IM/IT CAPITAL INVESTMENT BOARD

Terms of Reference

Mandate

The IM/IT Capital Investment Board (IMITCIB), a sub-committee to Deputy Ministers' Committee on Public Service Innovation (DMCPSI), is responsible for providing direction for how technology capabilities, infrastructure and capital investment in IM/IT will be leveraged to support government's strategic priorities and citizen expectations for government services.

IMITB will operate under clearly defined accountabilities determined by DMCPSI, providing regular updates to DMCPSI and the corporate executive to ensure transparency and alignment across government.

Specific accountabilities of IMITCIB include:

1. As part of government's budget process, recommending to DMCPSI, an envelope for IM/IT Capital based on a 10-year IM/IT capital investment plan and establishing criteria to prioritize projects within the envelope;
2. Recommending annual IM/IT capital spending plans against the approved envelope, including re-prioritization as appropriate;
3. Establishing a governance framework to monitor project progress against approved submissions and ensure outputs and outcomes are realized, including project-specific conditions for major projects approved by Treasury Board;
4. As and when directed by Treasury Board, playing a formal governance role on specifically named initiatives;
5. Developing the strategic direction for the technology environment, including corporate infrastructure and technology enablers, to support our workforce and service innovation; and
6. Identify key success factors and opportunities to improve on the implementation of IM/IT projects to achieve the greatest value for government's investments.

Linkages

DMC Capital, and other DMCPSI Boards as appropriate.

Process

- The Board will meet as and when needed to fulfill its mandate.
- Agendas and meeting materials will be made available to members at least 24 hours in advance of meetings.
- The Chair or a designate will report out regularly to DMCPSI.
- Secretariat support for IMITCIB will be provided by the Office of the Chief Information Officer.

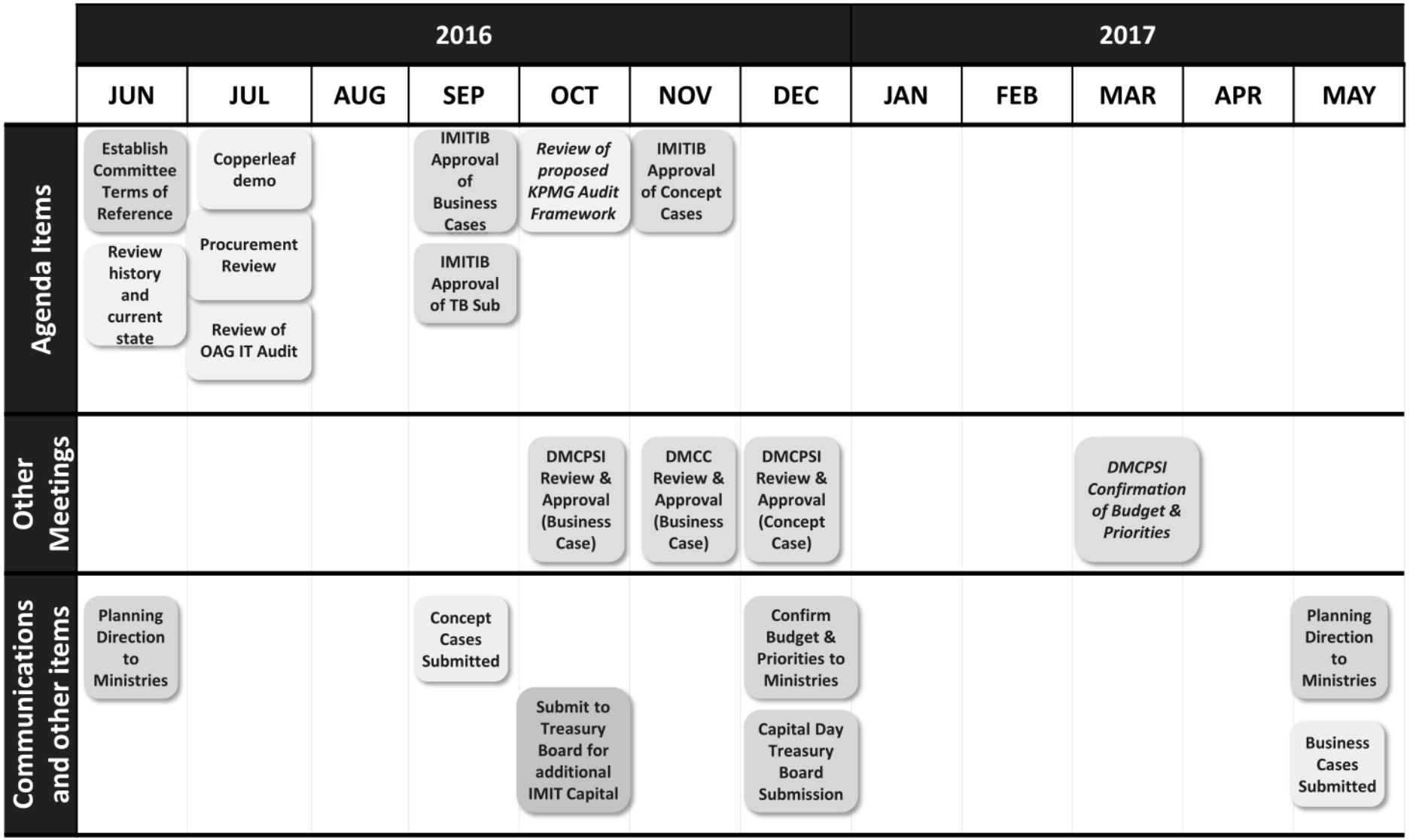
Membership

- Bette-Jo Hughes, Associate Deputy Minister and Government CIO (Chair)
- Dave Nikolejsin, Deputy Minister, Natural Gas Development
- Lori Wanamaker, Deputy Minister, Public Safety Solicitor General
- Sabine Feulgen, Associate Deputy Minister, Ministry of Health
- David Galbraith, Deputy Secretary to Treasury Board

DRAFT

12 Month Agenda

IMIT Capital Investment Board 12 Month Snapshot – Including review and approval timelines



* Major project reviews (NRPP, TTI, RSI) as required

**SIF project proposals as required

Last Updated : *MAY 20, 2016*

IMIT Investment Board Briefing

IM/IT Capital Management
June 7, 2016

Philip Twyford
Executive Director, IM/IT Capital Investments- OCIO
Technology, Innovation and Citizens' Services

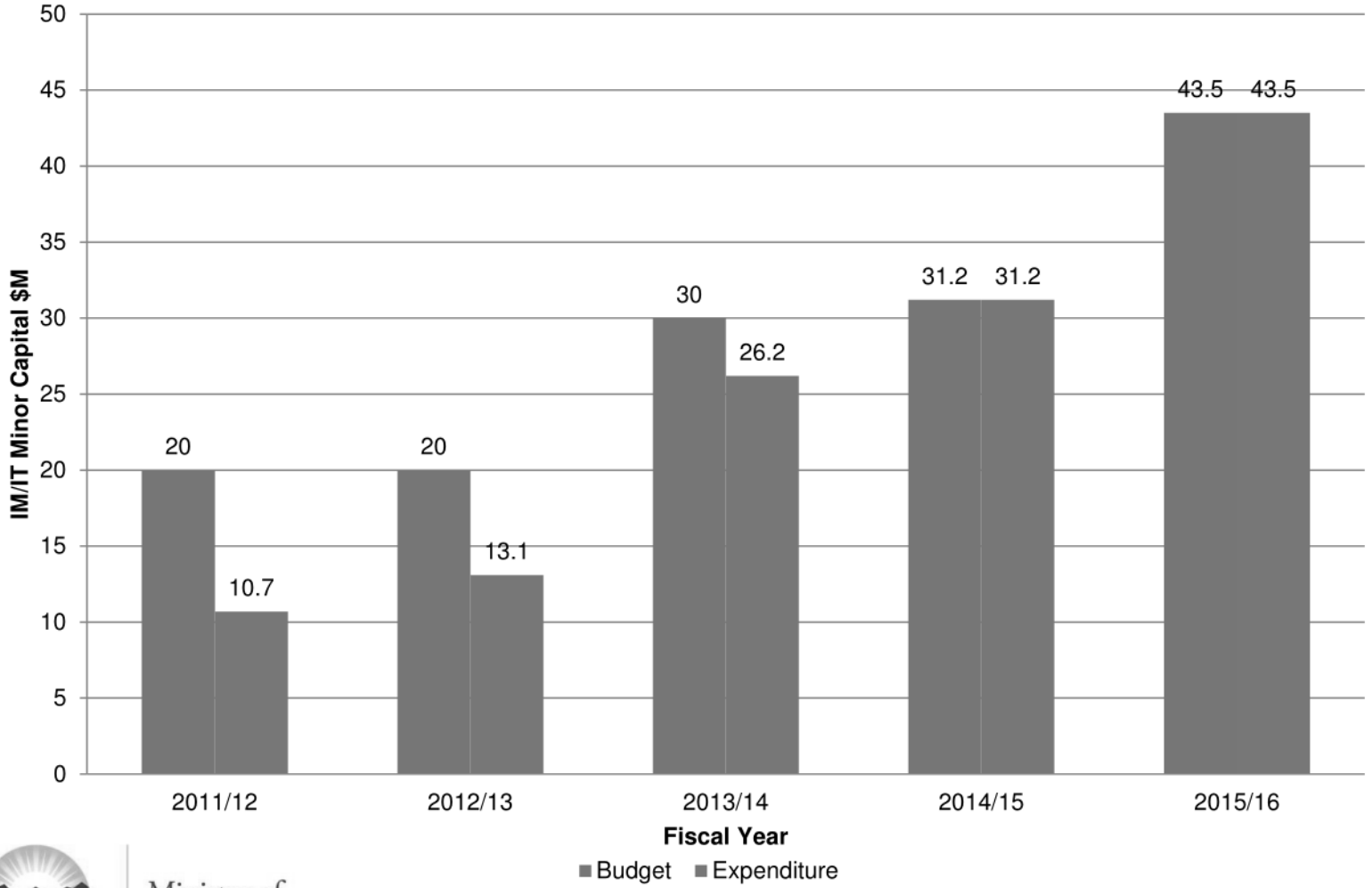
BRITISH COLUMBIA | Ministry of Technology, Innovation and Citizens' Services

