risks, implications, outstanding issues and timing sensitivities related to the Order in Council and that all necessary consultations have been completed. The ministry is responsible for ensuring the information below will enable an informed decision by Cabinet.

All sections must be completed unless non-CABRO appointment.

1. Type of OIC	<input type="checkbox"/> Non-CABRO* appointment – <u>Complete Sections 1 to 5 only</u> <input type="checkbox"/> Not a regulation <input type="checkbox"/> Regulation - provide Regulatory Count: ____
* Crown Agency Board Resourcing Office	
2. Timing Requirements for Cabinet review and approval	

<p>a) Select all that apply. Include rationale.</p>	<p><input type="checkbox"/> No Timing Requirements/At Cabinet's earliest convenience</p> <p><input type="checkbox"/> RUSH - Cabinet approval is requested / required by _____ because:</p> <p>(Check all that apply)</p> <p><input type="checkbox"/> Legal requirement - Per Legislative Counsel's comments, the OIC must be made/deposited by the date specified.</p> <p><input type="checkbox"/> Advance Notice - In order to give stakeholders sufficient time to adapt to the proposed change, the ministry would like to provide _____ amount of lead time between when the OIC is approved and when it takes legal effect.</p> <p><input type="checkbox"/> Media requirement. A public announcement is planned.</p> <p><input type="checkbox"/> Other _____</p>
<p>b) Why is the OIC required now and what are the consequences if not approved now?</p>	<ul style="list-style-type: none"> • •
<p>c) Should this OIC be held after approval?</p>	<p><input type="checkbox"/> NO - Process normally</p> <p><input type="checkbox"/> RUSH - Process by __DD/MMM/YYYY. Please explain why. _____</p> <p><input type="checkbox"/> YES - Hold until __DD/MMM/YYYY. Please explain why. _____</p>
<p>3. Communication</p>	
<p>What, (if any), is the current communication plan?</p>	<ul style="list-style-type: none"> • • <p>REMINDER: A copy of this OIC Summary Information document signed by the Deputy Minister is to be submitted to Nammi Poorooshasb, ADM, Strategic Communications Division, GCPE.</p>

4. Authorizing Act and section number(s)	
5. Purpose, Content and Context (OIC “Essence”)	•
a) In plain language, please explain what this OIC does? What problem it solves? What is the effect?	•
b) Are there gender and diversity implications that should be considered? Guidance for Gender Based Analysis Plus (GBA+) in Cabinet and Treasury Board Submissions. Click here for more information	<input type="checkbox"/> NO - If no, please explain why there are no implications <hr/> <input type="checkbox"/> YES - If yes, what were the findings? <hr/>
c) Is this OIC in response to direction from Cabinet or one of its Committees or Working Groups?	<input type="checkbox"/> NO <input type="checkbox"/> YES - If yes, provide committee & meeting date: <hr/>
d) Who requested this change? Stakeholder, Cabinet direction, legal requirement, Ministry staff? And why?	•
6. Fiscal Management Considerations	•
a) Is Treasury Board review required?	<input type="checkbox"/> NO - if no, why not? <hr/> <input type="checkbox"/> YES - If yes, provide date of approval: <hr/>

b) Who at Treasury Board Staff reviewed this information and what comments did they provide?	<ul style="list-style-type: none"> [Name of analyst]
c) Is there a cost to Government to implement this OIC?	<input type="checkbox"/> NO <input type="checkbox"/> YES - If yes, provide amount, percentage increase or decrease, and description of cost: <hr/>
d) Is there a Fine, Fee or Administrative Penalty? For more guidance: Click here	<input type="checkbox"/> NO <input type="checkbox"/> YES - If yes, provide date of Treasury Board approval <hr/>
7. Business and Economic Implications	
a) Has your Ministry submitted/will it be submitting the Business and Economic Implications Form to JEDC?	<input type="checkbox"/> YES, submission date: _____ <input type="checkbox"/> NO - If no, please explain why not <hr/>
Briefly summarize the findings of the assessment. Guidance for the Business and Economic Implications Framework in Cabinet Submissions. Click here for more information	<ul style="list-style-type: none">
8. Indigenous Peoples	

<p>a) Does this OIC advance Government's commitment to reconciliation?</p> <p>For more guidance: Click here for more information</p>	<p><input type="checkbox"/> NO - If no, please explain _____</p> <p><input type="checkbox"/> YES - If yes, please indicate how _____</p>
<p>b) Have the Indigenous Peoples and Indigenous organizations who may be impacted by this OIC been engaged?</p>	<p><input type="checkbox"/> NO - If no, please explain why not _____</p> <p><input type="checkbox"/> YES - If yes, what views were expressed? _____</p>
<p>c) Does this OIC potentially affect Indigenous Peoples' rights and title?</p>	<p><input type="checkbox"/> NO</p> <p><input type="checkbox"/> YES - If this OIC has the potential to adversely affect rights protected under s. 35 of the <i>Constitution Act, 1982</i> (Aboriginal rights and title, treaty rights), attach opinion from the Indigenous Legal Relations, Solicitors Unit, as to the sufficiency of the consultation process undertaken. (Contacts at the ILR: Geraldine Hutchings and Paul Yearwood).</p>
<p>d) Does this OIC potentially affect Indigenous Peoples' treaty rights?</p> <p>If a regulation may/will impact a treaty nation, notification and/or consultation should take place in accordance with the treaty.</p> <p>First Nations with treaties. Click here for more information.</p>	<p><input type="checkbox"/> NO</p> <p><input type="checkbox"/> YES - If this OIC has the potential to affect treaty rights, indicate whether the advising solicitor from the Indigenous Legal Relations, Solicitors Unit, is satisfied he consultation process undertaken is sufficient. (Contacts at the ILR: Geraldine Hutchings and Paul Yearwood).</p>

<p>9. Stakeholder and Affected Party Consultations</p> <p>Who is impacted and when were they consulted? List stakeholders and indicate consultation dates and support or concerns raised. Stakeholders may include local governments, external stakeholders, and Government ministries, Crowns & agencies.</p>	<ul style="list-style-type: none"> •
<p>10. Application & government MLA support</p> <p>MLA support is required if the OIC affects specific electoral districts that are represented by a Government MLA. MLA support is not required if the OIC applies province wide, or to an electoral district represented by a non-government MLA. Please complete MLA consultations before submitting the OIC to Cabinet Operations.</p>	<p><input type="checkbox"/> This OIC applies to all electoral districts.</p> <p><input type="checkbox"/> This OIC applies only to the following electoral districts: _____</p> <p>If this OIC applies only to specific electoral districts, do you have written confirmation that Government MLAs from affected electoral districts support this OIC</p> <p><input type="checkbox"/> YES</p> <p><input type="checkbox"/> NO - If no, please explain: _____</p>
<p>11. Confidence & Supply Agreement (CASA)</p> <p>Is Consultation with the BC Green Party Caucus required?</p> <p>Confidence and Supply Agreement Consultation Guide. Click here for more information.</p>	<p><input type="checkbox"/> NO</p> <p><input type="checkbox"/> YES - If yes, has the consultation occurred/been scheduled and what was/is the date: _____</p> <p>If consultation has taken place, what was the outcome?</p>

<p>12. Trade Obligations The Trade Policy and Negotiations Branch at JEDC has been consulted and confirms:</p> <p>[select applicable box]</p>	<p><input type="checkbox"/> Trade is not affected</p> <p><input type="checkbox"/> The OIC may affect international or domestic trade obligations, and:</p> <p style="padding-left: 40px;"><input type="checkbox"/> Required notifications have been made and any comments received are:</p> <hr style="width: 40%; margin-left: 40px;"/> <p style="padding-left: 40px;"><input type="checkbox"/> Required notifications have not been made because:</p> <hr style="width: 40%; margin-left: 40px;"/>

Additional Details

Deputy Minister

Date Signed

Contact Name:

Title:

Phone Number:

Alternate Contact Name:

Title:

Phone Number:

Prepared By:

Phone Number:

Attached Appendices:

- Distribution Form
- Regulatory Impact Checklist Exemption Form
- Regulatory Impact Checklist and Regulatory Count Form
- Map(s)
- Other:

4. BUDGET DEVELOPMENT PROCESS

The *Budget Transparency and Accountability Act* (BTAA) requires government table a budget on or before the fourth Tuesday of February, or in election years, on or before March 23, or within 120 days of a in the appointment of the Premier (whichever date is later).

General Budget Development Timelines

Budgeting is a cyclical process, with management and reporting on the current fiscal year happening concurrently with future year budget planning. ^{Cabinet Confidences}

Cabinet Confidences

Cabinet Confidences

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Withheld pursuant to/removed as

Cabinet Confidences

- In 2020/21, supplementary estimates were passed to create two new Contingencies votes (Vote 52 Contingencies for Pandemic Response and Economic Recovery and Vote 53 for Federal and Provincial Pandemic measures) to provide government with additional spending appropriation to respond to COVID-19. Cabinet Confidences

Cabinet Confidences

BUDGET PREPARATION 2021

Cabinet Confidences

CURRENT FISCAL YEAR: BUDGET MANAGEMENT & PRESSURES

Cabinet Confidences

Ministry budgets as per the Budget and Fiscal Plan for 2020/21 – 2022/23 are shown below:

(\$ millions)	Updated Forecast 2019/20 ¹	Budget Estimate 2020/21	Plan 2021/22	Plan 2022/23
Office of the Premier	11	11	11	11
Advanced Education, Skills and Training	2,330	2,366	2,372	2,374
Agriculture	98	95	96	96
Attorney General	611	652	654	662
Children and Family Development	2,068	2,228	2,255	2,259
Citizens' Services	561	552	554	554
Education	6,577	6,697	6,758	6,765
Energy, Mines and Petroleum Resources	180	114	92	92
Environment and Climate Change Strategy	247	245	247	246
Finance	1,160	838	883	975
Forests, Lands, Natural Resource Operations and Rural Development	950	844	856	850
Health	20,846	22,190	23,130	23,875
Indigenous Relations and Reconciliation	108	97	108	108
Jobs, Economic Development and Competitiveness	97	93	94	94
Labour	16	17	17	17
Mental Health and Addictions	10	10	10	10
Municipal Affairs and Housing	828	650	842	812
Public Safety and Solicitor General	932	852	857	863
Social Development and Poverty Reduction	3,568	3,683	3,750	3,798
Tourism, Arts and Culture	164	161	161	161
Transportation and Infrastructure	914	929	932	932
Total ministries and Office of the Premier	42,276	43,324	44,679	45,554

Contingencies

The Minister of Finance is responsible for managing Contingencies vote(s) that support government in managing uncertain or volatile costs within the fiscal plan. ^{Cabinet}
Cabinet Confidences

In 2020/21, there are three Contingencies Votes as shown in the following table.

Vote Name and Number	Description	2020/21 Appropriation	Current Forecast/ Allocation
Vote 45 Contingencies (All Ministries) and New Program Vote*	Cabinet Confidences		
Vote 52 Contingencies (All Ministries): Pandemic Response and Economic Recovery			
Vote 53 Contingencies (All Ministries): Federal and Provincial Pandemic			

Cabinet Confidences

Statutory Authority Pressures

A statutory appropriation is an authority to spend out of the Consolidated Revenue Fund through legislation and not a *Supply Act* (i.e. voted appropriation). The general rationale for statutory appropriations is to authorize spending for public policy reasons (e.g., required for immediate health and safety or protection of property such as fighting wildfires or the provision of emergency services in response to natural disasters) for situations that are unpredictable or and difficult to budget for. Cabinet Confidences

Cabinet Confidences

Special Accounts also have statutory authority to make expenditures above the amounts published in the Estimates. A special account is an account in the general fund of the consolidated revenue fund where the authority to spend money from the account is located in an Act other than the *Supply Act*. Legislation specifies the dedicated revenue sources and eligible expenditures/specific purposes for each special account. Cabinet Confidences

Cabinet Confidences

5. CENTRAL AGENCIES OF GOVERNMENT

BC Public Service Agency

The BC Public Service Agency (BCPSA) was formed in April 2003 as a central agency to provide a consolidated human resource management service to the BC Public Service. The organization is responsible for leading a strategic government-wide human resource agenda and supporting the operational business needs of government ministries and agencies through providing human resource management policies, frameworks and guidelines, and a variety of human resource services, products, and programs.

The BC Public Service is one of the largest employers in the province, serving all communities across B.C. The BCPSA is mandated to support this workforce by providing human resources services such as hiring, payroll, labour relations, occupational health and safety, learning and development, workforce planning, and employee engagement supports. The BCPSA also leads corporate human resource strategy and the development of a corporate plan for the BC Public Service that supports a “one-employer” approach to ensure government continues to have the skilled professional public service needed to meet the evolving needs of British Columbians.

As a central agency, the BCPSA most recently fell within the responsibility of the Minister of Finance as the minister responsible for the *Public Service Act*. The Deputy Minister (or Head of the BCPSA) reports to the Minister. Like all deputy ministers, the Head of the BCPSA also has a reporting relationship to the Deputy Minister to the Premier, who is the Head of the BC Public Service. The BCPSA is accountable to government ministries and agencies through its relationship with ministry executives.

Crown Agencies and Board Resourcing Office

The Crown Agencies and Board Resourcing Office (CABRO) is responsible for Public Sector Organization (PSOs) governance support. CABRO provides oversight of and support regarding Crown governance and corporate accountability in relation to public sector organizations.

CABRO co-ordinates the legislated performance, planning and reporting annual cycle for Crown Corporations under the *Budget Transparency and Accountability Act*, oversees the recruitment and recommendation of candidates for appointments to Crown corporations, agencies, boards and commissions and provides public sector governance advice and training for appointees. CABRO is the secretariat for the Appointment Orders Cabinet Committee, issues cross government drafting instructions for appointments and coordinates the Order in Council board appointments for Cabinet agendas.

Governance support includes:

- overseeing appointments to 264 public sector organizations – which encompasses nearly 2,000 appointees, with a firm commitment to reflecting the Province’s diversity in Provincial appointments (see diversity statement below);

- overseeing the delivery of mandate letters, service plans and annual service plan reports for PSOs;
- provision of guidance on the creation and dissolution of public sector organizations;
- conducting analysis, establishing best practices, providing advice and recommendations on governance issues;
- providing training on governance, public sector transparency, strategic Government priorities, performance planning and reporting; and
- maintaining and updating the Government's Crown Agency Registry and Shareholder's Expectations Manual for British Columbia Crown Agencies.

CABRO supports government's commitment to diversity in board appointments by ensuring:

- To support strong boards that reflect the diversity of our province, women, visible minorities, Indigenous Peoples, persons with disabilities, persons of diverse sexual orientation, gender identity or expression (LGBTQ2S+), and others who may contribute to diversity in public sector board appointments are encouraged to put their names forward for appointments.
- Consideration will be given to individuals with a broad range of backgrounds in community, labour and business environments. The selection process will recognize lived experience and volunteer roles as well as paid employment and academic achievements.

CABRO is headed by a Senior Executive Lead and is within the mandate of the Ministry of Finance.

Government Communications and Public Engagement

The primary role of Government Communications and Public Engagement (GCPE) is to inform the public about government programs, services, policies and priorities.

GCPE is staffed by professionals with experience and education in government and/or corporate communications, media relations, public relations, marketing, social media and digital content. Employees provide a variety of services and expertise, and work closely with other provincial, federal and municipal government representatives, media, industries, associations, interest groups, and the general public.