Purpose

Brief IMIT Investment Board on:

1. Background
2. History of portfolio management
3. Overview of current and future portfolio budget
4. Process for project approvals
5. Overview of government direction on IM/IT
6. Scope of gov't OCIO (core ministries only)
7. Emerging Priorities/Pressures
8. Improving IM/IT capital management

Financial Performance



Expenditure has increased against approved IM/IT project budgets since consolidation under DMCPSI

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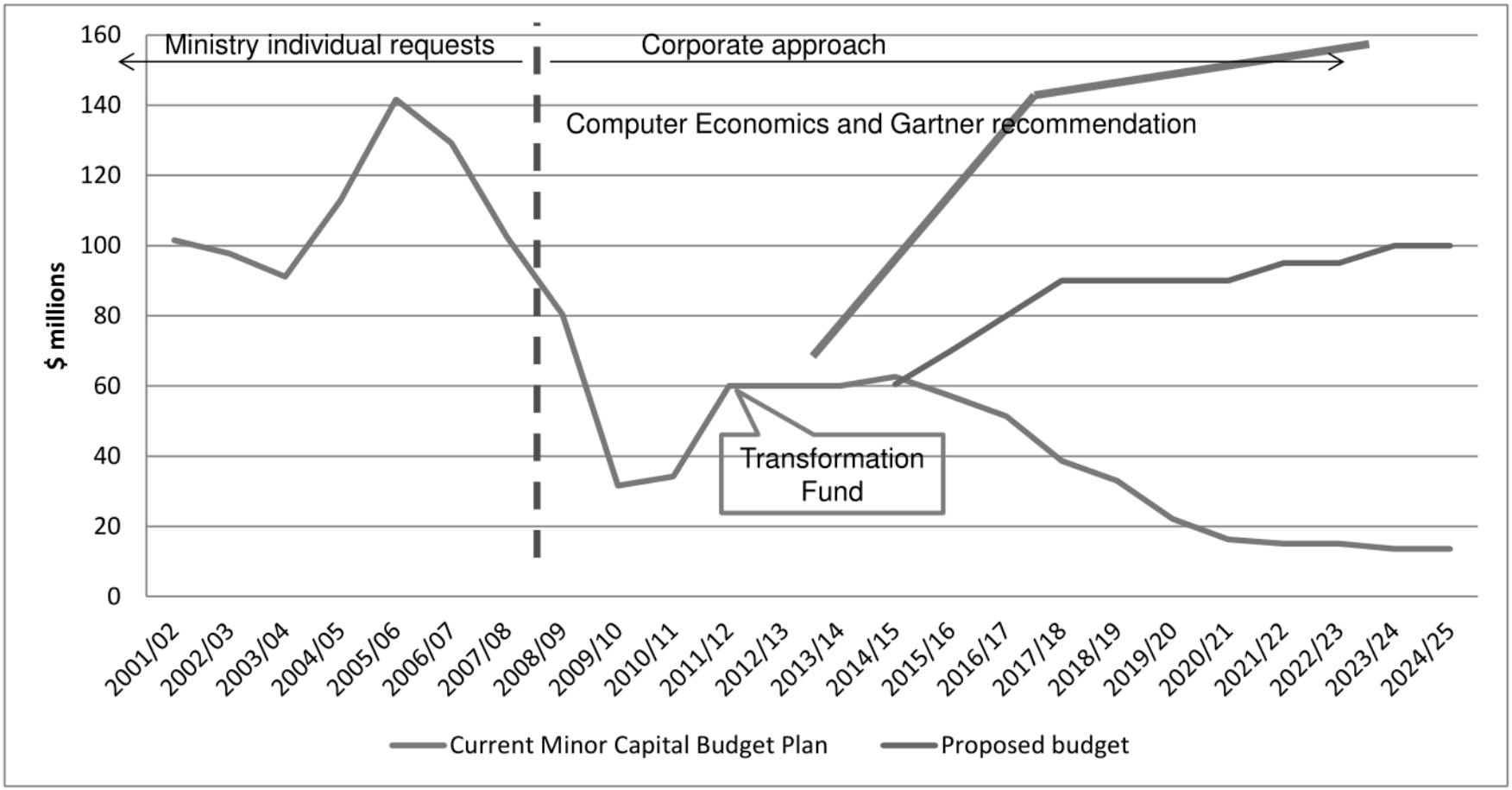
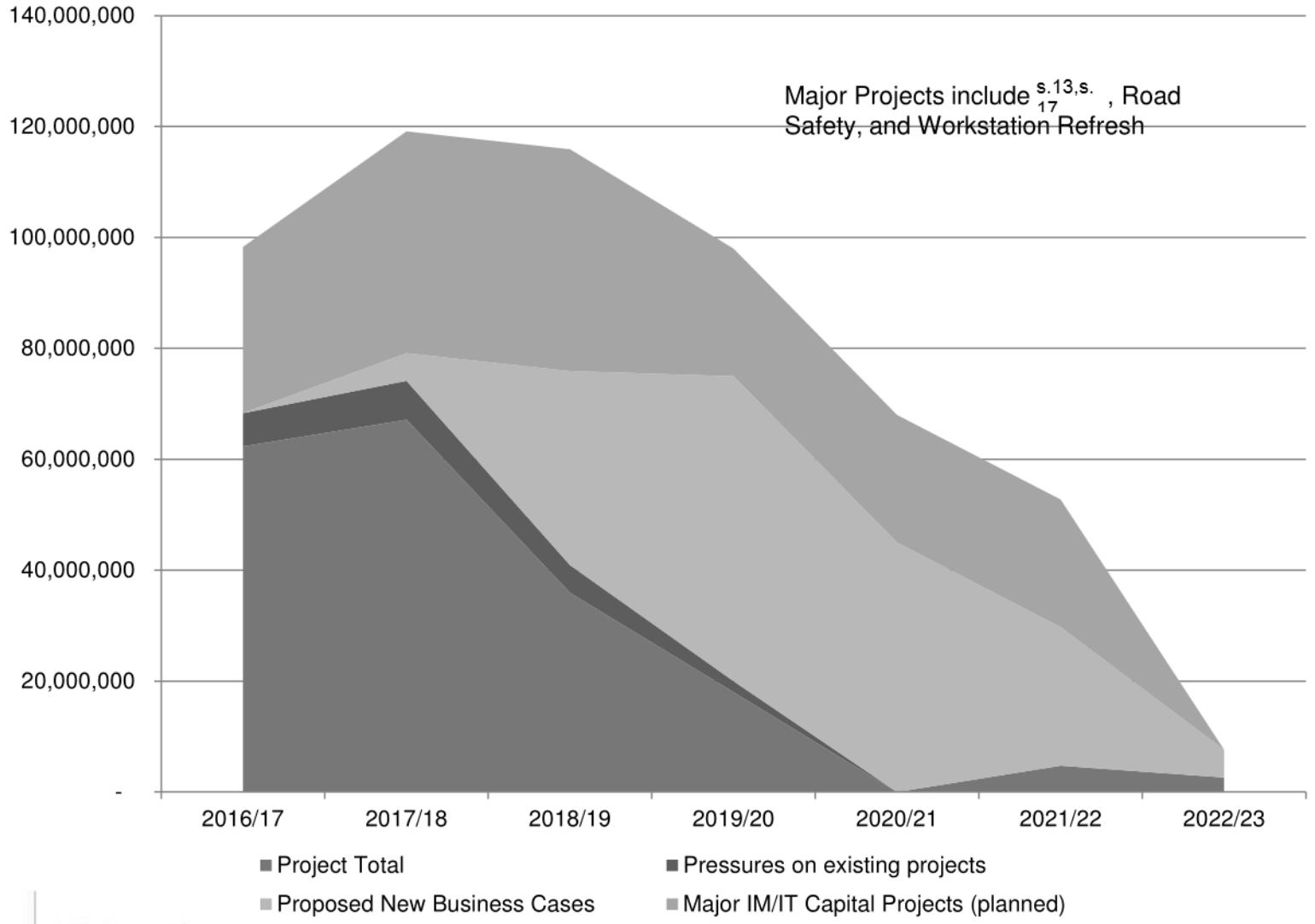
Minor IM/IT Expenditure