Through traditional communications practices and, increasingly, through direct engagement and online services, we provide:

- Communications Services
- Corporate Online Services
- Social Media
- Citizen Engagement

- Marketing Services
- Graphic Design Services
- Emergency Communications
- Ministry Communications Offices
- Media Relations
- Writing & Editorial Services
- Event Planning
- Media Monitoring

GCPE is headed by a Deputy Minister and is part of the mandate of the Ministry of Finance. Communications Directors are embedded within each of the individual ministries but report centrally through GCPE. The priority for the ministry-based communication teams is proactive strategic planning and delivering quality, services and products.

Intergovernmental Relations Secretariat

The Intergovernmental Relations Secretariat (IGRS) provides strategic advice and support to the Premier for meetings with the Prime Minister, other Premiers, U.S. leaders, heads of states and governments, and foreign dignitaries. IGRS gathers intelligence on pertinent issues and interests, participates in intergovernmental negotiations in advance of meetings, ensures that B.C.'s interests are represented in defining the agendas, and creates strategic alliances, as required, to influence the direction of policies or programs that affect the province.

The Secretariat is also responsible for the Francophone Affairs Program which is governed by a federal-provincial cooperation agreement on services in French. Collaboration between the B.C. government and the federal government supports ministries, Crown corporations and municipalities in their investments and efforts to ensure access and delivery of French language services.

The Office of Protocol is a division within IGRS that leads and coordinates ceremonial, protocol, honours and diplomatic activities, and manages and administers the *Provincial Symbols and Honours Act* which establishes the Order of BC and the Medal of Good Citizenship. It is also responsible for relations with the Consular corps.

IGRS is headed by a Deputy Minister and is within the mandate of the Office of the Premier.

Public Sector Employers' Council Secretariat

The Public Sector Employers' Council Secretariat is created under the *Public Sector Employers Act* and reports directly to the Minister of Finance as the Minister Responsible for the Act.

Secretariat Mandate:

The Public Sector Employers' Council Secretariat is the central agency supporting government on all

issues related to public sector collective bargaining, non-union compensation, appointee remuneration, and pension plans.

Labour Relations — provides strategic advice and the development of bargaining mandates, and implements those mandates and strategies through employers' associations by coordinating employers across the provincial public sector, including health, K-12 public schools, Crown corporations, community social services, post-secondary institutions (colleges, institutes, teaching universities) and research universities, as well as the core Public Service.

Non-Union Compensation — works with public sector employers to establish and implement compensation policies and plans for non-union employees such as managers and executives (including CEOs). PSEC Secretariat is responsible for coordinating the two annual statutory disclosures of executive compensation for 123 public sector employers.

Public Sector Pension Plans — represents government in its role as a partner under the *Public Sector Pension Plans Act* and the joint trust arrangements established for the four major public sector pension plans. This includes working with other partners to the pension plans to achieve the goals of the plans in a sustainable manner, monitoring government's risk exposure and providing policy advice to both government and public sector employers.

Board Appointee Remuneration — supports Treasury Board by chairing and providing secretariat support to the Appointee Remuneration Committee established pursuant to the by Treasury Board Directives that set remuneration guidelines for government appointees to Crown agency boards and administrative tribunals.

The Public Sector Employers' Council Secretariat is created under the *Public Sector Employers Act* and led by a President and CEO who reports directly to the Minister of Finance as the Minister Responsible for the Act.

Legal Services Branch

The Legal Services Branch's mandate is to deliver legal services to the Government of British Columbia in accordance with the *Attorney General Act*. The Branch provides comprehensive legal and legislative services to government including alternate dispute resolution services; acting for government in civil suits and tribunal proceedings; drafting all government bills and regulations; and preparing the Revised Statutes of British Columbia.

The Branch is a centralized government service, consisting of lawyers, paralegals and administrative staff. Lawyers in the Branch provide legal and legislative services to the Provincial government. The Branch was recently reorganized to consist of five legal group practices (Central Services Group, Litigation Group, Natural Resource, Transportation and Indigenous Legal Group, Justice, Health, and Revenue Group and the Vancouver Group), and the Office of Legislative Counsel and Director's Counsel. More information is available at L@w Matters at <http://gwww.legalservices.gov.bc.ca/>.

Central Agencies in Support of Cabinet

Cabinet Operations

Cabinet Operations is a non-partisan office that facilitates government decision-making and is the secretariat for Cabinet and its Committees. To fulfil this role, Cabinet Operations acts as the bridge between elected officials and the Public Service, moving information, material and decisions between the two groups. Specific activities include, but are not limited to:

- Providing independent, strategic advice to the Cabinet Secretary on the development of Cabinet agendas.
- Managing the government's strategic policy and legislative processes, including regulations and Orders in Council.
- Liaising with ministries to schedule submissions for review by Cabinet and its Committees and providing advice on appropriate format and content.
- Preparation, scheduling and logistics around all Cabinet and Cabinet Committee meetings (with the exception of Treasury Board).
- Preparation and distribution of Cabinet and Committee materials to members.
- Preparation and distribution of Cabinet and Committee meeting minutes to members and appropriate ministries.
- Office of record for Cabinet and Cabinet Committee meeting documents and decisions.
- Cabinet Operations is also responsible for providing advice and support to ensure continuity of core government operations related to Cabinet during government transition.

Cabinet Operations is headed by a Deputy Cabinet Secretary who reports directly to the Deputy Premier/Cabinet Secretary in the Office of the Premier.

Treasury Board Staff

Treasury Board Staff (TBS) develops, manages, and produces the Budget and Fiscal Plan, the 10-year Corporate Capital Plan, the Estimates, Quarterly Reports, the Financial and Economic Review, and other related documents.

TBS provides financial management advice to support well-informed decisions by Treasury Board and the Minister of Finance, including advice on economic performance, and management of ministry and agency spending, capital plans and spending, revenue and debt. TBS is responsible for developing the economic forecast as well as the 3-year fiscal plan. TBS also develops revenue and spending forecasts and plans; and makes recommendations to Treasury Board and government on expenditure management and related strategies as needed to keep the fiscal plan on track throughout the year.

TBS supports the operations of Treasury Board meetings throughout the year and advises the Board on budgetary requests and spending management issues brought forward by ministries and other government agencies.

TBS is headed by a Deputy Minister who is also the Secretary to Treasury Board.

D. Advice to Ministers

1. Advice to Ministers on Responsibilities and Conduct
 - a. Political Staff Standards of Conduct
 - b. Public Service Standards of Conduct
 - c. Conflict of Interest Disclosure Form
 - d. Guide to Gifts and Personal Benefits
 - e. Records Management Responsibilities of Ministers
 - f. Use of Personal Email Accounts
 - g. Are You Lobbying?
2. Ministers' Salaries, Benefits & Expenses

1. ADVICE TO MINISTERS ON RESPONSIBILITIES AND CONDUCT

Introduction

This section sets out the roles and responsibilities of Ministers and outlines some of the key considerations in standards of conduct for Ministers. It discusses conflict of interest, freedom of information and privacy, lobbying, judiciary matters and legal advice and administrative matters. The information is intended to act as a guide to help ministers in conducting their business and in supporting the Premier in managing the business of government.

Roles and Responsibilities

The Transition Process

Following an election, the Premier will be faced with a significant number of decisions. Some of the more important tasks are:

- determine the size of Cabinet;
- determine the scope of different ministerial portfolios;
- select members of Cabinet;
- prepare mandate letters for each Minister;
- prepare an action plan to implement the policy platform; and
- develop an approach to the public service including key appointments.

In this case, the Premier and their team will have already considered many of these issues during the preparatory process leading up to the election. However, some of the tasks - like selecting Cabinet members - can take place only after the election is over.

Many Ministers will be new to political life. Some of the early tasks they face will include:

- establishing a working relationship with other Cabinet members as well as with the Premier;
- understanding the role and structure of Cabinet and its committees;
- setting up their own office;
- getting to know key public servants, including the Deputy Minister and Assistant Deputy Ministers;
- reviewing the briefing documents prepared by the public service; and
- making an assessment of the status of programs and policies in place.

The accomplishment of these tasks depends on having clear understanding of the roles, powers, and limitations of the various actors in the Westminster political system. The following notes provide a quick overview of some of the crucial "building blocks" of the Westminster system.

The Role of the Premier

The role of the Premier is to provide overall political leadership to the government. As head of government, the Premier has both a political role and an administrative one. Political priorities do not always correspond to administrative resources and constraints. As a result, most governments are organized to provide separate but coordinated streams of advice to the Premier.

The political stream of advice normally comes from the Chief of Staff, Office of the Premier, while the administrative (non-partisan) advice comes from the Deputy Minister to the Premier. Both are deliberately located in the Office of the West Annex in order to keep coordination and cooperation to a maximum.

One way of summarizing the difference is that the Chief of Staff and their team are politically driven and administratively sensitive, while the Deputy Minister to the Premier and their team are administratively driven and politically sensitive.

Below is a general description of each office.

The Office of the Premier: Chief of Staff

- is politically driven;
- is the Premier's personal support or service centre;
- is headed by a close personal and political aide to the Premier;
- assists the Premier in their political roles – as the leader of the government and as a member of the legislature;
- plays a lead role in setting the government's agenda;
- determines whether a policy meets the needs and wishes of the government's external constituencies, i.e. its political soundness; and
- develops a strategy and programs to ensure government policy is adequately communicated.

The Office of the Premier: Deputy Minister to the Premier

- is strategically driven, to meet the public policy program set out by Premier and Cabinet;
- is headed by the Deputy Minister to the Premier, who is also the Head of the BC Public Service and the Cabinet Secretary;
- is responsible for managing the decision-making process of Cabinet and ensuring implementation;

- advises on soundness of proposed policy, legislation and expenditures;
- advises the Premier on issues of government organization and structure; and
- advises the Premier on senior full-time appointments to the public service and its agencies.

The Role of the Minister

Cabinet Ministers are accountable to the Premier and to the Legislative Assembly for the exercise of two fundamental responsibilities:

1. individual performance related to their portfolio responsibilities within the government; and
2. the collective performance of the government.

A useful aid to achieving this is a mandate letter to each Cabinet Minister specific to their portfolio from the Premier outlining the main issues the Premier wants the Minister to focus on.

The mandate letter would normally include:

- the Premier's expectations for Cabinet Ministers' conduct;
- priority areas for the Cabinet Minister's specific portfolios;
- issues to focus on within specific timeframes;
- responsibilities within the portfolios; and
- any immediate action that, in the Premier's view, must be taken in the portfolio.

Individual Responsibility and Accountability

Ministers are:

- sworn to carry out the powers, duties and functions of their portfolios;
- responsible for the policies, programs, and administration of their Ministries;
- a source of policy and program initiatives;
- vested with ministerial powers, duties and functions through various acts (officials have the required knowledge to advise Ministers on the nature and extent of such powers, obligations and constraints);
- individually responsible to the Legislative Assembly for:
 - their own actions;
 - the policies and practices of their Ministry, including the actions of all officials under their management and direction; and
 - the policies and practices of any non-ministerial bodies, such as agencies, boards and

commissions within the Minister's portfolio.

Collective Responsibility

Ministers are:

- appointed by the Premier and serve at the Premier's pleasure;
- expected to participate fully in Cabinet decision making, including appropriate Cabinet committees;
- expected to defend the government's actions and policies; and
- solemnly obliged to uphold the rule of Cabinet confidentiality.

Participation in Cabinet Decision Making

The Cabinet is the forum in which Ministers reach a consensus and coordinate their views and decisions on issues. It is chaired by the Premier and supported by the Secretary to the Cabinet and their staff. It provides a strategic direction and sets priorities for the government, in addition to addressing specific program and policy issues.

Cabinet decision making will also involve Cabinet Committees and, if established, Working Groups, as determined by the Premier. Working Groups are typically very focused Committees of Cabinet and have equal decision-making powers as other Committees of Cabinet. Committees and Working Groups receive and evaluate submissions and make recommendations to Cabinet, which makes the final decision on the issue.

Consensus

- Cabinet works through a process of presentation, discussion and consensus in order to reach decisions.
- Through discussion and debate by Cabinet, and following any final thoughts expressed by Ministers, the Premier will sum up the consensus among the Cabinet members.
- The Secretary to the Cabinet Committee, typically the Deputy Cabinet Secretary, then records the decision and communicates it to appropriate Deputy Ministers for implementation.

Consultation

- Policy and legislation proposals are brought to Cabinet through a formal process and set out in documents called Cabinet Submissions. Cabinet Operations establishes a common format for submissions, and routes the submission to the appropriate Cabinet Committee.
- Meetings are not the forum to verbally introduce new policy issues for decision.
- Consultations among relevant Ministers (or among their ministries) often precedes the submission of a proposal to Cabinet.
- Cabinet focuses on the need to resolve differing points of view, or to confirm the course a Minister proposes to follow.

- Officials are expected to ensure that other ministries are informed in advance so that their Ministers can be prepared for Cabinet discussions.

The Public Service

This section discusses the distinct but complementary roles of public servants and exempt staff in supporting Ministers in performing duties related to their portfolio responsibilities.

The BC Public Service is non-political and non-partisan and is expected to serve the politically elected government of the day to the best of its ability. Its three main roles include:

- Providing policy advice and functional expertise to Ministers;
- Implementing government policy and programs; and
- Delivering government services to citizens.

Public Service versus Political Positions/Roles

There is a distinction between public service employees and employees considered to have political affiliation.

BC Public Service employees are appointed under the *Public Service Act* and are governed by its provisions. Public service employees are expected to be non-political and non-partisan.

Staff in Ministers' Offices, including ministerial assistants, executive assistants, administrative coordinators and support staff, are appointed by Order in Council (OIC) under section 15 of the *Public Service Act*, which excludes them as public service employees. Their terms and conditions of employment are established by OIC and they are designated as appointees. As such, application of the merit requirement does not apply in their hiring, nor must they remain non-political/non-partisan in their working roles. However, ministers' office staff must inform themselves about the standards of conduct that apply to them, as well as the standards for public service employees, and their actions must respect the non-partisanship and impartiality of public service employees. (See attached *Standards of Conduct* documents.)

Ministers and Deputy Ministers

For both Ministers and Deputy Ministers to be successful in their respective roles, a good working relationship, based on trust and mutual understanding, is critical. Each Deputy Minister must be well versed in their Minister's priorities and work styles; conversely, in developing a relationship with their Deputy, each new minister should remember that Deputy Ministers are:

- professional, non-partisan public servants who are expected to serve and advise their Ministers with integrity, expertise, and frankness;
- accountable to the Minister, the Premier, and the Cabinet Secretary;
- the official entry point/channel through which the Minister should typically access the public service and its employees; and
- governed by the *Standards of Conduct* for public service employees.

Ministers are also bound by ethical standards, including those outlined in the *Members' Conflict of Interest Act*; however, there are several differences between the provisions of this Act and the *Standards of Conduct* for public service employees. These differences include scope, the non-partisan emphasis of the latter, and mechanisms for addressing potential conflicts/issues as they arise.

Conflict of Interest

The *Members' Conflict of Interest Act* ("the Act") prohibits acting in an official capacity if a conflict of interest or an apparent conflict of interest exists. A conflict of interest exists if the Member exercises an official power or performs an official duty or function and at the same time knows that in the performance of the duty or function there is the opportunity to further their private interest. A private interest does not include an interest that applies to the general public or affects a Member as a broad class of people.

The Conflict of Interest Commissioner is an independent, non-partisan Officer of the Legislative Assembly who is responsible for independently and impartially interpreting and administering the Act. Members of the Legislative Assembly are expected to act in the public interest at all times, and must not use their official position for personal gain or advantage. The rules governing conflict of interest for Members are set out in the Act and ensure that those who are elected to public office are held to high standards of conduct.