Projected IM/IT Capital Project Total



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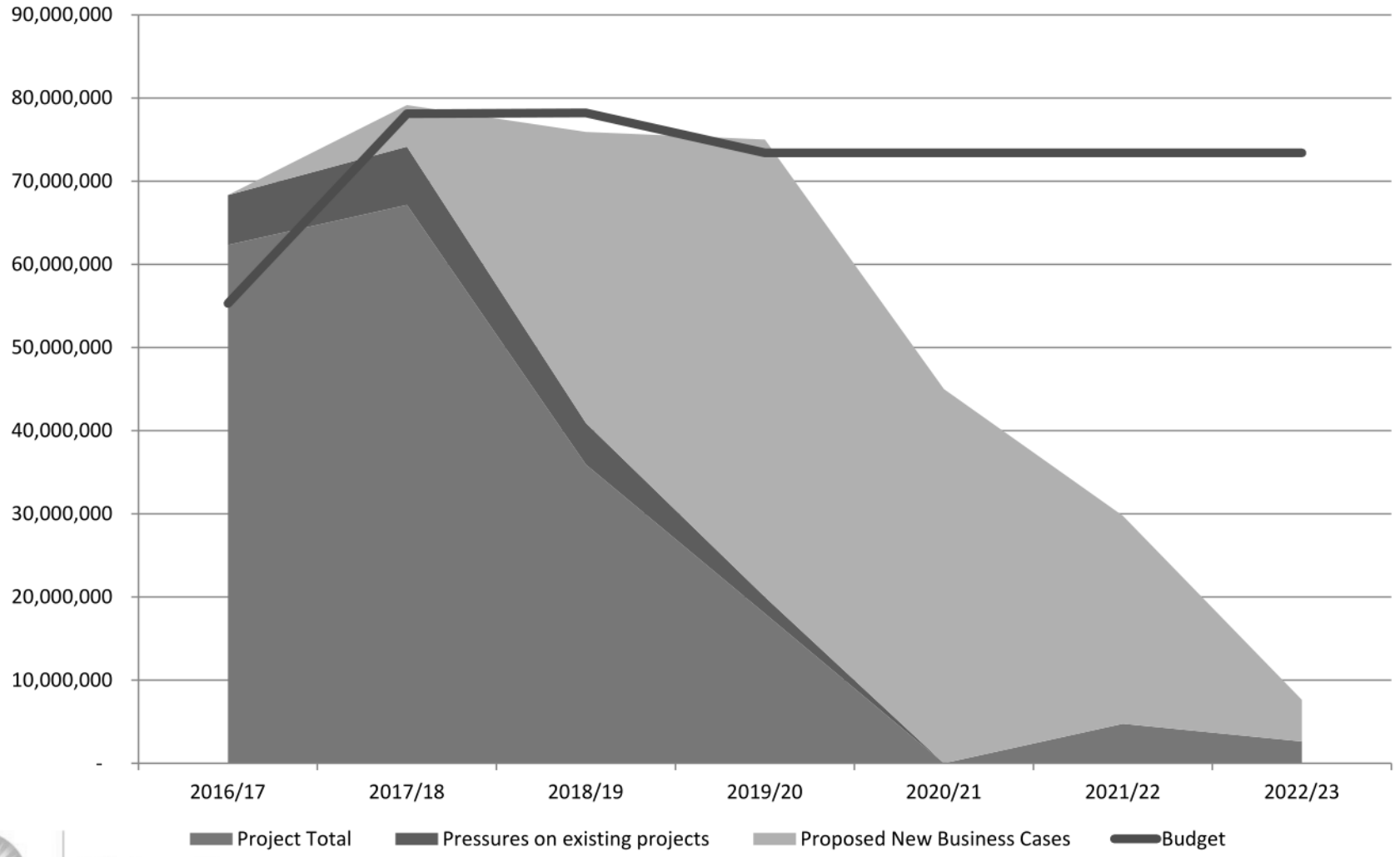
For Decision:

- Change in approvals to leave up to 10% funding unallocated
- Historically, have over-allocated as ministries underspent
- Recently, ministries have fully spent their allocation
- Need to leave funding to emerging priorities and urgent system maintenance

Projected Minor IM/IT Capital



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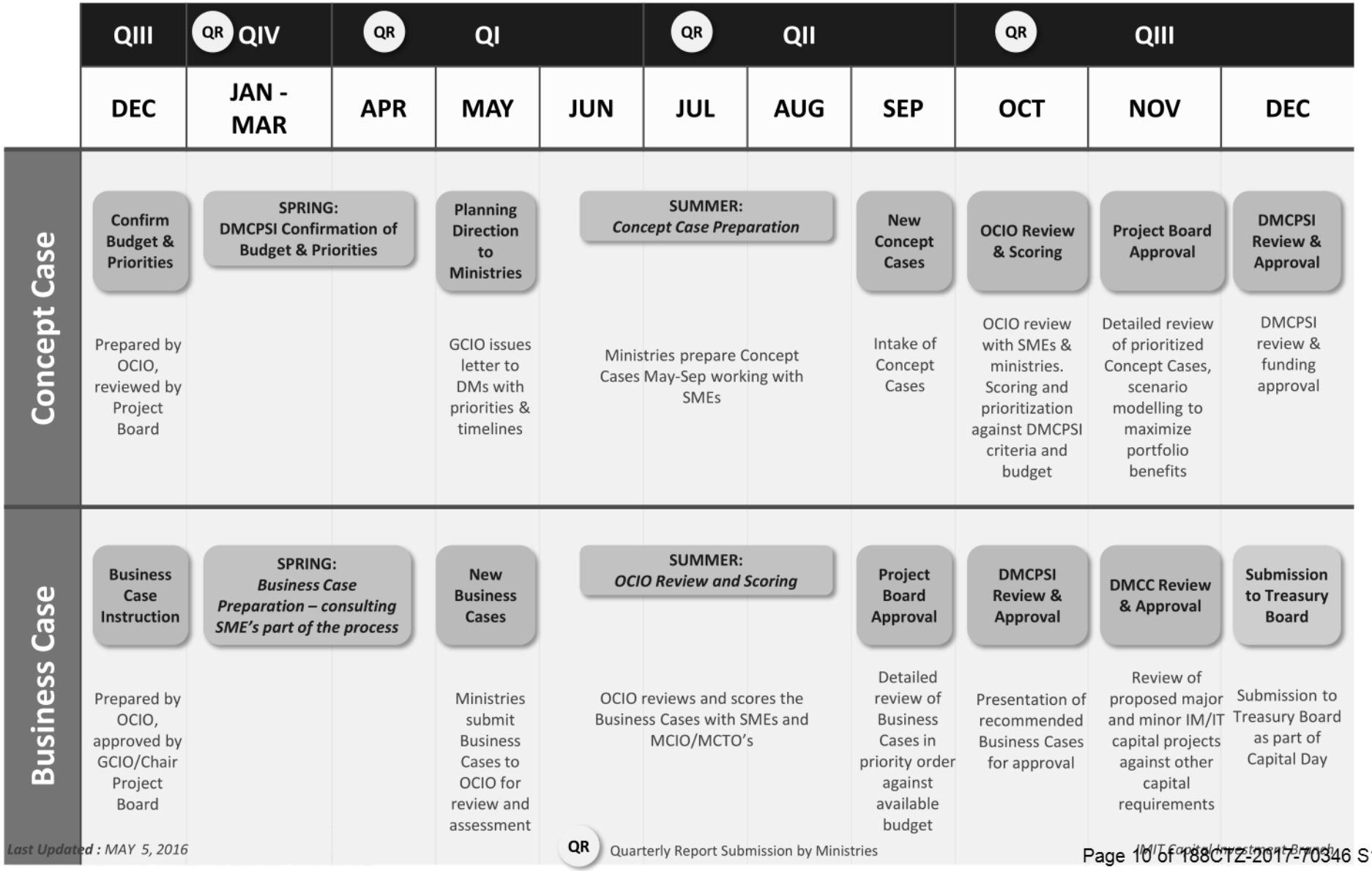
Ministry of Technology, Innovation and Citizens' Services