Members must avoid both actual and apparent conflicts of interest, and must arrange their private affairs to prevent such conflicts from arising. Members are expected to resolve any conflicts which do arise promptly and transparently. In determining whether an apparent conflict of interest exists, the Commissioner must consider not only whether the Member is in receipt of a benefit amounting to a private interest, but also whether in all of the circumstances a reasonably well informed person could perceive that this private interest could affect the exercise or performance of an official power, duty or function.

The Act includes the following prohibitions:

- A general prohibition against **conflicts of interest**
- A prohibition against using **insider information**
- A prohibition against using one's **influence** inappropriately
- A prohibition against accepting **extra benefits**.

Section 16(1) of the Act requires that all Members of the Legislative Assembly of BC file a confidential disclosure statement with the Commissioner within 60 days of being elected, and after that annually. Members must complete a confidential disclosure form pursuant to the regulations to the Act which contains a statement of the nature of the assets, liabilities and financial interests belonging to the Member and their spouse. Separate disclosure forms are required if the Member has any minor children, and if the Member, their spouse or minor child has a controlled private corporation.

Once the contents of the confidential disclosure statement have been finalized, a Public Disclosure Statement (PDS) is prepared. The PDS contains most, but not all, of the information contained in the Member's confidential disclosure statement. It is filed with the Clerk of the House and is available for public inspection.

The following members' forms can be found on the Conflict of Interest Commissioner's website at www.coibc.ca.

- Member's Confidential Disclosure Statement
- Disclosure Statement for Minor Children
- Controlled Private Corporation Statement
- Member's Statement of Material Change
- Member's Statement of Gifts and Personal Benefits

Declaring a conflict that arises at a Cabinet or Committee of Cabinet meeting

The Act requires that Ministers who have a conflict of interest or an apparent conflict of interest, or have reasonable grounds to believe that they have a conflict of interest must, if present at a meeting of Cabinet or any Committee of Cabinet:

1. Disclose the general nature of the conflict of interest or the private interest; and
2. Withdraw from the meeting without voting or participating in the discussion of the matter.

Ministers should ensure that the Cabinet Secretary or the Secretary to Treasury Board is made aware of any conflict issues that may arise in meetings of Cabinet, Cabinet Committees, or Treasury Board. Cabinet Operations and Treasury Board Staff will provide forms to Ministers and members of Cabinet Committees to ensure that they record their conflict, and their withdrawal from the meeting. (See attached Conflict of Interest Disclosure Form.)

The Cabinet Secretary and the Secretary to Treasury Board are required to file monthly reports with the Conflict of Interest Commissioner that record conflicts of interest that have been identified by members of Cabinet and Treasury Board, and the nature of the conflict. The conflicts identified are only reported to the Commissioner AFTER the matter on which the conflict was identified, becomes public.

Questions should be discussed with the Conflict of Interest Commissioner.

Gifts and Personal Benefits

Members are prohibited from accepting gifts or personal benefits in connection with the performance of their official duties. However, there is an exception for gifts or personal benefits received "as an incident of protocol or social obligations". In most cases this means a token expression of appreciation or complimentary hospitality in the context of some official interaction.

Before accepting a gift, Members must consider whether the donor is someone whose interests could be affected by a decision the Member may be called upon to make, and whether accepting the gift would – or would appear – to place the Member under an obligation to the donor. Generally, if the donor has any official dealings with the government, the gift should not be accepted.

Members are required to disclose and provide details of any gifts or personal benefits they have received, if the value of the gift exceeds \$250 or if the combined value of multiple gifts from the same

donor exceeds \$250 in a twelve-month period. A summary of gifts received is included in the Member's Public Disclosure Statement.

The Office has published a booklet "Accepting and Disclosing Gifts: A Guide for Members". The Guide provides general information to assist Members to understand their obligations, but Members are still encouraged to seek the Commissioner's advice if in any doubt about the propriety of accepting a gift or personal benefit.

See the attached *Guide to Gifts and Personal Benefits*. It is also available at <https://coibc.ca/resources-for-members/>

For further information contact the Conflict of Interest Commissioner, Victoria Gray, Q.C., at:

Telephone: (250) 356-0750

Email: conflictofinterest@coibc.ca

Web site: www.coibc.ca

Freedom of Information and Protection of Privacy Legislation

The Office of the Information and Privacy Commissioner (OIPC) provides independent oversight and enforcement of B.C.'s access and privacy laws, including:

The *Freedom of Information and Protection of Privacy Act* (FOIPPA), which applies to over 2,900 public bodies, including ministries, local governments, schools, crown corporations, hospitals, municipal police forces, and more.

The Commissioner has the power to:

- Investigate, mediate and resolve appeals concerning access to information disputes, including issuing binding orders;
- Investigate and resolve privacy complaints;
- Initiate Commissioner-led investigations and audits of public bodies or organizations, if there are reasonable grounds of non-compliance or if it is in the public interest;
- Comment on the access and privacy implications of proposed legislation, programs or policies;
- Comment on the privacy implications of new technologies;
- Conduct research into anything affecting access and privacy rights; and
- Educate the public about their access and privacy rights and the relevant laws.

Disclosure

FOIPPA creates a broad-based obligation to disclose information that is in the possession of a ministry or a Minister's Office, upon request for disclosure. It is the duty of a ministry to respond to this request in

a timely way. Normally the time limitation is 30 days. Consideration and coordination of ministry responses to requests to disclose information are supported by the central Corporate Information and Records Management Office.

There are 12 exceptions to the requirement to disclose. Some exceptions are mandatory while others are discretionary and/or require a test to be met. Among the most important exceptions are:

- Any material that could reveal the substance of deliberations of Cabinet or any of its committees, including any advice, recommendations, policy considerations, or draft legislation or regulations submitted or prepared for submission to the Cabinet or any of its committees;
- Personal information;
- Legal advice to a minister or ministry;
- Policy advice to a minister or ministry;
- Information harmful to law enforcement;
- Information harmful to intergovernmental negotiations; and
- Information harmful to government's economic interests, or the business interests of a third party.

Persons denied access to information can appeal the denial to the Information and Privacy Commissioner. While some of the exceptions noted above may appear to be broad, the Commissioner may give them a narrower interpretation. Information Access Operations staff are familiar with the Office of the Information and Privacy Commissioner case law and will work with ministry staff to respond to any requests.

Careful attention should also be paid to private or personal information about third parties. It is never appropriate to disclose such information without the consent of the third party.

Ministers' calendars are proactively disclosed each month and published on Open Information after appropriate severing of information that might be "excepted" under one of the categories noted above. Consider carefully the amount of information contained in a calendar, on the assumption that such information might become accessible to the public.

Guidance on Use of personal Email accounts for Public Business

The Office of the Information and Privacy Commissioner also publishes guidance documents to inform citizens and promote compliance with B.C.'s access and privacy laws. For example, see the attached *Use of Personal Email Accounts*. This document explains the implications under the FOIPPA for use of personal email accounts for work purposes by employees of public bodies.

For further Information Contact Michael McEvoy, the Information Privacy Commissioner at:

Telephone: (250) 387-5629

E-mail: info@oipc.bc.ca

Website: <http://www.oipc.bc.ca/>

Lobbyists and Lobbying

The Office of the Registrar of Lobbyists (“ORL”) is responsible for monitoring compliance with British Columbia’s *Lobbyists Registration Act* (“LRA”) and the associated regulations. The underlying objective of the LRA is to ensure transparency of legitimate lobbying activities so that members of the public are made aware of who is attempting to influence government decisions. Lobbyists are required by the LRA, to register. This is done by filing a return with the Registrar for Lobbyists.

The LRA regulates lobbying in British Columbia. “Lobbyists” are persons who, on behalf of their employers or clients, communicate with public office holders in an attempt to influence their decisions. The LRA promotes transparency in the lobbying process by requiring lobbyists to declare details of their lobbying effort, including on whose behalf they are lobbying, who they are targeting, on what subject matter and toward what outcome. All of this information is available for the public to view, free, at any time.

Under the Act, lobbying is broadly defined. It includes individuals who are paid to lobby (“consultant lobbyists”), or whose duties as an employee include lobbying as a significant component. The act of lobbying includes communicating with an office holder to influence the development of legislation, regulations, policy and the awarding of contracts or conferral of benefits. In relation to a consultant lobbyist, it can include simply trying to arrange a meeting between office holder and any other person.

Ministers may choose to meet with lobbyists whether they are registered or not. While it is the lobbyist’s duty to comply with the Act and ensure appropriate registration, problems may be avoided by asking or having staff ask about registration of any person who might be considered to be “lobbying”. For a guide on how to determine if someone is lobbying the attached *Are You Lobbying?*

The Information and Privacy Commissioner for the Province of B.C. is also the registrar of lobbyists. For further information contact Michael McEvoy at the Office of Registrar for Lobbyists at:

Telephone: (250) 387-2686

Email: info@bcorl.ca

Web site: <http://www.lobbyistsregistrar.bc.ca>

Judiciary/Matters before the Courts

Ministers should not comment publicly on matters that are before the Courts, or before administrative tribunals that are acting in a “judicial” capacity. Comments that are strictly regarding the facts of the matter may be appropriate. Before commenting, however, the Attorney General or Deputy Attorney General should be consulted.

Ministers should not communicate with:

- Members of the judiciary or administrative tribunals that are making judicial decisions concerning any matter that is before the court of tribunal;
- Crown prosecutors (without prior consultation with the Ministry of Attorney General); and
- Police officers or law enforcement agencies (without prior consultation with the Ministry of Attorney General) concerning matters under investigation (unless the Minister has been asked to assist).

Ministers should refrain from writing letters of character reference for persons involved in the proceedings.

Legal Advice and Legal Proceedings

The Attorney General is government's chief law officer. Legal advice to Ministers and their ministries must be obtained from or through Ministry of Attorney General staff. The confidentiality of legal advice is protected by solicitor/client privilege, and should not be shared or discussed with any individual who is not an employee of the Province of British Columbia.

The Ministry of Attorney General represents government in litigation before courts and administrative tribunals. Lawyers who represent government in these proceedings must be employed or retained by the Ministry of Attorney General.

A Minister may be eligible for indemnity coverage under the Excluded Employees (Legal Proceedings) Indemnity Regulation if, as a result of the performance of their ministerial duties, legal proceedings are brought or likely to be brought against the Minister. Legal proceedings covered by the Regulation are civil proceedings (including defamation), professional body proceedings, human rights proceedings, penalty proceedings and criminal prosecutions. Where a Minister becomes aware that proceedings have been or are likely to be commenced, the Minister (in order to obtain coverage) must immediately notify the Deputy Minister to the Premier in writing of the proceedings and that they are likely to be seeking coverage, and, within a reasonable time thereafter, must make a written request for coverage in the form required by the Deputy Minister to the Premier. A Minister may also be eligible for coverage under the Regulation in connection with their ministerial duties if the Minister is to appear as a witness in proceedings or if the Minister wishes to bring proceedings against someone for defamation. For details about the coverage, the Regulation can be found at:

http://www.bclaws.ca/EPLibraries/bclaws_new/document/ID/freeside/62_2012

Members of Executive Council are disqualified from jury duty.

Administrative Matters

Within the Ministry of Finance is the Ministers' Office Support Services (MOSS) group. MOSS provides Ministers with guidance and support on administrative matters. Their intranet site at <http://gww.fin.gov.bc.ca/gws/camss/moss/> provides Minister's Offices with information related to financial, human resources, information systems and other administrative policies and procedures on the following subjects:

- Accounts Payable

- Budget Information
- Information Technology (IT)
- Facilities
- Freedom of Information
- Payroll
- Records Management
- Human Resources
- Telecommunications
- Travel
- Vehicles

Standards of Conduct for Political Staff

“Political staff” are persons appointed under section 15(1)(a) of the Public Service Act who report through to the Chief of Staff to the Premier or provide support to a Minister, and who are not assigned job duties of a primarily administrative, technical or communications nature. Most appointees working in the Office of the Premier and supporting Minister’s Offices are political staff (e.g., Ministerial Assistants and Executive Assistants). Appointees to Government Communications and Public Engagement are not political staff.

Political staff will exhibit the highest standards of conduct. Their conduct must instill confidence and trust and not bring the Province of British Columbia into disrepute.

The requirement to comply with these standards of conduct is a condition of employment. Political staff who fail to comply with these standards may be subject to disciplinary action up to and including dismissal.

The Standards of Conduct for Political Staff closely resemble the Standards of Conduct applicable to employees of the BC Public Service. However, the Standards of Conduct for Political Staff recognize the unique partisan role performed by political staff and provide guidance on how political staff may exercise their partisan duties while also respecting the non-partisan role of employees in the BC Public Service.

Role of Political Staff

Political staff are generally employed to help Ministers on matters where the non-political and political work of Government overlap and where it would be inappropriate for permanent public servants to become involved. Political staff serve as advisors and assistants who share the ruling party’s political commitment, and who can complement the professional, expert and non-partisan advice and support of the permanent public service.

Political staff should ask the manager to whom they report, or the Chief of Staff to the Premier, if they have any questions regarding their role and responsibilities.

Loyalty

Political staff have a duty of loyalty to the government as their employer. They must act honestly and in good faith and place the interests of the employer ahead of their own private interests. The duty committed to in the Political Staff Oath requires political staff to serve the government of the day to the best of their ability.

Confidentiality

Confidential information, in any form, that political staff receive through their employment must not be disclosed, released, or transmitted to anyone other than persons who are authorized to receive the information. Political staff with care or control of personal or sensitive information, electronic media, or devices must handle and dispose of these appropriately. Staff who are in doubt as to whether certain information is confidential must ask the appropriate authority before disclosing, releasing, or transmitting it.

The proper handling and protection of confidential information is applicable both within and outside of government and continues to apply after the employment relationship ends.

Confidential information that political staff receive through their employment must not be used for the purpose of furthering any private interest, or as a means of making personal gains. (See the Conflicts of Interest section below for details.)

Public Comments

Political staff may comment on public issues but must not engage in any activity or speak publicly where this could be perceived as an official act or representation (unless authorized to do so). Staff must not use their position in government to lend weight to the public expression of their personal opinions.

Service to the Public

Political staff must provide service to the public in a manner that is courteous, professional, equitable, efficient, and effective. Staff must be sensitive and responsive to the changing needs, expectations, and rights of a diverse public in the proper performance of their duties.

Workplace Behaviour

Political staff are to treat each other with respect and dignity and must not engage in discriminatory conduct prohibited by the Human Rights Code. The prohibited grounds are race, colour, ancestry, place of origin, religion, family status, marital status, physical disability, mental disability, sex, sexual orientation, gender identity or expression, age, political belief and conviction of a criminal or summary offence unrelated to the individual's employment.

Further, the conduct of political staff in the workplace must meet acceptable social standards and must contribute to a positive work environment. Bullying or any other inappropriate conduct compromising the integrity of the Province of BC will not be tolerated.

All political staff may expect and have the responsibility to contribute to a safe workplace. Violence in the workplace is unacceptable. Violence is any use of physical force on an individual that causes or could cause injury and includes attempted and threatened use of force.

Political staff must report any incident of violence. Any staff who become aware of a threat must report that threat if there is reasonable cause to believe that the threat poses a risk of injury. Any incident or threat of violence in the workplace must be addressed immediately. Staff must report a safety hazard or unsafe condition or act in accordance with the provisions of the WorkSafeBC Occupational Health and Safety Regulation.

Political staff must conduct themselves professionally, be fit for duty, and be free from impairment (e.g., from alcohol or drugs).

Interactions with the Permanent Public Service

In meeting their responsibility to respect the non-partisanship of ministry staff, political staff have an obligation to inform themselves about the appropriate parameters of conduct set out in the Standards of Conduct for Public Service Employees, and to actively assess their own conduct and any requests they make to ministry employees in light of these parameters.

To the extent possible, relations between political staff and ministry staff should be conducted through the Deputy Minister's Office. The Deputy Minister's Office should be informed about any significant contact between political staff and ministry employees. Ministers, Deputy Ministers, the Chief of Staff to the Premier, and other managers to whom political staff may report should be vigilant in ensuring the appropriate parameters of interaction between political staff and ministry staff are observed.

Political staff may ask ministry employees for information, transmit the Minister's instructions, or be informed of decisions in order to address communications and strategic issues. However, they do not have a direct role in ministry operations and have no legal basis for exercising the delegated authority of Ministers. Nor may political staff give direction to ministry employees on the discharge of their responsibilities.

Examples of appropriate and inappropriate conduct include, but are not limited to, the following:

Appropriate Conduct	Inappropriate Conduct
<ul style="list-style-type: none"> ▶ Convey to ministry employees the Minister's view of issues and direction on work priorities; ▶ Request ministry employees prepare information and analyses; ▶ Hold meetings with ministry employees to discuss advice being prepared for the Minister. 	<ul style="list-style-type: none"> ▶ Ask a ministry employee to do anything inconsistent with their obligations under the Standards of Conduct; ▶ Authorize the expenditure of public funds, have responsibility for budgets, or have any involvement in the award of external contracts; ▶ Exercise any power in relation to the management of employees within their ministry (except in relation to other political staff), including but not limited to playing any role in human resource decisions affecting a public service employee; ▶ Suppress or supplant advice prepared for the Minister by ministry employees (although they may comment on such advice); or substitute advice for that of ministry employees.

Conflicts of Interest

A conflict of interest occurs when a political staff member's private affairs or financial interests are in conflict, or could result in a perception of conflict, with the staff member's duties or responsibilities in such a way that:

- the staff member's ability to act in the public interest could be impaired; or
- the staff member's actions or conduct could undermine or compromise:
 - the public's confidence in the staff member's ability to discharge work responsibilities; or
 - the trust that the public places in the Province of BC.

While the government recognizes the right of political staff to be involved in activities as citizens of the community, conflict must not exist between their private interests and the discharge of their employment duties. Upon appointment, political staff must arrange their private affairs in a manner that will prevent conflicts of interest, or the perception of conflicts of interest, from arising.

Political staff who find themselves in an actual, perceived, or potential conflict of interest must disclose the matter to their manager or the Chief of Staff to the Premier. Examples of conflicts of interest include, but are not limited to, the following:

- A staff member uses government property or equipment or their position, office, or government affiliation to pursue personal interests or the interests of another organization;
- A staff member is in a situation where they are under obligation to a person who might benefit from or seek to gain special consideration or favour;
- A staff member, in the performance of official duties, gives preferential treatment to an individual, corporation, or organization, including a non-profit organization, in which the staff member, or a relative or friend, has an interest, financial or otherwise;
- A staff member benefits from, or is reasonably perceived by the public to have benefited from, the use of information acquired solely by reason of their employment;
- A staff member benefits from, or is reasonably perceived by the public to have benefited from, a government transaction over which they can influence decisions (e.g., investments, sales, purchases, borrowing, grants, contracts, regulatory or discretionary approvals, appointments);
- A staff member accepts from an individual, corporation, or organization, directly or indirectly, a personal gift or benefit that arises out of their employment with the Province of BC, other than:
 - the exchange of hospitality between persons doing business together;

- tokens exchanged as part of protocol;
- the normal presentation of gifts to persons participating in public functions; or
- the normal exchange of gifts between friends; or
- A staff member accepts gifts, donations, or free services for work-related leisure activities other than in situations outlined above.

The following four criteria, when taken together, are intended to guide the judgment of political staff who are considering the acceptance of a gift:

- The benefit is of nominal value;
- The exchange creates no obligation;
- Reciprocation is easy; and
- It occurs infrequently.

Political staff will not solicit a gift, benefit, or service on behalf of themselves or other employees.

Conflict of Interest Guidelines for Political Staff

Guidelines have been established to assist political staff, their managers and the Chief of Staff to the Premier in managing conflict of interest issues. Please see the MyHR section of the BC Government website for more information.

Allegations of Wrongdoing

Political staff have a duty to report any situation relevant to their employment that they believe contravenes the law, misuses public funds or assets, or represents a danger to public health and safety or a significant danger to the environment. Staff can expect such matters to be treated in confidence, unless disclosure of information is authorized or required by law (e.g., the Freedom of Information and Protection of Privacy Act). Staff will not be subject to discipline or reprisal for bringing forward, in good faith, allegations of wrongdoing in accordance with this policy statement.

Political staff must report their allegations or concerns in writing to the manager to whom they report or the Chief of Staff to the Premier, who will acknowledge receipt of the submission and have the matter reviewed and responded to in writing within 30 days of receiving the staff member's submission. Where an allegation involves the staff member's manager, the employee must forward the allegation to the Chief of Staff to the Premier. Where an allegation involves the Chief of Staff to the Premier, the allegation must be forwarded to the Deputy Minister to the Premier.

In addition to these reporting requirements, it is expected political staff will also report to the Comptroller General any irregularities related to the expenditure of public funds as outlined in Section 33.2 of the Financial Administration Act.

Where a political staff member believes that the matter requires a resolution and it has not been reasonably resolved by their employer, they may then refer the allegation to the appropriate authority.

If the staff member decides to pursue the matter further, then:

- Allegations of criminal activity are to be referred to the police in accordance with the Procedure for Reporting Employee Misconduct in Non-Emergency Situations to the Police;
- Allegations of a misuse of public funds are to be referred to the Auditor General;
- Allegations of a danger to public health must be brought to the attention of health authorities; and
- Allegations of a significant danger to the environment must be brought to the attention of the Deputy Minister, Ministry of Environment and Climate Change Strategy.

Employees may also report wrongdoing under the Public Interest Disclosure Act to their supervisor, Chief of Staff to the Premier, designated officer or the Ombudsperson. Employees can find information about

what types of wrongdoing may be reported under PIDA and the process for reporting in the HR Policy on Public Interest Disclosure, and the Managing Public Interest Disclosure Procedures for Political Staff.

Employees who are unsure about whether their concerns could be considered under PIDA can seek advice from their supervisor, designated officer or the Ombudsperson.

An employee reporting a wrongdoing under the Public Interest Disclosure Act to the Ombudsperson is not required to report the same wrongdoing to their employer unless the Ombudsperson does not investigate or does not refer their disclosure. Reporting a wrongdoing to the Ombudsperson does not affect an employee's obligations to cooperate in any investigation into the subject matter of the wrongdoing.

Legal Proceedings

Political staff must not sign affidavits relating to facts that have come to their knowledge in the course of their employment duties for use in court proceedings unless the affidavit has been prepared by a lawyer acting for government in that proceeding or unless it has been approved by a ministry solicitor in the Legal Services Branch, Ministry of Attorney General. Political staff are obliged to cooperate with lawyers defending the Crown's interest during legal proceedings.

A written opinion prepared on behalf of government by any legal counsel is privileged and is, therefore, not to be released without prior approval of the Legal Services Branch.

Working Relationships

Political staff involved in a personal relationship outside work that compromises objectivity, or the perception of objectivity, should avoid being placed in a direct reporting relationship to one another. For example, staff who are direct relatives or who permanently reside together may not be employed in situations where:

- A reporting relationship exists where one staff member has influence, input, or decision-making power over the other's performance evaluation, salary, premiums, special permissions, conditions of work, and similar matters; or
- The working relationship affords an opportunity for collusion between the two staff members that would have a detrimental effect on the employer's interest.

The above restriction on working relationships may be waived provided that the Chief of Staff to the Premier is satisfied that sufficient safeguards are in place to ensure that the employer's interests are not compromised.

Human Resource Decisions

Political staff are to disqualify themselves as participants in human resource decisions when their objectivity would be compromised for any reason or a benefit or perceived benefit could accrue to them.

For example, staff are not to participate in staffing actions involving direct relatives or persons living in the same household.

Outside Remunerative and Volunteer Work

Political staff may hold jobs outside government, carry on a business, receive remuneration from public funds for activities outside their position, and engage in volunteer activities provided it does not:

- Interfere with the performance of their employment duties;
- Bring the government into disrepute;
- Represent a conflict of interest or create the reasonable perception of a conflict of interest;
- Appear to be an official act or to represent government opinion or policy;

- Involve the unauthorized use of work time or government premises, services, equipment, or supplies; or
- Gain an advantage that is derived from their employment with the Province of BC.

Political staff who are appointed as directors or officers of Crown corporations are not to receive any additional remuneration beyond the reimbursement of appropriate travel expenses except as approved by the Lieutenant Governor in Council.

Responsibilities

Chief of Staff to the Premier and Deputy Chief of Staff to the Premier

- Advise managers of political staff of the required standards of conduct and the consequences of non-compliance, including providing comprehensive orientation to new managers of political staff regarding the Standards of Conduct for Political Staff;
- Provide timely advice and direction to managers of political staff and political staff respecting the application of this policy statement, including guidance on an appropriate employer response to transgressions of this policy;
- Coordinate the development of awareness, training, and communication programs in support of this policy;
- Seek out advice as required on issues that are complex or cannot easily be resolved (e.g., advice from legal counsel, or the Head of the BC Public Service Agency);
- Where a political staff member has no other direct manager to whom they report, the Chief of Staff to the Premier or Deputy Chief of Staff to the Premier assumes the responsibilities assigned below to managers of political staff; and
- Establish procedures for providing advice and managing investigations of serious wrongdoing under the Public Interest Disclosure Act and reporting annually.

Managers of Political Staff

- Provide comprehensive orientation to new political staff regarding the Standards of Conduct for Political Staff;
- Advise political staff of the required standards of conduct and the consequences of non-compliance;
- Promote a work environment that is free of discrimination;
- Respond to reports of bullying, breaches of the Standards of Conduct for Political Staff, and wrongdoing, or refer them to the next level of manager not involved in the manner;
- Deal with breaches of this policy in a timely manner, taking the appropriate action based upon the facts and circumstances, and conferring with the Chief of Staff to the Premier as appropriate;
- Waive the provision on working relationships under the circumstances indicated;
- Delegate authority and responsibility, where applicable, to apply this policy within their organization; and
- Provide advice to and receive disclosures from political staff under the Public Interest Disclosure Act.

Political Staff

- Fulfill their assigned duties and responsibilities, regardless of the party or persons in power and regardless of their personal opinions;
- Disclose and resolve conflicts of interest or potential conflict of interest situations in which they find themselves;
- Maintain appropriate workplace behaviour;
- Report incidents of bullying, breaches of the Standards of Conduct for Political Staff, and wrongdoing.
- Avoid engaging in discriminatory conduct or comment; and,

- Check with their manager or Chief of Staff to the Premier when they are uncertain about any aspect of this policy.

STANDARDS OF CONDUCT



Where ideas work

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This policy statement applies to all persons and organizations covered by the Public Service Act. The policy statement supports the core policy objective that “public service employees exhibit the highest standards of conduct.”

Employees will exhibit the highest standards of conduct. Their conduct must instill confidence and trust and not bring the BC Public Service into disrepute. The honesty and integrity of the BC Public Service demands the impartiality of employees in the conduct of their duties.

The requirement to comply with these standards of conduct is a condition of employment. Employees who fail to comply with these standards may be subject to disciplinary action up to and including dismissal.

Loyalty

Public service employees have a duty of loyalty to the government as their employer. They must act honestly and in good faith and place the interests of the employer ahead of their own private interests. The duty committed to in the Oath of Employment requires BC Public Service employees to serve the government of the day to the best of their ability.

Confidentiality

Confidential information, in any form, that employees receive through their employment must not be disclosed, released, or transmitted to anyone other than persons who are authorized to receive the information. Employees with care or control of personal or sensitive information, electronic media, or devices must handle and dispose of these appropriately. Employees who are in doubt as to whether certain information is confidential must ask the appropriate authority before disclosing, releasing, or transmitting it.

The proper handling and protection of confidential information is applicable both within and outside of government and continues to apply after the employment relationship ends.

Confidential information that employees receive through their employment must not be used by an employee for the purpose of furthering any private interest, or as a means of making personal gains. (See the Conflicts of Interest section of this policy statement for details.)

Public Comments

BC Public Service employees may comment on public issues but must not engage in any activity or speak publicly where this could be perceived as an official act or representation (unless authorized to do so).

Employees must not jeopardize the perception of impartiality in the performance of their duties through making public comments or entering into public debate regarding ministry policies. BC Public Service employees must not use their position in government to lend weight to the public expression of their personal opinions.

Political Activity

BC Public Service employees may participate in political activities including membership in a political party, supporting a candidate for elected office, or seeking elected office. Employees' political activities, however, must be clearly separated from activities related to their employment.

If engaging in political activities, employees must remain impartial and retain the perception of impartiality in relation to their duties and responsibilities. Employees must not engage in political activities during working hours or use government facilities, equipment, or resources in support of these activities.

Partisan politics are not to be introduced into the workplace; however, informal private discussions among co-workers are acceptable.

Service to the Public

BC Public Service employees must provide service to the public in a manner that is courteous, professional, equitable, efficient, and effective. Employees must be sensitive and responsive to the changing needs, expectations, and rights of a diverse public in the proper performance of their duties.

Workplace Behaviour

Employees are to treat each other with respect and dignity and must not engage in discriminatory conduct prohibited by the Human Rights Code. The prohibited grounds are race, colour, ancestry, place of origin, religion, family status, marital status, physical disability, mental disability, sex, sexual orientation, gender identity or expression, age, political belief or conviction of a criminal or summary offence unrelated to the individual's employment.

Further, the conduct of BC Public Service employees in the workplace must meet acceptable social standards and must contribute to a positive work environment. Bullying or any other inappropriate conduct compromising the integrity of the BC Public Service will not be tolerated.

All employees may expect and have the responsibility to contribute to a safe workplace. Violence in the workplace is unacceptable. Violence is any use of physical force on an individual that causes or could cause injury and includes an attempt or threatened use of force.

Employees must report any incident of violence. Any employee who becomes aware of a threat must report that threat if there is reasonable cause to believe that the threat poses a risk of injury. Any incident or threat of violence in the workplace must be addressed immediately.

Employees must report a safety hazard or unsafe condition or act in accordance with the provisions of the WorkSafeBC Occupational Health and Safety Regulations.

Employees must conduct themselves professionally, be fit for duty, and be free from impairment (for example: from alcohol or drugs).

Conflicts of Interest

A conflict of interest occurs when an employee's private affairs or financial interests are in conflict, or could result in a perception of conflict, with the employee's duties or responsibilities in such a way that:

- the employee's ability to act in the public interest could be impaired; or
- the employee's actions or conduct could undermine or compromise:
 - the public's confidence in the employee's ability to discharge work responsibilities; or
 - the trust that the public places in the BC Public Service.