Annual Plan

Minor IM/IT Capital Planning Process – Concept and Business Case Review and Approval



Emerging Issues, Priorities, Pressures

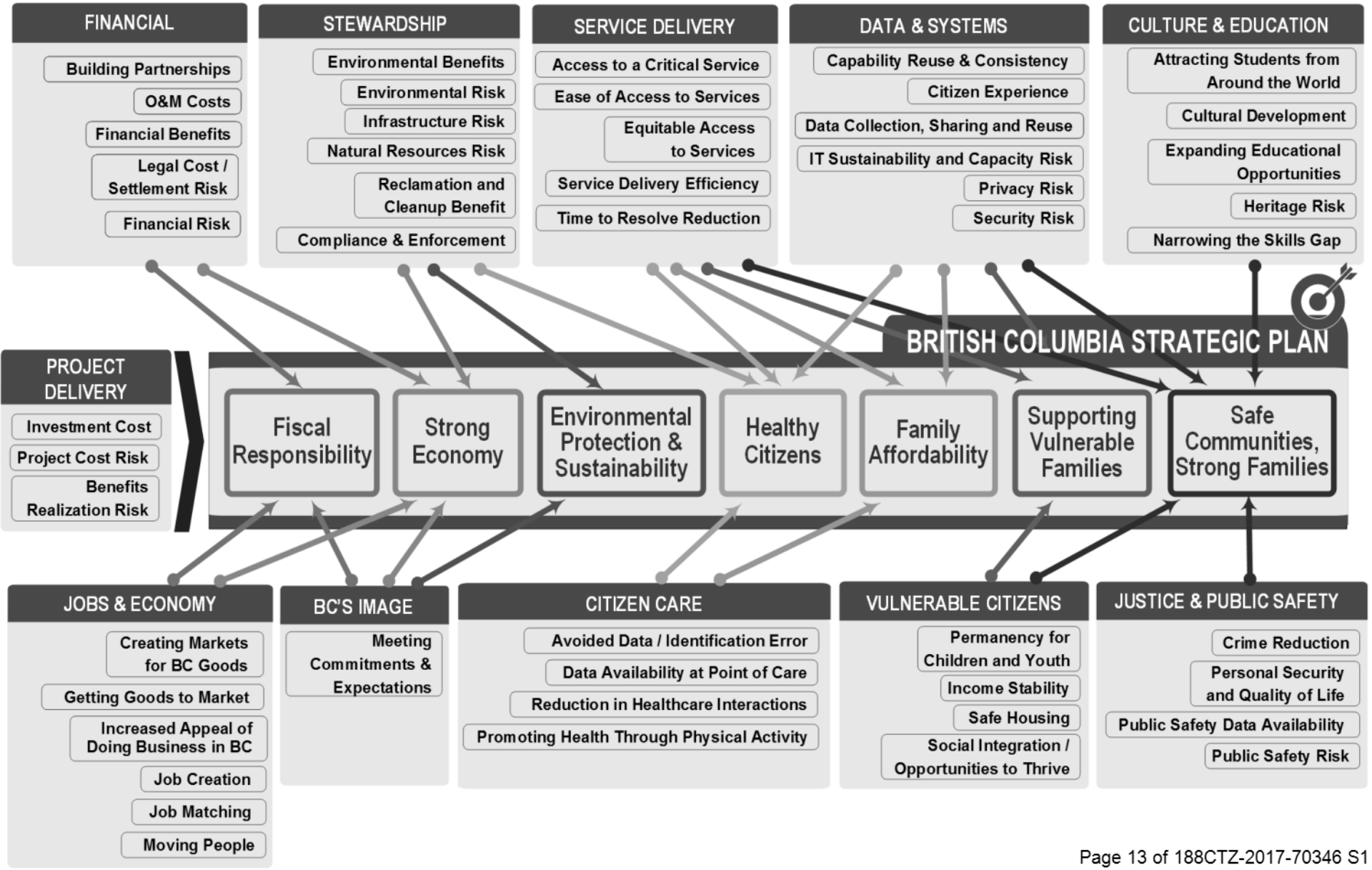
- Legacy applications and deferred maintenance
- Copperleaf C55
- Staffing challenges
- Amortization budget constraints
- Audit and assurance framework
- IFRS 16 and CAPEX/OPEX allocation

Copperleaf C55 AIPMS

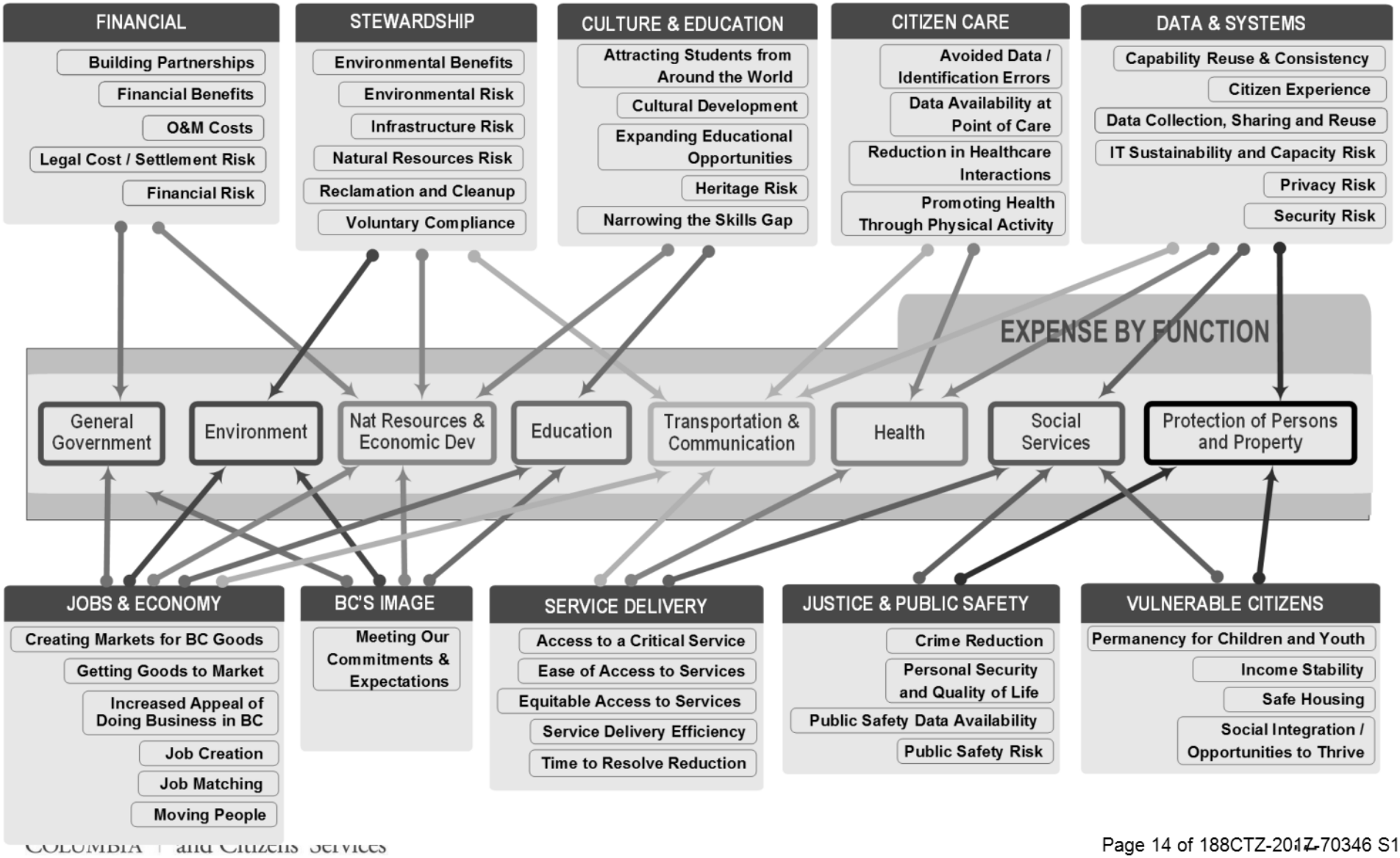
Value-based decision making

- **Asset Investment Planning and Management System (AIPMS)**
  - Addresses audit concerns
  - Value-based decision making
  - Asset registry (App. Health Check replacement)
- **Implementation from March to October**
  - Consultation and workshops underway

Strategies and Value Measures



Government Functions



Staffing Challenges

How we got here

Minimal Hiring

Since 2008

Limited

Training and Development

60% resigning

Have less that 5 years experience

15% staff lost

Due to retirements

300% increase

In use of contracted resources

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Accomplishments

Working jointly with PSA, TBS, MCIOs and OCG

- ✓ Established Accenture Leadership Competencies
- ✓ Streamlined co-op guide and process to hire more co-ops
- ✓ 30 net new FTEs approved and hiring underway
- ✓ Broader hiring approach and sharing of eligibility lists
- ✓ 'Soft Launch' of IT career microsite and 2 recruitment videos
- ✓ Clarified accounting procedures for capitalization of staff
- ✓ Completed project leader mentoring pilot with KPMG
- ✓ Report on state of IM/IT project staffing (Deloitte)

Next Steps

IT capital projects – talent forecasting

Current State

1b DEFINE SUPPLY

- How many staff and in what positions do we currently have? (skills, levels, positions etc.)
- Estimated over 5 years
- Gather perceived gaps within each ministry

Identify Gaps

2 COMPARE

Demand

Ideal State

1C DEFINE

- Validate Deloitte report and project structures through socialization
- Apply the 'Ideal state' to previous and current IT projects
- Does the framework apply to BC government?

Forecast Demand

1A APPLY

- Categorize current projects and project types
- Apply to 31 incoming Minor Capital Business Cases
- Identify staffing needs and pivotal positions

3 ACTION

Future Supply	• Supply and demand within the market • Identify the right positions to source and/or grow
Talent Strategies	• Determine which strategies map to which challenges • Prioritize talent strategies

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OAG Report Summary

Recent OAG audit findings

Audit findings summary	Action
Project and vendor management practices aligned to industry best practices	PMBOK based tools, gated and graduated approval and funding models, deconstructed projects, project management community of practice, and with PSA, IM/IT talent management plan
Review current leadership practices and develop a leadership strategy for future IM/IT projects	Clear roles and responsibilities, (e.g. governance) collaborative planning tools, IM/IT talent management plan, including alignment to corporate succession management
Independent reviews of IM/IT systems	Third-party risk based quality assurance reviews, risk management framework, and enhanced monitoring of IM/IT projects

IT Audit Framework

Engagement with KPMG

- **Outcomes:**
  - Standard framework to improve planning, execution, management and governance of projects
  - Consistent assurance framework to monitor, evaluate and audit projects
- **KPMG successful vendor**
  - Deliverables in Fall 2016, Training late Fall 2016 and early 2017

Discussion

IMIT Capital Investment Board	Date	June 7, 2016
	Time	9:00 am to 10:00 am
	Conference Dial-in #	TBC
	Participant #	TBC
Actions & Decisions	Moderator	TBC
	Location	s.15

In Attendance

Members: Bette-Jo Hughes, Lori Wanamaker, Dave Nikolejsin, Sabine Feulgen
Secretariat: Philip Twyford, Kailyn Sherk
Guests: Alex Chandler
Regrets: David Galbraith

Summary of Actions and Decisions

Agenda Item	Actions and Decisions
Terms of Reference	***Actions*** • *Revise Lori's title in ToR* • *Include linkages and alignments to ASD deals within ToR* • *Clarify Board's role in review and evaluation of major IMIT projects (outside the envelope) and revise in ToR*
Update on IM/IT capital	***Actions*** • *Approve withholding of 10% of overall IMIT Minor Capital envelope for contingencies*
12 Month Agenda	***Actions*** • *Book meetings out until the end of 2016 (including call-in number)* • *Include if substitutions are acceptable for upcoming meeting with meeting agenda*

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4. As and when directed by Treasury Board, playing a formal governance role on specifically named initiatives;
5. Developing the strategic direction for the technology environment, including corporate infrastructure and technology enablers, to support our workforce and service innovation;
6. Ensuring value for money for existing and proposed Alternative Service Delivery deals by drawing linkages between IM/IT capital projects and solutions;
7. Identifying key success factors and opportunities to improve on the implementation of IM/IT projects to achieve the greatest value for government's investments; and
8. Working with the Citizens' Experience Board, ensure the evolving service delivery vision is embedded in the planning for future IM/IT projects both delivered by government and outsourced.

Linkages

DMC Capital, Citizen Experience Board and other DMCPSI Boards as appropriate.

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DRAFT

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- Lori Wanamaker, Deputy Minister, Children and Family Development
- Sabine Feulgen, Associate Deputy Minister, Ministry of Health
- David Galbraith, Deputy Secretary to Treasury Board

DRAFT

IMIT Capital Investment Board	Date August 3rd, 2016 Time 9:30 am to 11:00 am
MEETING AGENDA	Conference Dial-in # s.15,s.17 Participant # Moderator Location s.15

Attendees

Members: Bette-Jo Hughes, Dave Nikolejsin, Sabine Feulgen, David Galbraith

Secretariat: Philip Twyford, Kailyn Sherk

Regrets: Lori Wanamaker

Guests:

Time	Item	Lead(s)
9:30	Introduction and welcome	Bette-Jo Hughes
9:35	Review of Decision Log	Bette-Jo Hughes
9:40	Review of Terms of Reference	Bette-Jo Hughes
9:45	Update from DMCPSI	Dave N. / Lori W.
9:50	Copperleaf C55 demonstration	Philip Twyford
10:20	SIF Proposal – Northern Connectivity Initiative	Bette-Jo Hughes
10:45	Adjourn	

Northern Connectivity Initiative: North Coast Fibre Connection

Project Proposal for Decision

August 2016

BRITISH COLUMBIA

OCIO

Office of the Chief Information Officer

Guidance from DMCTT

- April 2016 – DMCTT reviewed the Northern Connectivity Subsea Cable initiative and requested the following:

***Explore alternate routes**, specifically opportunities to integrate with LNG pipeline construction as an alternative to a subsea route*	• April 2016: Analysis completed. For terrestrial routes, LNG corridors offered limited opportunity for connecting unconnected homes • A terrestrial route would not address diversity in Prince Rupert
*Conduct an appropriate level of **analysis to confirm "diversity" over other Provincial priorities** such as connecting First Nations including Bella Bella and Bella Coola*	• The Pathways to Technology program with ANTCO will achieve connecting 100% of the 203 First Nations communities with broadband facilities by March 2017, including Bella Bella and Bella Coola • Recent announcements represent pending projects that will increase connectivity in more than 150 communities
***Ensure the project creates tangible benefits** in the form of new and meaningful services*	• s.13,s.17 •

What we've heard…

Connectivity is one of two priorities for the Haida Nation Council

s.13,s.17

"Broadening the geographic area of ocean data collection and monitoring, especially in areas that are expected to see an increase of 60% in industrialization over the next decade, is critical for ensuring safe ocean shipping for British Columbia."

s.13,s.17

"As more curriculum is accessed online, network reliability for the NGN and student access from home is a critical part of delivering on the vision of a personalized, flexible education system"

s.13,s.17

Alignment with BC Priorities

BC Jobs Plan	• ***Economic development priority 1 –*** digital economy • ***Economic development priority 2*** – job creation	• Reliability would enable the port in Prince Rupert to increase it's competitiveness, enabling expansion and creating jobs • Increased bandwidth for homes and businesses along Hwy 16 and on Haida Gwaii contributing to quality of life and remote employment opportunities
Education	• ***Educational priority 1 –*** Flexible -how, when and where delivered • ***Educational priority 2 –*** Personalized learning	• Expand UBC semester offerings on Haida Gwaii • First Nations distance learning options and school network upgrades (from NGN transfer)
Health	• ***Health priority 1 –*** ensure value for money • ***Health priority 2 -*** responsive and effective health care across BC	• eHealth and tele-health services and service adoption will expand at a faster rate and enable NHA to reduce costs • No service interruption due to connectivity • Effective service delivery of new contemplated services to come online: eMental Health