While the government recognizes the right of BC Public Service employees to be involved in activities as citizens of the community, conflict must not exist between employees' private interests and the discharge of their BC Public Service duties. Upon appointment to the BC Public Service, employees must arrange their private affairs in a manner that will prevent conflicts of interest, or the perception of conflicts of interest, from arising. Employees who find themselves in an actual, perceived, or potential conflict of interest must disclose the matter to their supervisor, manager, or ethics advisor. Examples of conflicts of interest include, but are not limited to, the following:

- An employee uses government property or equipment or the employee's position, office, or government affiliation to pursue personal interests or the interests of another organization;
- An employee is in a situation where the employee is under obligation to a person who might benefit from or seek to gain special consideration or favour;

- An employee, in the performance of official duties, gives preferential treatment to an individual, corporation, or organization, including a non-profit organization, in which the employee, or a relative or friend of the employee, has an interest, financial or otherwise;
- An employee benefits from, or is reasonably perceived by the public to have benefited from, the use of information acquired solely by reason of the employee's employment;
- An employee benefits from, or is reasonably perceived by the public to have benefited from, a government transaction over which the employee can influence decisions (for example, investments, sales, purchases, borrowing, grants, contracts, regulatory or discretionary approvals, appointments);
- An employee accepts from an individual, corporation, or organization, directly or indirectly, a personal gift or benefit that arises out of employment in the BC Public Service, other than:
 - the exchange of hospitality between persons doing business together;
 - tokens exchanged as part of protocol;
 - the normal presentation of gifts to persons participating in public functions; or
 - the normal exchange of gifts between friends; or
- An employee accepts gifts, donations, or free services for work-related leisure activities other than in situations outlined above.

The following four criteria, when taken together, are intended to guide the judgment of employees who are considering the acceptance of a gift:

- The benefit is of nominal value;
- The exchange creates no obligation;
- Reciprocation is easy; and
- It occurs infrequently.

Employees will not solicit a gift, benefit, or service on behalf of themselves or other employees.

Conflict of Interest Guidelines

To assist employees, managers, ethics advisors and deputy ministers in managing conflict of interest issues, the BC Public Service has established guidelines, tools and other resources. Please see the MyHR section of the BC Government website for more information.

Allegations of Wrongdoing

Employees have a duty to report any situation relevant to the BC Public Service that they believe contravenes the law, misuses public funds or assets, or represents a danger to public health and safety or a significant danger to the environment. Employees can expect such matters to be treated in confidence, unless disclosure of information is authorized or required

by law (for example, the Freedom of Information and Protection of Privacy Act). Employees will not be subject to discipline or reprisal for bringing forward to a Deputy Minister, in good faith, allegations of wrongdoing in accordance with this policy statement.

Employees must report their allegations or concerns as follows:

- Members of the BCGEU must report in accordance with Article 32.13;
- PEA members must report in accordance with Article 36.12; or
- Other employees must report in writing to their Deputy Minister or other executive member of the ministry, who will acknowledge receipt of the submission and have the matter reviewed and responded to in writing within 30 days of receiving the employee's submission. Where an allegation involves a Deputy Minister, the employee must forward the allegation to the Deputy Minister to the Premier.

These reporting requirements are in addition to an employee's obligation to report to the Comptroller General as outlined in Section 33.2 of the Financial Administration Act. Where an employee believes that the matter requires a resolution and it has not been reasonably resolved by the ministry, the employee may then refer the allegation to the appropriate authority.

If the employee decides to pursue the matter further then:

- Allegations of criminal activity are to be referred to the police in accordance with the Procedure for Reporting Employee Misconduct in Non-Emergency Situations to the Police (please see the MyHR section of the BC Government website for more information);
- Allegations of a misuse of public funds are to be referred to the Auditor General;
- Allegations of a danger to public health must be brought to the attention of health authorities; and
- Allegations of a significant danger to the environment must be brought to the attention of the Deputy Minister, Ministry of Environment.

Employees may also report wrongdoing under the Public Interest Disclosure Act to their supervisor, ministry designated officer, Agency designated officer or the Ombudsperson. Employees can find information about what types of wrongdoing may be reported under the Act and the process for reporting in the HR Policy on Public Interest Disclosure and the Procedures for Managing Disclosures. Please see the MyHR section of the BC Government website for more information.

Employees who are unsure about whether their concerns could be considered under the Public Interest Disclosure Act can seek advice from a supervisor, a designated officer or the Ombudsperson.

An employee reporting a wrongdoing under the Public Interest Disclosure Act to the Ombudsperson is not required to report the same wrongdoing to their employer unless the

Ombudsperson does not investigate or does not refer their disclosure. Reporting a wrongdoing to the Ombudsperson does not affect an employee's obligations to co-operate in any investigation into the subject matter of the wrongdoing

Legal Proceedings

Employees must not sign affidavits relating to facts that have come to their knowledge in the course of their duties for use in court proceedings unless the affidavit has been prepared by a lawyer acting for government in that proceeding or unless it has been approved by a ministry solicitor in the Legal Services Branch, Ministry of Attorney General. In the case of affidavits required for use in arbitrations or other proceedings related to employee relations, the Labour Relations Branch of the BC Public Service Agency will obtain any necessary approvals. Employees are obliged to cooperate with lawyers defending the Crown's interest during legal proceedings.

A written opinion prepared on behalf of government by any legal counsel is privileged and is, therefore, not to be released without prior approval of the Legal Services branch.

Working Relationships

Employees involved in a personal relationship outside work which compromises objectivity, or the perception of objectivity, should avoid being placed in a direct reporting relationship to one another.

For example, employees who are direct relatives or who permanently reside together may not be employed in situations where:

- A reporting relationship exists where one employee has influence, input, or decision-making power over the other employee's performance evaluation, salary, premiums, special permissions, conditions of work, and similar matters; or
- The working relationship affords an opportunity for collusion between the two employees that would have a detrimental effect on the Employer's interest.

The above restriction on working relationships may be waived provided that the Deputy Minister is satisfied that sufficient safeguards are in place to ensure that the Employer's interests are not compromised.

Human Resource Decisions

Employees are to disqualify themselves as participants in human resource decisions when their objectivity would be compromised for any reason or a benefit or perceived benefit could accrue to them.

For example, employees are not to participate in staffing actions involving direct relatives or persons living in the same household.

Outside Remunerative and Volunteer Work

Employees may hold jobs outside government, carry on a business, receive remuneration from public funds for activities outside their position, or engage in volunteer activities provided it does not:

- interfere with the performance of their duties as a BC Public Service employee;
- bring the government into disrepute;
- represent a conflict of interest or create the reasonable perception of a conflict of interest;
- appear to be an official act or to represent government opinion or policy;
- involve the unauthorized use of work time or government premises, services, equipment, or supplies; or
- gain an advantage that is derived from their employment with the BC Public Service.

Employees who are appointed as directors or officers of Crown corporations are not to receive any additional remuneration beyond the reimbursement of appropriate travel expenses except as approved by the Lieutenant Governor in Council.

Responsibilities

Agency Head

- Provide timely advice to managers, ethics advisors and deputy ministers respecting the application of this policy statement including guidance on an appropriate employer response to transgressions of the policy statement;
- Coordinate the development of awareness, training, and communication programs in support of this policy statement; and,
- Establish procedures for managing investigations of serious wrongdoing under the Public Interest Disclosure Act and reporting annually.

Deputy Ministers

- Advise employees of the required standards of conduct and the consequences of non-compliance;
- Designate a senior staff member in their organization as ethics advisor for matters related to the standards of conduct;
- Promote a work environment that is free of discrimination;
- Deal with breaches of this policy statement in a timely manner, taking the appropriate action based upon the facts and circumstances;
- Seek out guidance and advice from the Agency Head on issues that are complex and/or cannot be easily resolved;
- Waive the provision on working relationships under the circumstances indicated; and
- Delegate authority and responsibility, where applicable, to apply this policy

- statement within their organization; and,
- Designate a ministry designated officer for the purposes of providing advice to employees and receiving disclosures from employees under the Public Interest Disclosure Act. The designated officer may be the ministry ethics advisor or another senior official.

Ethics Advisors

- Provide advice on standards of conduct issues to employees and managers in their organization, including in regards to assessing and addressing possible conflicts of interest;
- Seek out guidance and advice from the BC Public Service Agency on issues that are complex and/or cannot be easily resolved;
- Determine whether an issue requires consideration and/or decision by the deputy minister and provide briefings to the deputy as necessary;
- Document any advice provided and/or decisions made; and
- Participate as ministry representative in working with the Corporate Ethics Lead to ensure a consistent and coordinated approach to ethics management across the public service.

Ministry Designated Officers

- Receive disclosures and provide advice to employees under the Public Interest Disclosure Act.
- Transfer disclosures to the Agency Designated Officer in a timely manner.

Line Managers

- Provide comprehensive orientation to new employees related to the Standards of Conduct;
- Advise staff on standards of conduct issues, including in regards to assessing and addressing possible conflicts of interest;
- Respond to reports of bullying, breaches of the Standards of Conduct, and wrongdoing, or refer them to the next level of excluded manager not involved in the matter;
- Engage the ministry-designated ethics advisor and seek advice from the BC Public Service Agency as may be appropriate in the circumstances;
- Document any advice provided and/or decisions made;
- Contribute to a work environment that is free of discrimination;
- Provide advice to and receive disclosures from employees under the Public Interest Disclosure Act; and,
- Transfer disclosures to the Agency Designated Officer in a timely manner.

Employees

- Objectively and loyally fulfill their assigned duties and responsibilities, regardless of the party or persons in power and regardless of their personal opinions;

- Disclose and cooperate with the employer to resolve conflicts of interest or potential conflict of interest situations in which they find themselves;
- Maintain appropriate workplace behavior;
- Report incidents of bullying, breaches of the Standards of Conduct and wrongdoing.
- Avoid engaging in discriminatory conduct or comment; and
- Check with their supervisor or manager when they are uncertain about any aspect of this policy statement.

This document has been checked for accessibility.



Conflict of Interest Disclosure

I, _____, withdrew from the
(Committee Member Name)

discussion of _____
(Topic / Description)

at _____ on _____ as I have a conflict
(Committee) (Date)

due to _____.
(General nature of the conflict, e.g. personal reasons)

(Signature of person making the disclosure)

Received by: _____ on _____
(Signature of Cabinet Committee Secretary) (Date)

Excerpt from the *Members' Conflict of Interest Act*

An excerpt from the *Members' Conflict of Interest Act* is noted below. **Section 10 (1)** outlines the responsibility of the committee member.

Procedure on conflict of interest¹

- 10 (1)** A member who has reasonable grounds to believe that he or she has a conflict of interest in a matter that is before the Legislative Assembly or the Executive Council, or a committee of either of them, must, if present at a meeting considering the matter,
- (a) disclose the general nature of the conflict of interest, and
 - (b) withdraw from the meeting without voting or participating in the consideration of the matter.
- (2) If a member has complied with subsection (1), the Clerk of the Legislative Assembly or secretary of the meeting must record
- (a) the disclosure,
 - (b) the general nature of the conflict of interest disclosed, and
 - (c) the withdrawal of the member from the meeting.
- (3) The Clerk of the Legislative Assembly or secretary of the meeting must file the information recorded under subsection (2) with the commissioner,
- (a) in the case of a meeting of the Legislative Assembly or a committee of the Legislative Assembly, as soon as practicable, and
 - (b) in the case of a meeting of the Executive Council or a committee of the Executive Council, as soon as practicable after the Executive Council's decision on the matter which has been the subject of the disclosure is made public.
- (4) The commissioner must keep all information filed under subsection (3) in a central record kept for that purpose and must
- (a) make the central record available for inspection by any person without charge during normal business hours, and
 - (b) on request by any person provide a copy of the record or portion of it on payment of a reasonable copying charge.

¹ *Members' Conflict of Interest Act*, [RSBC 1996] CHAPTER 287,

http://www.qp.gov.bc.ca/statreg/stat/M/96287_01.htm

RECORDS MANAGEMENT RESPONSIBILITIES OF MINISTERS

Government information created and held by BC's Cabinet ministers and their staff is a valuable public asset. The appropriate creation and maintenance of government information supports openness and transparency, facilitates effective decision making, provides evidence of government policies, programs and decisions, and contributes to the historical record for future generations.

Information is considered "Government information" if it is created or received by ministers and their staff *as ministers of the Crown*. Government information comes in many forms and includes books, documents, maps, drawings, photographs, letters, vouchers, papers and any other thing on which information is recorded or stored by any means whether graphic, electronic, mechanical or otherwise. Government information does not include MLA records or personal records.

"Transitory information" is information of temporary usefulness that is only needed for a limited period of time to complete a routine action, enter into a digital system, or prepare an official record. Transitory information does not have ongoing value for supporting or documenting the work of the Minister's Office, and therefore does not need to be maintained as part of the official records of the office. Note that it is the content and use of a record that determines its value, not its form (e.g. an email may be transitory or official.)

Next Steps

Like the rest of government, Ministers' Offices must adhere to legislative and policy requirements regarding information management, freedom of information, and privacy.

Shortly after taking office, Ministers and their staff should:

1. Familiarize themselves with the following:
 - a. [Appropriate Use Policy](#)
 - b. [Managing Government Information Policy \(MGIP\)](#)
 - c. [CRO Directive and Guidelines on Documenting Government Decisions](#) (also known as "Duty to Document"). A decision must be documented if it describes the evolution of government programs, protection of legal or financial rights or obligations and/or facilitates accountability
2. Develop procedures within their office for keeping government information separate from non-government information, including establishing the practice of using government accounts to conduct government business. More information can be found in Attachment A - [Government Records Service Guide to Managing Minister's Office Records](#).
3. Work closely with their Deputy Minister's Office to clarify what records will be held in the Minister's Office. While practices may vary somewhat among offices, the following are best practices: For most records received by or sent from a Minister's Office, the Office of Primary Responsibility (OPR) is the Deputy Minister's Office (i.e. most records are sent to the Deputy Minister's Office for retention, when no longer needed by the Minister's Office).

4. Develop practices around the regular deletion of transitory information. It is good practice for all offices to regularly dispose of transitory information when it is no longer useful, as this makes it easier to identify and manage the official records. Transitory information can and should be disposed of when it is no longer of value (e.g. deleted from an individual's email account). For further guidance see the Transitory Records Guide.

Summary

The Corporate Information and Records Management Office (CIRMO) is available to assist with Records Management and Freedom of Information questions. They offer dedicated, in-person training for Ministers and their staff and will be in touch in the early days of the administration to schedule a session. If you have questions in the meantime, please do not hesitate to reach out (contact information below).

Attachment(s): A – Government Records Service Guide to Managing Minister's Office Records

Contact: Kerry Pridmore, Assistant Deputy Minister
Corporate Information & Records Management, Ministry of Citizens' Services
778-698-1591



Managing Minister's Office Records

Overview

Government information created and held by British Columbia's cabinet ministers and their staff is a valuable public asset. The appropriate creation and maintenance of government information supports openness and transparency, facilitates effective decision making, provides evidence of government policies, programs and decisions, and contributes to the historical record for future generations.

Like the rest of government, ministers' offices are subject to statutory and policy requirements regarding information management, freedom of information, and privacy. They are also subject to the government-wide directive on appropriate use of information and information technology resources ("[Appropriate Use Policy](#)") and the Chief Records Officer Directive on [Documenting Government Decisions](#) (CRO 01-2019). Minister's Office employees must also adhere to their Oath and to the Standards of Conduct.

A minister's office typically has three categories of records:

- **Non-government Records** that relate to the private life and personal interests of the minister and staff.
- **Member of Legislative Assembly (MLA) Records**, which are the political and constituency records generated by ministers in their capacity as members of the Legislative Assembly.

Personal and MLA records should be managed separately from government records, in order to protect privacy and avoid having to separate them later on (it is unlikely that an incoming minister and staff would have access to the personal and MLA records of their predecessors).