BC's Connectivity Landscape

100% of British Columbians connected by the end of 2021

95% connected 2016

100 % of FNs connected by March 2017

150 communities, **18** projects and **33,000** households in flight (NDIT)

21 DC150 projects in progress

3,200 satellite subscribers

1,716 kms of highway cellular coverage

- BC Connectivity Program Portfolio: $35M
  - $10M to Northern Development Trust ($7M allocated)
  - $23M to connect 203 First Nations through the Pathways to Technology program, ANTCO
  - $2M over 4 years to subsidize satellite connectivity with the BC Broadband Satellite Initiative
- Federal Government programs to BC: $64M
  - $32M allocated to BC projects under DC150
  - $33M provided to ANTCO to connect First Nations communities
- Partnership with TELUS
  - $4.5B infrastructure investment 2016-2019
  - 1,716 kms of highway cellular coverage under the Connecting British Columbians Agreement with TELUS
  - $4M consortium funded Hwy 4 fibre connection to Tofino

Bridging the Digital Divide in BC

- Connectivity is susceptible to disruption between Prince George and Prince Rupert, and Campbell River to Port Hardy, because there is no diverse network path to support service delivery
- Service reliability is not addressed by existing programs
- Requires shared investment business case with TELUS

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The North Coast Fibre Connection

- Only a subsea option brings reliability to Prince Rupert
- Proposed route is a coastal fibre connecting Port Hardy to Prince Rupert via Haida Gwaii
  - Increased reliability along the Highway 16 corridor
    - 37 First Nations
    - 74, 420 homes
  - Increased reliability and capacity on Haida Gwaii
    - 2 First Nations
    - 5,000 people
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  - Increased reliability on northern Vancouver Island
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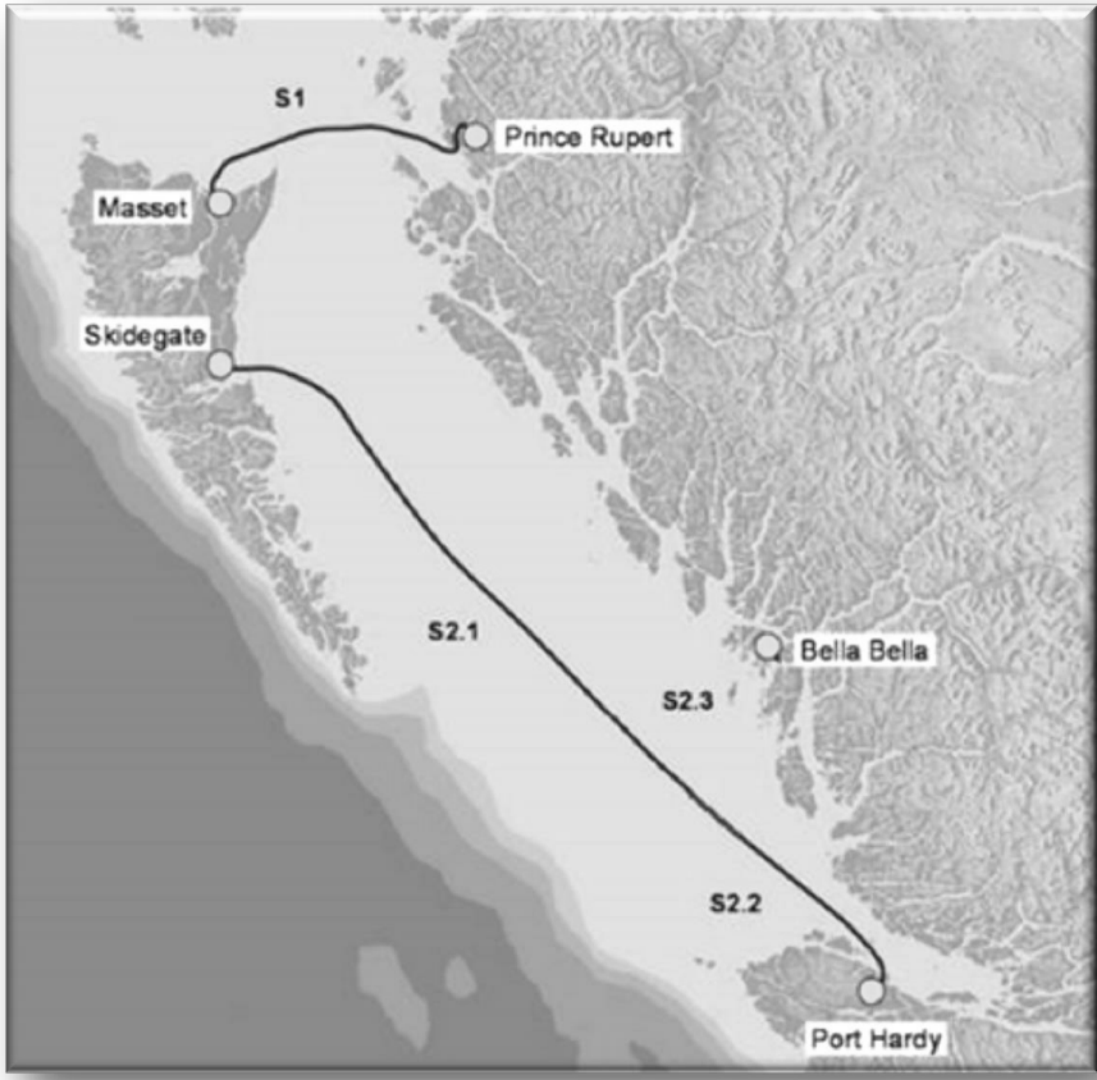

Dependent Projects that Compound Benefits

Additional potential for $69M in new projects that are dependent on the subsea fibre project.

$20M TELUS $35.5M Federal Government $6M SIF $7.5M Province

★ Confirmed ▲ Idea stage waiting for subsea investment

▲ s.13,s.17

▲

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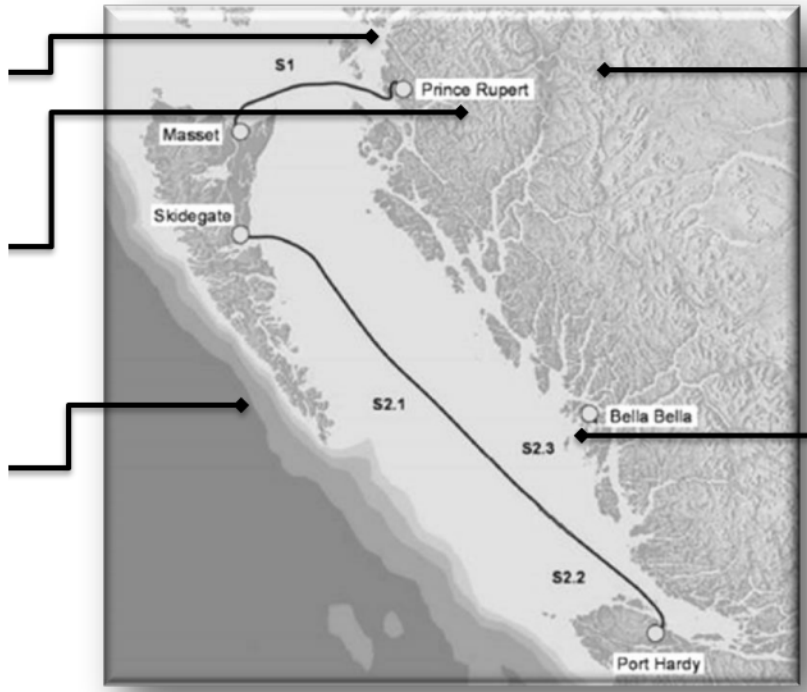

★ **$20M** investment for increased bandwidth build in northern communities along Hwy 16 by TELUS. Includes $10M from DC150 Federal program.

▲ s.13,s.17

Page 033 to/à Page 034

Withheld pursuant to/removed as

s.13;s.17

Northern Connectivity Initiative: North Coast Fibre Connection

Project Proposal for Decision

August 2016

BRITISH COLUMBIA

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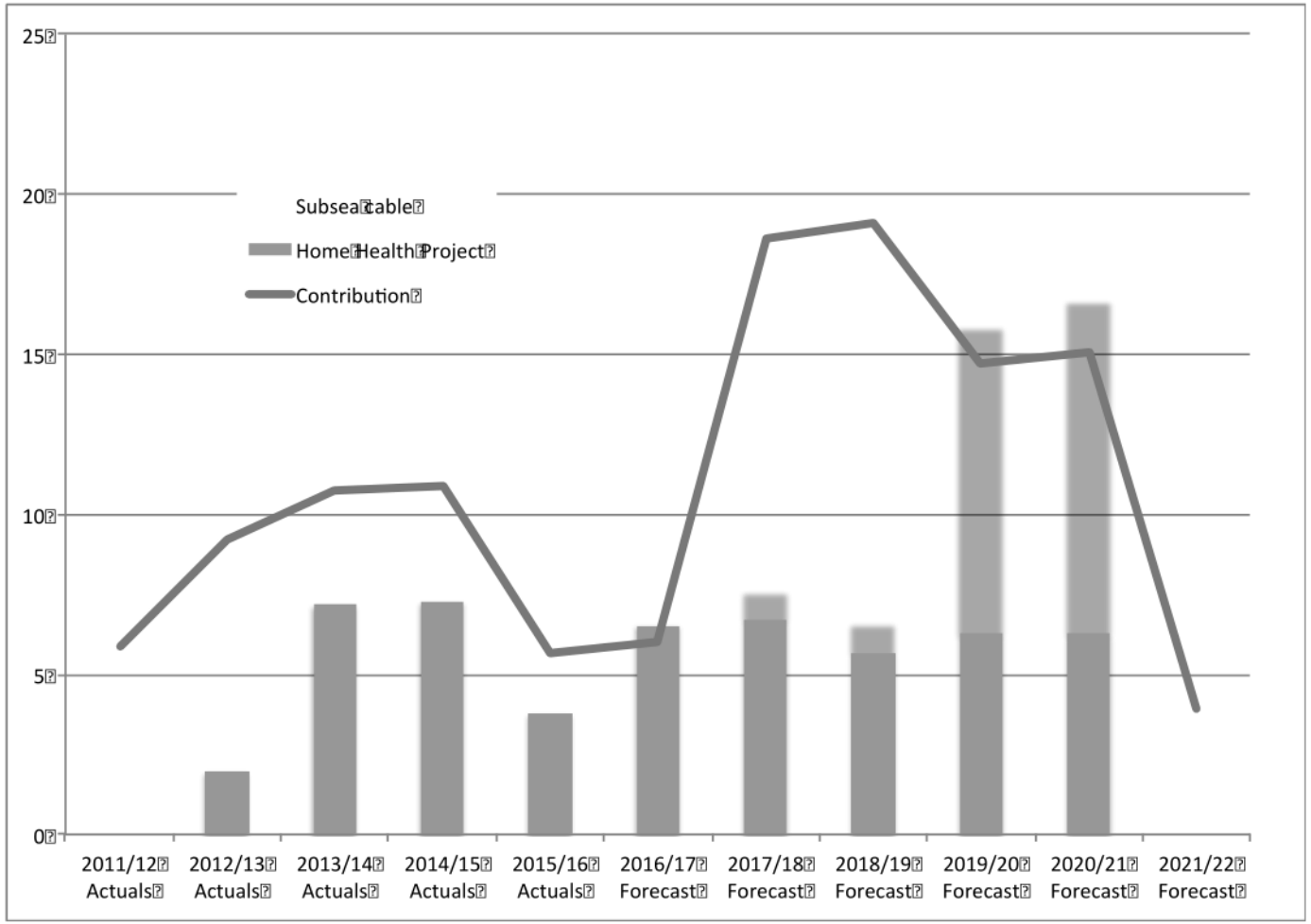
***Ensure the project creates tangible benefits** in the form of new and meaningful services*	• The Province and TELUS have identified 3 new SIF projects that target health and educational services for the north • INAC has indicated their interest to complete cellular coverage along Hwy 16 (potentially through ANTCO)

SIF Portfolio



Assumes contribution reduction in 2016

- Projected SIF over the Term (2016 update): **$116.0M**
- Committed SIF funding: **$51.7M**
- HHM is the only SIF project in the implementation phase
- **17 projects** identified by **11 entities** are currently all active and in the idea through early planning stage
- If all projects reach implementation, total SIF portfolio commitment would increase to **$111M**
- Cumulative unused funds since contract Signing: **$22.2M**

SIF Proposals

Of the 17 projects identified, early indications are that 7 may be ready to be announced by March 2017:

s.13,s.17

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Education	*Flexible curriculum delivery* *Personalized learning*	• Distance and home access to learning • Increased reliable access to online learning options • First Nations distance learning options and school network upgrades (from NGN transfer)
Health & Mental Health	*Ensure value for money* *Responsive and effective healthcare across BC*	• eHealth and tele-health services and service adoption will expand at a faster rate and enable NHA to reduce costs • No service interruption due to connectivity • Effective service delivery of new contemplated services to come online: eMental Health
First Nations	*Economic benefit and security* *Skills training*	• Expand UBC semester offerings on Haida Gwaii • Reliable connection for distance and personalized learning • Increased ability to participate in the digital economy

Bridging the Digital Divide in BC

- Connectivity is susceptible to disruption between Prince George and Prince Rupert, and Campbell River to Port Hardy, because there is no diverse network path to support service delivery
- Service reliability is not addressed by existing programs
- Requires shared investment business case with TELUS

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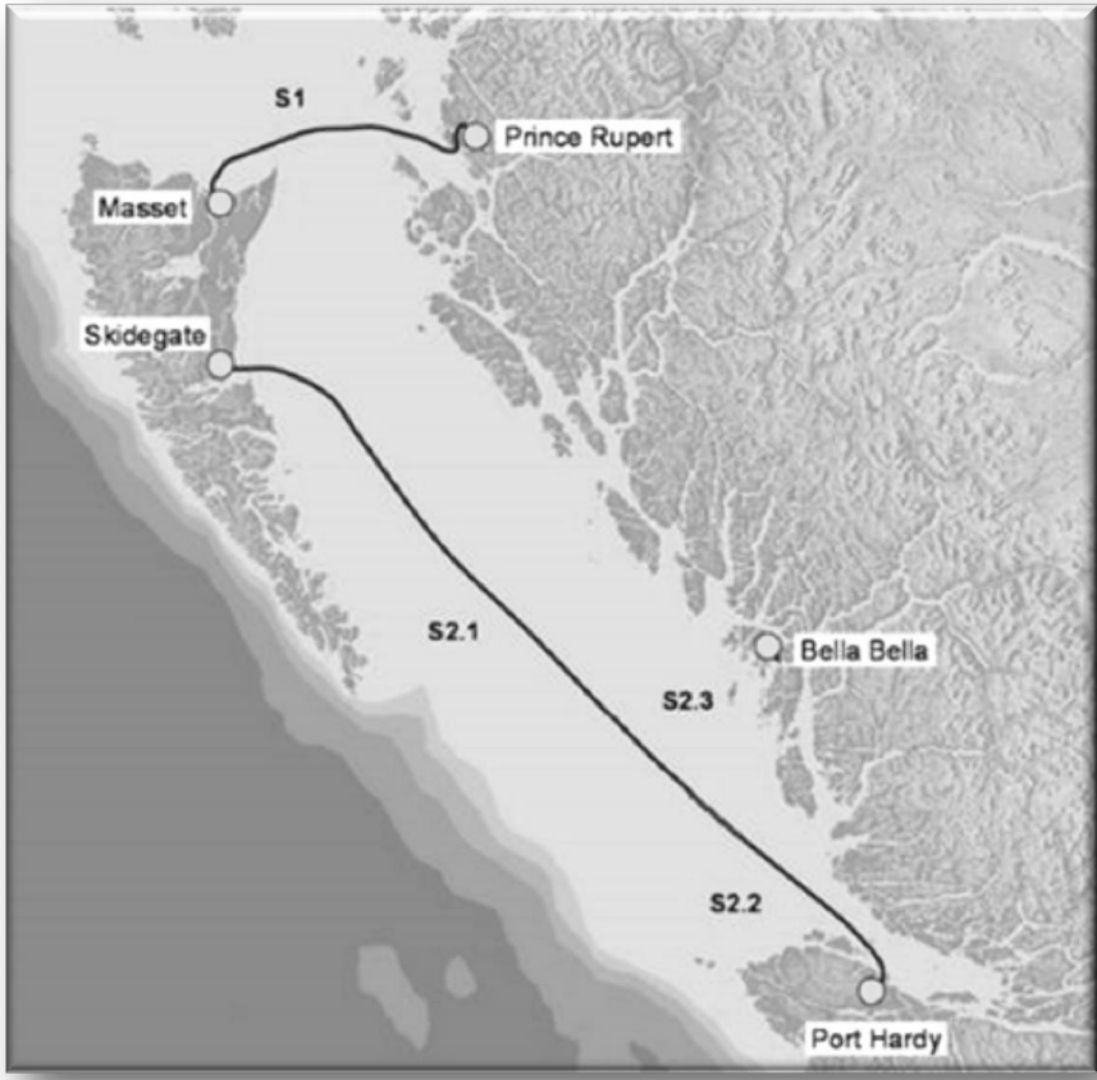