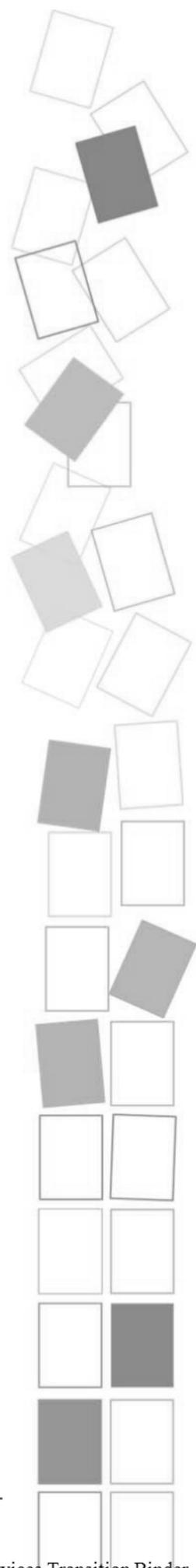
- **Government information** that is created or received by ministers and their staff as ministers of the Crown. These include both official and transitory records and are subject to the [Information Management Act \(IMA\)](#) and the [Freedom of Information and Protection of Privacy Act \(FOIPPA\)](#).

Official Records

Given the level of responsibility of a minister's office, official records must be maintained in an appropriate recordkeeping system. This includes the master or file copies of records that document decisions, decision-making processes, and substantive activities of the office.

A government body should document a decision where a record would serve one or more of the following purposes:

- Informing the government body or others about the evolution of the government body's programs, policies or enactments;
- Protecting the legal or financial rights or obligations of the government body, the Crown, or any person, group of persons, government or organization that is directly and materially affected by the decision;
- Facilitating the government body's accountability for its decisions, including through internal or external evaluation, audit or review.



RECORDS MANAGEMENT GUIDE

For more information on how to identify decisions that should be documented, see the Chief Records Officer *Guidelines on Documenting Government Decisions*. Minister's office records now are increasingly digital (e.g. electronic messages and documents) and are maintained in many locations by multiple responsible bodies. Records are typically received from many offices, acted upon by the minister's office, and then routed to other offices for action and/or retention.

While practices may vary somewhat among offices, the following are best practices: **For most records received by or sent from a minister's office, the Office of Primary Responsibility (OPR) is the deputy minister's office** (i.e. with such exceptions as listed below, most records are sent to the deputy minister's office for retention, when no longer needed by the minister's office).

The deputy minister's office is able to provide continuity and appropriate public service administration of the records of successive ministers. In some cases, certain minister's office records are best maintained along with other related records within the appropriate functional area.

- **Cabinet records go to Cabinet Operations.**
- **Expense records go the Ministry of Finance.**
- **Other types of records** (e.g. approved decision notes) may go to the **relevant ministry program area OPR** for the subject matter.

Recordkeeping Requirements for Official Records

Since ministers' office records are maintained by a variety of responsibility centres, it is important to maintain documentation of where specific types of records are routed. Best practice is to maintain this documentation within the deputy minister's office.

Appendix A provides an overview of the basic routing and documentation requirements, which are:

- **Identify the offices responsible for maintaining official records received from the minister's office.** See the records' location and types list at the end of Appendix A for an example of an easy way to track designated responsibility centres for various types of records.
- **Ensure that offices identified as responsibility centres are aware of their role.** Offices receiving the master "file copies" of minister's office records need to be aware that they are responsible for maintaining the records for the required length of time, in a secure, accessible manner. (Under current information schedules, official records of minister's offices must be retained at least 10 years). See the [Recordkeeping Systems](#) guide for more information on appropriate recordkeeping systems and practices.
- Keep Government Records separate from the records related to their personal affairs, caucus or political party work, constituency business, or Legislative Assembly business. This will avoid potential confusion should an FOI request be made for the government information
- **When a freedom of information (FOI) request or litigation search occurs, use the above documentation to provide relevant information about where the requested records are held.**

Transitory Information

Transitory information is information of temporary usefulness that is only needed a limited period of time to complete a routine action, enter into a digital system, or prepare an official record. This information does not have ongoing value for supporting or documenting the work of the minister's office, and therefore does not need to be maintained as part of the official records of the office.

Note that it is the content and use of a record that determines its value, not its form (e.g. an email may be transitory or official.)

It is good practice for all offices to regularly dispose of transitory information when it is no longer useful. This makes it easier to identify and manage the official records. Transitory information can and should be disposed of when it is no longer of value (e.g. deleted from an individual's email account).

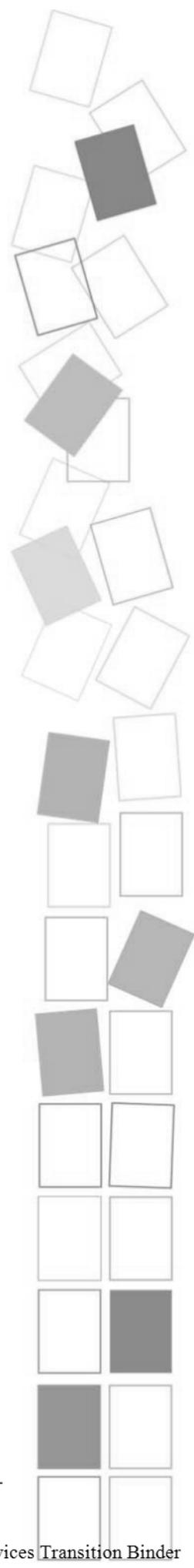
For further guidance see the [Transitory Records Guide](#). See **Appendix B** below for scenarios regarding transitory information and official records of minister's offices.

Freedom of Information and Protection of Privacy

Government records within a minister's office are subject to *the Freedom of Information and Protection of Privacy Act (FOIPPA)* and must be searched in response to an FOI request. Designated FOI contacts for ministers' offices are located within the deputy ministers' office. Ministers' offices are also subject to government-wide privacy policies.

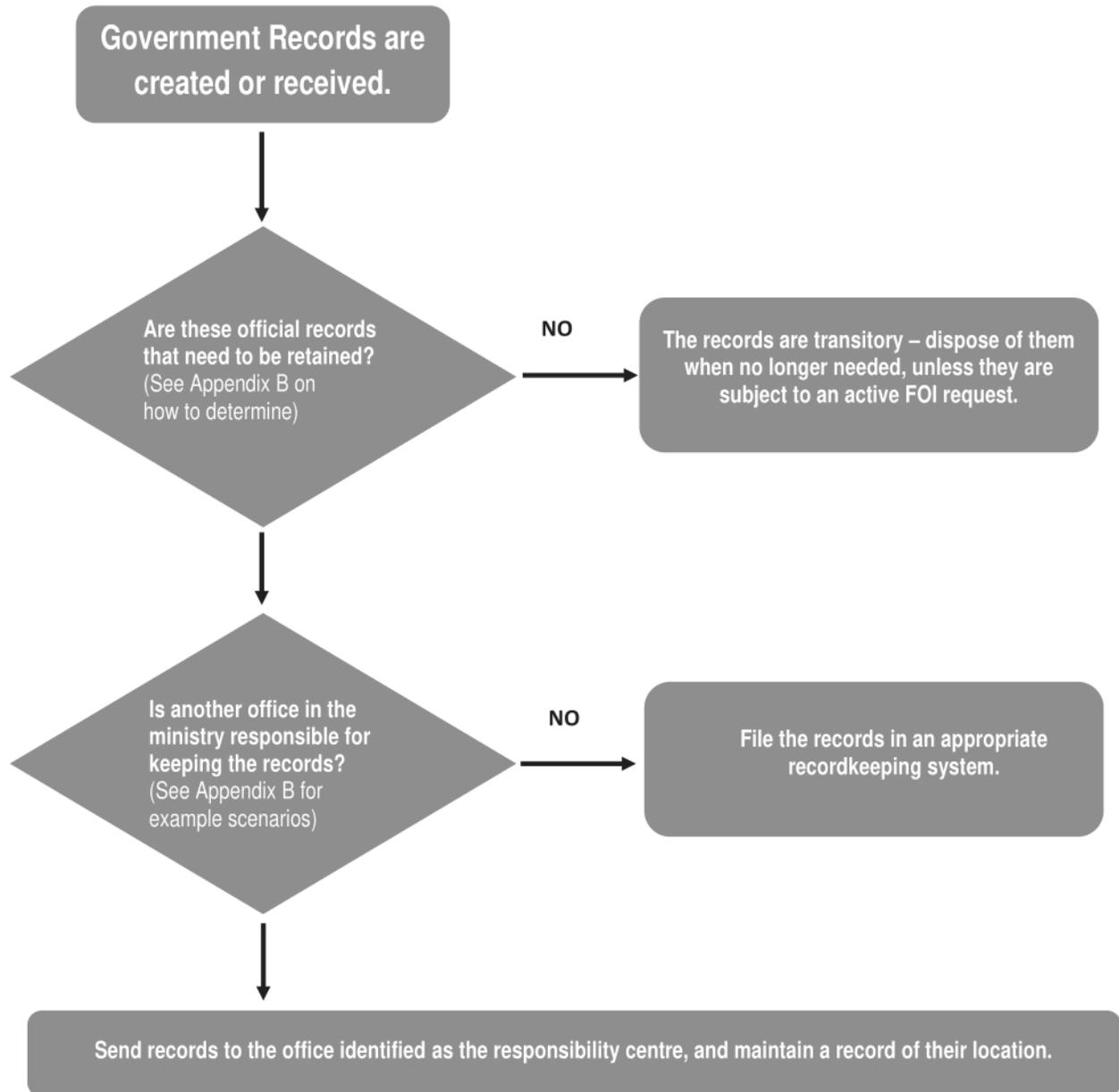
If the minister's office receives a freedom of information or litigation search request, ALL relevant records must be provided, including transitory information. Transitory information that is subject to such requests must be retained pending completion of the applicable FOI response process and review period or the applicable litigation activities (contact Information Access Operations and Legal Services Branch, respectively, for guidance on particular cases).

Where a single record (e.g. an email thread) contains information related to an MLA's personal affairs, caucus or political party work, constituency business, or Legislative Assembly business, and that information is inseparable from and integrated into a government record (e.g. in a single email thread or on the same page of a notebook), the entire record is subject to FOIPPA and must be treated as responsive to an FOI request.



APPENDIX A

Ministers' Office Records Processes



RECORDS MANAGEMENT GUIDE

APPENDIX B

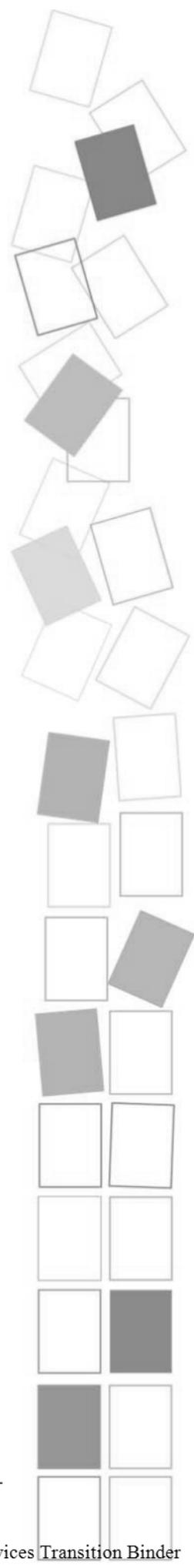
Scenarios Regarding Transitory Information and Official Records

The following scenarios illustrate the variety of functions performed by a minister's office (MO) and the types of records it receives and creates. These scenarios assume that many of the official records for a minister's office will typically be filed and saved by the deputy minister's office (DMO) or other appropriate responsibility centre. Under this practice, residual copies remaining in the minister's office are transitory and may be disposed of when no longer needed.

Scenario 1 – Speeches and Presentations

The minister has been asked to speak about a new ministry initiative at a conference at UNBC. The MO works with the ministry program area on the speech/presentation.

Function/Process	Records are
Event planning correspondence (email strings around choices of hotel, flights, government vehicle use)	<u>Transitory</u> <ul style="list-style-type: none">• Dispose of when no longer useful.
Official invitations and itinerary (e.g. purpose for minister's attendance, background on the event, venue, dates)	<u>Official records</u> <ul style="list-style-type: none">• Retain records in MO or DMO.• Any attachments need to be removed from calendar entry and filed separately.
Minister's speech or presentation (e.g. text, audio-video)	<u>Official Records</u> <ul style="list-style-type: none">• Government Communications and Public Engagement (GCPE) retains the official record of the minister's speech or presentation.• Official copies of presentation material may be retained by the originating program area if they are of continuing value to that program. <u>Transitory</u> <ul style="list-style-type: none">• Residual copies may be retained by the MO or DMO for reference purposes until no longer useful.

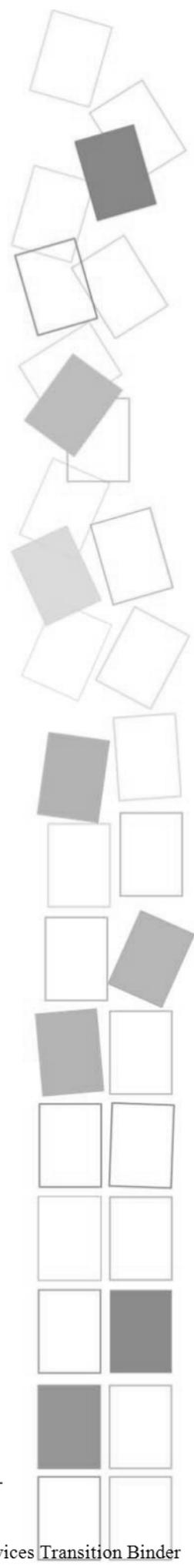


RECORDS MANAGEMENT GUIDE

Scenario 2 – Travel Planning and Expenses

The minister is travelling to Ottawa to attend an annual meeting of Federal/Provincial/Territorial ministers.

Function/Process	Records are
Travel planning correspondence (Email strings relating to choice of flights, airport transports, car rentals, hotels etc.)	<p><u>Transitory</u></p> <ul style="list-style-type: none"> • Dispose of when no longer useful.
Travel and meeting itineraries (e.g. purpose of trip, planned meetings, dates, venues, attendees)	<p><u>Official records</u></p> <ul style="list-style-type: none"> • Retain records in either MO or DMO. If the official records are retained in the DMO, then residual MO copies are transitory.
Invitation logged in Outlook calendar	<p><u>Official records</u></p> <ul style="list-style-type: none"> • MO will save a pdf of the calendar each month. • These records will be retained in MO or DMO.
Meeting-related records prepared by ministry (e.g. briefing notes, handouts, slides)	<p><u>Transitory</u> (residual MO copies)</p> <ul style="list-style-type: none"> • Official records are retained in DMO and/or other appropriate responsibility centre. • MO copies should be disposed of when no longer needed.
Meeting related records received before or at meeting (agenda, minutes, notes, content provided by other attendees)	<p><u>Official records</u></p> <ul style="list-style-type: none"> • Retain records in either MO or DMO. If the official records are retained in the DMO, then residual MO copies are transitory.
Travel expenses for Minister and accompanying staff (e.g. transportation and accommodation costs, per diem, receipts)	<p><u>Official records</u></p> <ul style="list-style-type: none"> • Travel vouchers and receipts are sent to Ministry of Finance. • Residual MO copies are transitory.
Presentations or speeches by Minister	<ul style="list-style-type: none"> • See Speeches and Presentations scenario.



RECORDS MANAGEMENT GUIDE

Scenario 3 – House briefing materials

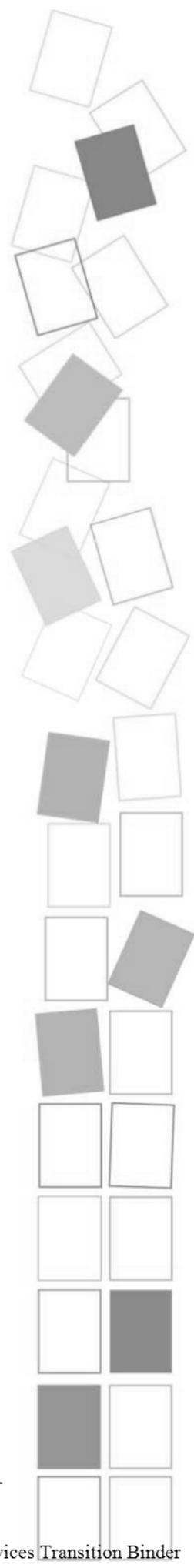
Ministry program areas have been asked to provide the Minister with material for the budget estimates debate in the House.

Function/Process	Records are
Briefing materials and questions (e.g. hardcopy binders, documents attached in CLIFF)	<u>Transitory</u> (residual MO copies) <ul style="list-style-type: none"> • Official records are retained in the DMO or other relevant responsibility centre. • Copies in MO should be disposed of when no longer useful.
Correspondence relating to direction on preparation of budget estimates	<u>Transitory</u> (residual MO copies) <ul style="list-style-type: none"> • Official records are retained in the DMO.

Scenario 4 – Non-Cabinet Committees/Meetings

The minister is attending a meeting with key stakeholders about progress to date on a ministry-sponsored project.

Function/Process	Records are
Meeting invitation in Outlook Calendar	<u>Official records</u> <ul style="list-style-type: none"> • The MO will save a PDF calendar each month for filing. • These records will be retained in the MO or DMO.
Meeting preparation (includes background/briefing materials and reports developed by the ministry, content prepared for meeting stakeholders)	<u>Transitory</u> (residual MO copies) <ul style="list-style-type: none"> • Official records are retained in the DMO or other appropriate responsibility centre. • Minister's office copies should be disposed of when no longer useful.
Meeting records (includes agenda, records received from stakeholders, agenda, minutes, notes)	<u>Official records</u> <ul style="list-style-type: none"> • These records will be retained in the MO or DMO. If the official records are retained in the DMO, then residual MO copies are transitory.



RECORDS MANAGEMENT GUIDE

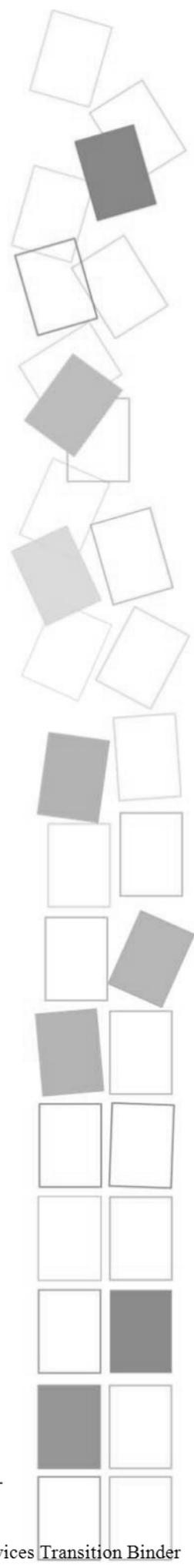
Scenario 5 – Unfiled Minister’s Office E-Mail

Due to volume, MO personnel have accumulated e-mail that has not been disposed of over time as clearly transitory or filed in other systems (e.g. EDRMS Content Manager).

Function/Process	Records are
Accumulation of email messages in Outlook folders	<p><u>Official records</u></p> <ul style="list-style-type: none">• MO retains these records until they have been either filed in another office system or transferred to the DMO (e.g. when the minister transfers to another portfolio).• MO personnel should continue to dispose of transitory messages (per the Transitory Records Guide) consistent with policy direction, except those identified in FOI and litigation searches, and to remove or dispose of any MLA or personal messages.• DMO will ultimately assume responsibility for these e-mail accumulations.

Additional Information

Contact your [Records Team](#) or check out the [Records Management website](#).





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USE OF PERSONAL EMAIL ACCOUNTS FOR PUBLIC BUSINESS

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Email: info@oipc.bc.ca

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2. MINISTERS' SALARIES, BENEFITS & EXPENSES

Pursuant to the *Members' Remuneration and Pensions Act*, each Member of the Legislative Assembly (MLA) receives basic compensation, with an additional salary if they hold a ministerial or parliamentary position. Information on Members' compensation is reported publicly on the Legislative Assembly website and annually in the provincial Public Accounts.

Members who hold ministerial or parliamentary office receive an additional salary that corresponds to a percentage of their basic compensation. If a Member holds two or more positions for which an additional salary is granted, the Member will receive only the higher amount.

The following table outlines the amount paid with respect to service in any of the listed positions. The amount is paid in addition to the basic compensation on the bi-weekly payroll and is fully taxable.

Please note that only salaries related to Ministers or parliamentary positions are listed in this Appendix. For MLA-specific information, including pension and other benefits, constituency travel, etc. please see the Legislative Assembly of BC Members' Guide to Policy and Resources at: <https://members.leg.bc.ca/home/remuneration-benefits/>.

Further information about Ministers' travel/vehicle expenses policies can be found on the website for Ministers' Office Support Services in the Ministry of Finance: <http://gww.fin.gov.bc.ca/gws/camss/moss>.

Position	% of Basic Compensation	Additional Salary (annual)	(bi-weekly)
	100 %	\$111,024.19	\$ 4,258.46
Premier	90 %	\$ 99,921.77	\$ 3,832.62
Minister	50 %	\$ 55,512.10	\$ 2,129.23
Minister of State	35 %	\$ 38,858.47	\$ 1,490.46
Speaker	50 %	\$ 55,512.10	\$ 2,129.23
Deputy Speaker	35 %	\$ 38,858.47	\$ 1,490.46
Assistant Deputy Speaker	35 %	\$ 38,858.47	\$ 1,490.46
Government Whip	20 %	\$ 22,204.84	\$ 851.69
Deputy Government Whip	15 %	\$ 16,653.63	\$ 638.77

Government Caucus Chair	20 %	\$ 22,204.84	\$ 851.69
Deputy Chair, Committee of the Whole	20 %	\$ 22,204.84	\$ 851.69
Parliamentary Secretary	15 %	\$ 16,653.63	\$ 638.77
Leader of the Official Opposition	50 %	\$ 55,512.10	\$ 2,129.23
Official Opposition House Leader	20 %	\$ 22,204.84	\$ 851.69
Official Opposition Whip	20 %	\$ 22,204.84	\$ 851.69
Official Opposition Deputy Whip	15 %	\$ 16,653.63	\$ 638.77
Official Opposition Caucus Chair	20 %	\$ 22,204.84	\$ 851.69
Leader of the Third Party	25 %	\$ 27,756.05	\$ 1,064.62
Third Party House Leader	10 %	\$ 11,102.42	\$ 425.85
Third Party Whip	10 %	\$ 11,102.42	\$ 425.85
Third Party Caucus Chair	10 %	\$ 11,102.42	\$ 425.85
Chair, Select Standing or Special Committee	15 %	\$ 16,653.63	\$ 638.77
Deputy Chair, Select Standing or Special Committee	10 %	\$ 11,102.42	\$ 425.85



GUIDE TO GIFTS AND PERSONAL BENEFITS

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JUNE 2020

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CABINET MEMBERS' REFERENCE GUIDE – OCTOBER 2020

E. Statutory Officers of the Legislature

STATUTORY OFFICERS OF THE LEGISLATURE

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Overview of Current Statutory Officers

Position	Incumbent	Appointment and Term	Authority
Auditor General	Michael Pickup	Appointed: Resolution of Legislative Assembly Term: 8 years Start: July 27, 2020 End: July 26, 2028	<i>Auditor General Act</i> Ministry of Finance
Chief Electoral Officer	Anton Boegman	Appointed: Lieutenant Governor (Certificate) on recommendation of Legislative Assembly Term: Two elections plus 12 months Start: June 1, 2018 End: TBD	<i>Election Act</i> Ministry of Attorney General
Human Rights Commissioner	Kasari Govender	Appointed: Legislative Assembly Term: 5 years Start: September 2, 2019 End: September 3, 2024 (may be reappointed for one further term)	<i>Members' Conflict of Interest Act</i> Ministry of Attorney General
Information and Privacy Commissioner and Registrar for Lobbyists	Michael McEvoy	Appointed: Lieutenant Governor (Certificate) Term: 6 years Acting appointment: Lieutenant Governor in Council Start: April 1, 2018 End: March 30, 2024	<i>Freedom of Information and Protection of Privacy Act</i> Ministry of Citizens' Services <i>Lobbyists Registration Act</i> Ministry of Attorney General
Members' Conflict of Interest Commissioner	Victoria Gray, Q.C.	Appointed: Lieutenant Governor in Council Term: 5 years Start: January 6, 2020 End: January 5, 2025 (may be reappointed for further term or terms)	<i>Members' Conflict of Interest Act</i> Ministry of Attorney General
Merit Commissioner	Fiona Spencer	Appointed: Lieutenant Governor in Council Term: 3 years Start: April 5, 2016 End: April 5, 2019	<i>Public Service Act</i> Ministry of Finance
Ombudsperson	James (Jay) Michael Chalke, Q.C.	Appointed: Lieutenant Governor (Certificate) Term: 6 years Start: July 1, 2015 End: July 1, 2021	<i>Ombudsperson Act</i> Ministry of Attorney General
Police Complaint Commissioner	Clayton Pecknold	Appointed: Resolution of Legislative Assembly Term: 5 years Start: March 1, 2015 End: March 1, 2019	<i>Police Act</i> Ministry of Attorney General

Position	Incumbent	Appointment and Term	Authority
Representative for Children and Youth	Jennifer Charlesworth	Appointed: Resolution of Legislative Assembly Term: 5 years Start: October 1, 2018 End: September 30, 2023	<i>Representative for Children and Youth Act</i> Ministry of Attorney General

Statutory Officers of the Legislature

Statutory officers help the Members of the Legislative Assembly monitor and assess government programs, procedures and performance, or perform specific functions at arms-length from government. Statutory officers serve for fixed terms that vary according to the statute governing each position. The following section briefly summarizes the role of each statutory officer. There are nine Statutory Officers of the Legislative Assembly. They are:

- Auditor General;
- Chief Electoral Officer;
- Human Rights Commissioner;
- Information and Privacy Commissioner;
- Members' Conflict of Interest Commissioner;
- Merit Commissioner;
- Ombudsperson;
- Police Complaint Commissioner; and
- Representative for Children and Youth.

How the Officers are appointed

Of the nine positions, the four following Officers are appointed by resolution of the Legislative Assembly upon unanimous recommendation by a Special Committee of the Legislative Assembly:

- Auditor General;
- Human Rights Commissioner;
- Police Complaint Commissioner; and
- Representative of Children and Youth.

Of the remaining five Officer positions, three are appointed by the Lieutenant Governor upon unanimous recommendation of a Special Committee and recommendation by the Legislative Assembly:

- Chief Electoral Officer;

- Information and Privacy Commissioner; and
- Ombudsperson.

The last two Officer positions are appointed by the Lieutenant Governor in Council:

- Members' Conflict of Interest Commissioner (motion of the Premier in the Legislative Assembly and recommendation of 2/3 Members present); and
- Merit Commissioner (unanimous recommendation of a Special Committee and recommendation by the Legislative Assembly).

Office Budgets

Unlike government ministries, the independent statutory officers submit three-year rolling budget proposals each year to the Select Standing Committee on Finance and Government Services, which in turn reports to the Legislative Assembly with recommendations for funding.

Detailed information on each Officer follows.

Auditor General

Michael Pickup

Authority

Auditor General Act, Ministry of Finance

Profile

The Auditor General is the Legislative Assembly of British Columbia's independent auditor. Under the *Auditor General Act*, the Office of the Auditor General serves the people of British Columbia and their elected representatives by conducting independent audits and advising on how well government is managing its responsibilities and resources.

Term

Eight years. May not be reappointed.

Term Expiry

July 27, 2028.

Budget and Staff

For 2019/20, the Office's budget was \$18.2 million. There are 117 FTEs.

Remuneration, Pension and Expenses

The salary of the Auditor General is equal to the Chief Judge of the Provincial Court of British Columbia and the legislation provides for reimbursement for travelling and out of pocket expenses. The legislation also provides that the Public Section Pension Plan applies to the Auditor General.

Mandate

Under the *Auditor General Act*, the auditor general has a mandate to audit the government reporting entity, which includes ministries, Crown corporations and other organizations controlled by, or accountable to, the provincial government. This includes school districts, universities, colleges, health societies and health authorities.

Financial audits are independent opinions on the financial statements of government organizations. Through these audits, the Auditor General can determine if those statements are presented fairly and free of material errors, misstatements and omissions. The largest financial audit is of the Summary Financial Statements of the Government of British Columbia, which encompasses 143 public sector entities and ministries.

Performance audits provide assurance to legislators that provincial programs, services and resources are operating with efficiency, economy and effectiveness. Through these audits, the office also makes recommendations for improvement. Topics include health care, education, transportation, information technology, the environment, financial management, and more. The performance audit team is dedicated to delivering the performance audit coverage plan. Similarly, auditors choose performance audits by considering the direct impact of programs on people in British Columbia, as well as the financial implications for taxpayers.

As well, the office may publicly report on work that is not an audit, such as a review or an examination.

Chief Electoral Officer

Anton Boegman

Authority

Election Act, Ministry of Attorney General

Local Elections Campaign and Financing Act, Ministry of Municipal Affairs and Housing

Profile

The Chief Electoral Officer (CEO) is responsible for the impartial administration of provincial electoral events and referendums, recalls and initiatives in accordance with the *Election Act*. The CEO is also responsible for the maintenance of the provincial voters list and voter education. The CEO ensures the fairness, openness and impartiality of the electoral process and cannot be a member of a political party, cannot give money to a political party or candidate and cannot vote in a provincial election.

Under the *Local Elections Campaign and Financing Act*, Elections BC administers campaign financing, disclosure and election advertising rules for local government elections. Elections BC does not administer voting or candidate nominations for these elections.

Term

The term is from the date of appointment until 12 months after the date set for the return of the last writ for the second general election for which the Chief Electoral Officer (CEO) is responsible. Mr. Boegman was appointed June 1, 2018 and the October 2020 election is Mr. Boegman's first. If the next provincial election is a scheduled election under the *Constitution Act* (i.e. October 2024), term expiry will be November 2025. The CEO may be reappointed to further terms of office.

Term Expiry

Unknown – see "Term".

Budget and Staff

For 2019/20, the budget for Elections BC was \$18.2 million. Uniquely among the officers, Elections BC's budget is highly event-driven and may fluctuate dramatically from year to year. For 2020/21 the budget will be significantly increased due to the conduct of the October 2020 general election – the 2017 general election cost \$39.45 million to administer. There are approximately 55 permanent employees.

Remuneration, Pension and Expenses

The salary of the CEO is equal to the Chief Judge of the Provincial Court of British Columbia and the legislation provides for reimbursement for travelling and out of pocket expenses. The legislation also provides that the Public Section Pension Plan applies to the CEO.

Mandate

Elections BC administers provincial general elections, by-elections, recall petitions, initiative petitions, initiative votes, referenda and plebiscites, and oversee campaign financing and advertising rules at the local level.

Elections BC is an independent and non-partisan Office of the Legislature, and its mandate comes from several Acts, including the *Election Act*, *Recall and Initiative Act*, *Referendum Act* and *Local Elections Campaign Financing Act*. Together, these Acts define the office's responsibilities and set out the duties of the Chief Electoral Officer.

Elections BC administers the most comprehensive range of electoral legislation in Canada, with the *Recall and Initiative Act* being unique in the Commonwealth.

Elections BC is responsible for maintaining the Provincial Voters List and regulating access to it.

The CEO is a member of the independent Electoral Boundaries Commission, and Elections BC has responsibility for maintaining a geospatial database of BC's electoral boundaries.

Human Rights Commissioner

Kasari Govender

Authority

Human Rights Code, Ministry of Attorney General

Profile

The Human Rights Commissioner and her office work to address the root causes of inequality, discrimination and injustice in B.C. by shifting laws, policies, practices and cultures through education, research, advocacy, inquiry and monitoring. The office was created in legislation in 2018.

Term

Five years.

Term Expiry

September 3, 2024.

Budget and Staff

For 2019/20 the budget for the Office of the Human Rights Commissioner was \$2 million, increasing to \$5.5 million in the current fiscal year as the office assumes its full responsibilities.

Remuneration, Pension and Expenses

The compensation of the Commissioner is set by the Lieutenant Governor in Council and the legislation provides for reimbursement for travelling and out of pocket expenses. The legislation also provides that the Public Section Pension Plan applies to the Commissioner.

Mandate

- Identify and promote the elimination of discriminatory practices, policies and programs;
- Develop, deliver and support research and education about human rights;
- Create policies, guidelines and recommendations to prevent discrimination and ensure policies, programs and legislation are consistent with the BC Human Rights Code;
- Promote compliance with international human rights obligations;
- Approve special programs to improve conditions of disadvantaged individuals or groups;

- Intervene or represent complainants in human rights proceedings before the BC Human Rights Tribunal and other courts and tribunals;
- Conduct human rights investigations and inquiries and issue reports and recommendations;
- Make special reports to the Legislature about human rights in B.C.;
- Inquire into matters referred to BC's Human Rights Commissioner by the Legislative Assembly.

Information and Privacy Commissioner and Registrar of Lobbyists

Michael McEvoy

Authority

Freedom of Information and Protection of Privacy Act, Ministry of Citizens' Services

Lobbyists Registration Act, Ministry of Attorney General

Profile

This position is unique amongst the BC statutory officers in that it encompasses two sets of responsibilities. Under the *Freedom of Information and Protection of Privacy Act* ("FOIPPA") and the *Personal Information Protection Act* ("PIPA"), the Office of the Information and Privacy Commissioner is to review public bodies' decisions respecting access to information and protection of privacy, and to comment on information and privacy implications of government legislation and program.

Under the *Lobbyists Registration Act* ("LRA"), the Office of the Registrar of Lobbyists manages the publicly-accessible lobbyists registry and enforces compliance with the LRA.

Term

Six years.

Term Expiry

March 30, 2024.

Budget and Staff

For 2019/20, the Office of the Information and Privacy Commissioner's budget was \$6.7 million. There are approximately 40 employees.

Remuneration, Pension and Expenses

The salary of the Commissioner is equal to the Chief Judge of the Provincial Court of British Columbia and the legislation provides for reimbursement for travelling and out of pocket expenses. The legislation also provides that the Lieutenant Governor in Council may apply the Public Section Pension Plan to the Commissioner.

Mandate

Under FOIPPA, the Commissioner has the power to:

- investigate, mediate and resolve appeals concerning access to information disputes, including issuing binding orders;
- investigate and resolve privacy complaints;
- initiate Commissioner-led investigations and audits of public bodies or organizations, if there are reasonable grounds of non-compliance or if it is in the public interest;
- comment on the access and privacy implications of proposed legislation, programs or policies;
- comment on the privacy implications of new technologies and/or data matching schemes;
- conduct research into anything affecting access and privacy rights; and
- educate and inform the public about their access and privacy rights and the relevant laws.

The Commissioner's jurisdiction extends to approximately 2,900 public bodies, including the core provincial government, provincial agencies, boards and commissions, and local governments. A full list of public bodies is set out in Schedule 2 of FOIPPA.

Under the Lobbyists Registration Act ("LRA"), the mandate of the Office of the Registrar of Lobbyists is to:

- Promote awareness among lobbyists of registration requirements;
- Promote awareness among the public of the existence of the lobbyists registry;
- Manage registrations submitted to the lobbyists registry; and
- Monitor and enforce compliance with the LRA.

Members' Conflict of Interest Commissioner

Victoria Gray, QC

Authority

Members' Conflict of Interest Act, Ministry of Attorney General

Profile

The Commissioner has three primary roles:

- to provide confidential advice to Members about their obligations under the Act;
- to oversee the disclosure process, including meeting with each Member at least annually to review the disclosure of the Member's financial interests;
- to respond to allegation that a Member has contravened the Act, and conduct an Inquiry if warranted.

Term

The Commissioner is appointed for a five-year term and may be reappointed for a further term or terms.

Term Expiry

January 5, 2025.

Budget and Staff

For 2019/20, the budget for the Office of the Conflict of Interest Commissioner was \$718,000. The office has five staff, three of whom are part-time.

Remuneration, Pension and Expenses

The salary of the Commissioner is specified in the appointment by the Lieutenant Governor in Council and is set at \$226,800 for 2020, with an annual cost of living adjustment of 2% per year. This initial salary is equal to 75% of the salary of the Chief Judge of the Provincial Court. The legislation does not provide for reimbursement for travelling and out of pocket expenses, nor does it provide for application of the Public Section Pension Plan to the Commissioner. However, the Order in Council provides that all of the benefits received by the Auditor General may be received by the Conflict of Interest Commissioner and the Auditor General receives reimbursement for travelling, out of pocket expenses and that the Public Sector Pension Plan applies.

Mandate

The Commissioner performs three separate but related roles:

First, the Commissioner acts as an advisor to Members of the Legislative Assembly so the Members know what their obligations are and that the steps they have taken or propose to take will fulfill those obligations.

Second, the Commissioner meets with each Member at least annually to review the disclosure of the Member's interests and general obligations imposed by the Act.

Third, the Commissioner will undertake investigations and make inquiries into alleged contraventions of the *Members' Conflict of Interest Act* or section 25 of the *Constitution Act*. The Commissioner may provide written opinions on application by any individual Member, the Executive Council, the Legislative Assembly, or by a member of the public and may at the request of the Lieutenant Governor in Council, or of the Legislative Assembly undertake such special assignments as the Commissioner considers appropriate.

Merit Commissioner

Maureen Baird, QC

Authority

Public Service Act, Ministry of Finance

Profile

The Merit Commissioner provides oversight and insight into the conduct of merit-based hiring in the BC Public Service.

Term

The Commissioner is appointed for three years and may be reappointed for a further three years.

Term Expiry

January 13, 2023.

Budget and Staff

For 2019/20 the Office of the Merit Commissioner's budget was \$1.365 million. There are 4 full-time and two part-time employees.

Remuneration, Pension and Expenses

The salary of the Commissioner is specified in the appointment by the Lieutenant Governor in Council and is set at \$610 for each full day of work up to a maximum of \$79,910 in a calendar year. The legislation provides for reimbursement for travelling and out of pocket expenses. The legislation does not mention a pension plan.

Mandate

The Commissioner has responsibility for oversight which includes examining the extent to which the merit principle is being applied to public service hiring and promotions, whether there is compliance with the *Public Service Act* and related policies and, if not, what remedies exist to address non-compliance. Responsibility for oversight ensures decision-makers are provided with an independent assessment of appointment practices, policies, and results.

Ombudsperson

Jay Chalke, QC

Authority

Ombudsperson Act, Ministry of Attorney General
Public Interest Disclosure Act, Ministry of Attorney General

Profile

The Ombudsperson generally oversees the administrative actions of provincial and local government authorities. Thorough, impartial and independent investigations of complaints are conducted and possible resolutions of complaints are presented.

Term

The Ombudsperson is appointed for six years and may be reappointed for additional 6-year terms.

Term Expiry

July 1, 2021.

Budget and Staff

For 2019/20 the budget for the Office of the Ombudsperson was \$8.873 million. There are approximately 61 FTEs.

Remuneration, Pension and Expenses

The salary of the Ombudsperson is equal to the Chief Judge of the Provincial Court of British Columbia and the legislation provides for reimbursement for travelling and out of pocket expenses. The legislation also provides that the Public Section Pension Plan applies to the Ombudsperson.

Mandate

The office oversees more than 1,500 provincial, regional and local public sector organizations.

Under the *Ombudsperson Act*, the office:

- Assesses and responds to enquiries and complaints from the public;
- Conducts thorough, impartial and independent investigations;
- Resolves complaints and recommends improvements to policies, procedures and practices;
- Educates citizens and public organizations about how to be fair in the delivery of services; and
- Reports publicly to bring attention to issues that impact the public.

Under BC's new whistleblower protection law (the *Public Interest Disclosure Act*) the Office investigates allegations of wrongdoing and reprisal brought forward by current and former provincial government employees.

Police Complaint Commissioner

Clayton Pecknold

Authority

Police Act, Ministry of Attorney General

Profile

The Office of the Police Complaint Commissioner (OPCC) is a civilian, independent office of the Legislature which oversees and monitors complaints and investigations involving municipal police in British Columbia and is responsible for the administration of discipline and proceedings under the *Police Act*.

Term

The Police Complaint Commissioner is appointed for five years and may be appointed for a second term of up to five years as specified in the reappointment.

Term Expiry

February 14, 2024.

Budget and Staff

For 2019/20 the budget for the Office of the Police Complaint Commissioner was \$3.822 million. There are 20 employees in addition to the Commissioner.

Remuneration, Pension and Expenses

The salary of the Commissioner is equal to the Chief Judge of the Provincial Court of British Columbia and the legislation provides for reimbursement for travelling and out of pocket expenses. The legislation also provides that the Public Section Pension Plan applies to the Commissioner.

Mandate

The Office of the Police Complaint Commissioner (the OPCC) performs an active oversight function by determining the admissibility of complaints received from the public, initiating investigations and, when appropriate, referring matters for adjudicative review. The OPCC ensures that investigations by police agencies under the *Police Act* are thorough and professional and are undertaken with impartiality and fairness to all parties involved. The OPCC maintains records of all police complaints and *Police Act* investigations involving municipal police officers and the investigation outcomes. The office compiles statistical information and reports regularly to the public about these complaints and investigations.

The Police Complaint Commissioner (the Commissioner) is responsible for advising, informing and assisting all parties involved in the complaint process; this includes complainants, police officers, Discipline Authorities, police boards and adjudicators appointed under the *Police Act*.

Representative for Children and Youth

Dr. Jennifer Charlesworth

Authority

Representative for Children and Youth Act, Ministry of Attorney General

Profile

The Representative's role is to:

- Advocate on behalf of children, youth and young adults to improve their understanding of and access to designated services;
- Monitor, review, audit and publicly report on designated services for children and youth;
- Conduct independent reviews and investigations into the critical injuries or deaths of children receiving reviewable services.

Term

The representative is appointed for 5 years and may be reappointed for a further five years.

Term Expiry

September 30, 2023.

Budget and Staff

For 2019/20 the budget for the Office of the Representative for Children and Youth was \$9.75 million. There are approximately 61 FTEs.

Remuneration, Pension and Expenses

The salary of the Representative is equal to the Chief Judge of the Provincial Court of British Columbia and the legislation provides for reimbursement for travelling and out of pocket expenses. The legislation also provides that the Public Section Pension Plan applies to the Representative.

Mandate

The mandate of the Representative for Children and Youth is to improve services and outcomes for children in B.C. through advocacy, accountability and review.

Advocacy: The Representative advocates on behalf of children and youth to ensure services meet their needs. The Representative also advocates for improvements to the system of services for children, youth and their families. It is the responsibility of the Representative to initiate reviews and investigate

government agencies that provide services to children in B.C.

Accountability: The Representative independently reviews and investigates deaths and critical injuries of children and youth receiving services, with an emphasis on preventing children and youth from being harmed in any way. The Representative also has the power to release reports that are independent of government approval and that uniquely focus on the child welfare system.

Review: The Representative holds the system of care to account by conducting independent audits, and monitoring and reviewing government services. The Representative has the power to investigate a child's critical injury or death.

CABINET MEMBERS' REFERENCE GUIDE – OCTOBER 2020

F. Statutory Decision-Makers

STATUTORY DECISION-MAKERS

Introduction

The resolution of disputes involving government laws and how they are applied is called administrative law.

Statutory decision-makers (SDMs), also frequently referred to as “administrative law decision-makers”, are a critical component of the civil justice system. SDMs make hundreds of decisions in individual circumstances about:

- licences, permits and benefits;
- compliance with regulations; and
- conduct of members of self-governing professions.

Many SDMs also have the authority to impose penalties.

The courts could not make all these decisions, nor would it be an appropriate use of resources for them to do so.

SDMs do not possess the same level of independence as the judiciary, and may be mandated to implement government policies. But like the courts, SDMs must make their decisions fairly and in accordance with the law. For this reason, and also because these decisions can have significant impacts on the affected individuals and businesses, it is important that the affected persons not only understand *why* a particular decision was made, but can also accept the decision as fairly made, even if they do not agree with the outcome.

Statutory/Administrative Decision-making Bodies and Government

There are many types of statutory decision-making bodies in BC including:

- tribunals;
- boards;
- agencies; and
- commissions.

In addition, there are regulatory branches of government that administer policy, programs, and enforcement in areas such as liquor control and licensing, gaming, the financial services industry, and residential tenancies. Employees of these offices are also decision-makers subject to the rule of law, including the rules of procedural fairness described below.

The number of administrative decision-making bodies in British Columbia varies over time, as the executive branch of government chooses to expand or contract the scope of its statutory delegation of authority. For a list of administrative decision-making bodies, see the BC Directory of Administrative Tribunals & Agencies at <https://www.adminlawbc.ca/tribunals>.

Most decision-making bodies report to the Legislature, and thus the public, through a government ministry. For example, the Property Assessment Appeal Board, which deals with parties who wish to appeal their property assessments, reports to the legislature through the Ministry of Attorney General. The responsible Minister and ministry are called the decision-making body's "host ministry".

A decision-making body is governed by:

- its enabling legislation (Act and Regulations);
- in BC, the *Administrative Tribunals Act*, a procedural statute of general application for specified decision-making bodies;
- rules enacted by the decision-making body in accordance with its enabling legislation; and
- the common-law requirements of procedural fairness.

Procedural fairness refers to the principles that govern the processes to be followed by administrative decision-makers. They have been described as "fair play in action". There are four fundamental principles:

- a person has the right to be heard before a decision affecting their interests is made;
- a person has the right to an impartial decision-maker;
- the person who hears the issue must decide it; and
- the decision-maker must provide reasons for the decision.

Decisions of SDMs may be subject to review, appeal, or reconsideration, and ultimately will always be subject to judicial review by the courts.

Independence of Decision-making Bodies and Decision-makers

SDMs are expected to ensure that they are not improperly influenced in their decision-making by other members of the body, the government, or external sources. Both decision-making bodies and individual members must have the independence within their statutory framework to decide each case on the basis of the relevant evidence and on its merits. In order to protect independence, there must be safeguards against various institutional pressures, including those resulting from the relationship with a decision-making body's host ministry.

[Source material excerpted from: *BC Administrative Decision-maker's Manual*, B.C. Council of Administrative Tribunals, May 1, 2016]