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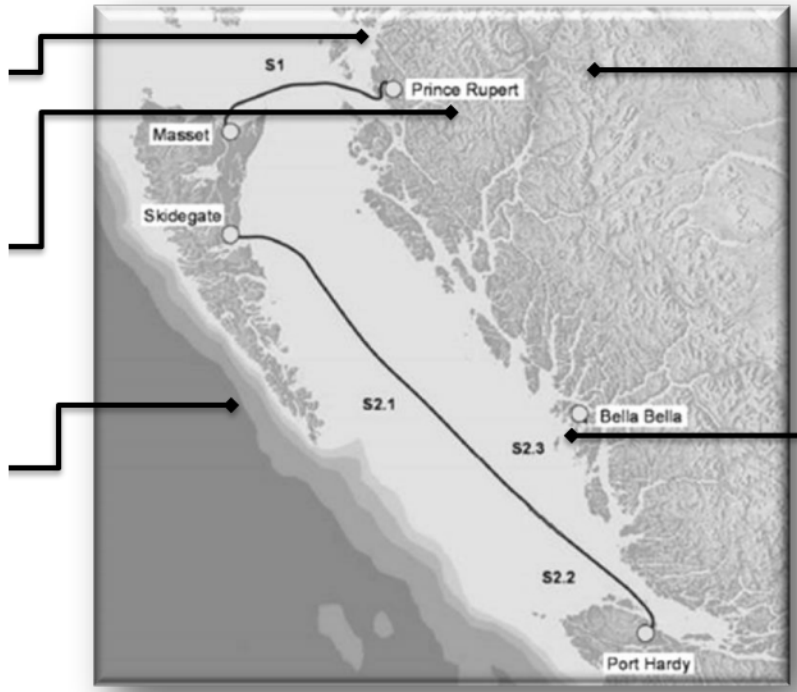

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Decision Request

s.13

-

s.13,s.17

IMIT Capital Investment Board	Date	August 3rd, 2016
	Time	9:30 am to 11:00 am
	Conference Dial-in #	s.15,s.17
Actions & Decisions	Participant # Moderator	
	Location	s.15

In Attendance

Members: Bette-Jo Hughes, Dave Nikolejsin, Sabine Feulgen, David Galbraith
Secretariat: Philip Twyford, Kailyn Sherk
Regrets: Lori Wanamaker
Guests: N/A

Summary of Actions and Decisions

Agenda Item	Actions and Decisions
Terms of Reference	***Decisions*** • *IMIT Capital Investment Board (IMITCIB) approved ToR* • *IMIT HR work to stay with Bette-Jo and Lori Halls*
Update from DMCPSI	***Actions*** • *Previous 3-4 DMCPSI meetings agendas will be brought forward for review at the IMITCIB meetings in September* • *DMCPSI agendas will continue to be brought to the IMITCIB for review each meeting*
Copperleaf C55 demonstration	***Actions*** • *Send out agreed upon Business Case evaluation criteria from March memo to committee for review (copy of Ministry of Finance letter attached as Appendix)*
SIF Proposal – Northern Connectivity Initiative	***Action*** • *Susan to follow-up with Ministries to see if there are other emergent priorities for SIF projects* • *Susan to send Sabine full list of Health projects currently on the SIF request list* ***Decision*** • s.13

APPENDIX:

BRITISH COLUMBIA

Memorandum

Ref: 103831

Date: March 1, 2016

To: Kim Henderson, Deputy Minister, Ministry of Finance

Re: 2017/18 IM/IT Capital Planning

Planning for IM/IT minor capital is now underway for projects that will start in FY2017/18, as funding for FY2016/17 has been fully allocated. As part of our continuing effort to improve the management of IM/IT projects, approval is now being done in phases (see diagram on page 2):

1. Approval of Concept Case and
2. Approval of Business Case with funding

The Deputy Ministers' Committee on Transformation and Technology (DMCTT) recently reviewed 89 IM/IT Concept Cases and upon evaluation and prioritization, has approved 29 to proceed to the development of Business Cases. These Business Cases will be considered by DMCTT in summer 2016 as part of the capital budget process. Attached as Appendix 1 is a listing of the approved Concept Cases for your ministry. The remaining 60 Concept Cases not yet approved, have been retained and will be considered as part of future funding cycles.

Detailed information including templates and timelines has been sent to your Ministry Chief Information Officer (MCIO) to support this process. As part of the process, ministries are required to consult with offices across government to ensure strategic alignment and adherence to government policies and procedures. Information on the templates, standards and consultation process is available on the IM/IT Capital Investment Branch intranet. Business Cases for the approved Concept Cases will be due at the end of May 2016 and will need to be signed by the appropriate Deputy Minister and Chief/Executive Financial Officer as part of the submission.

Business Cases previously submitted and yet to receive funding, have been identified to your MCIO to provide an opportunity for updates and prioritization as part of the May 2016 intake. These cases will be considered along with newly completed Business Cases in summer 2016.

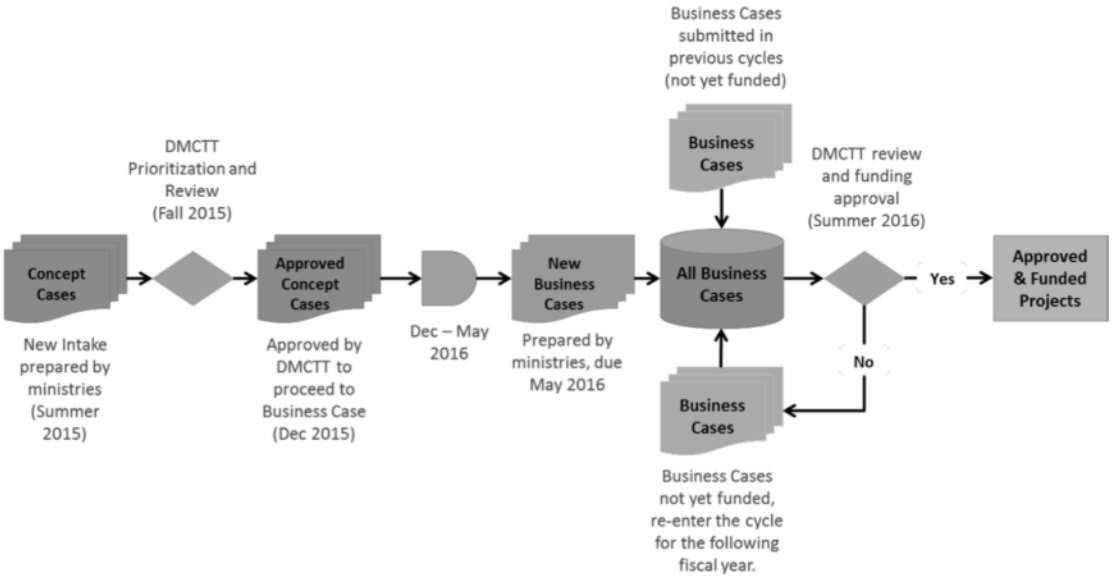
Business Cases will be ranked based on five themes representing government's priority areas:

1. **Strategic:** Alignment with government priorities;
2. **Economic & Commercial:** Contributing to economic and employment growth;
3. **Financial:** Reducing government operating costs and/or increasing net revenues;
4. **Health & Safety:** Improving health and safety outcomes for British Columbians; and
5. **Management:** Reducing red tape and addressing network management, security, and application stability.

…/2

Ministry of Technology, Innovation and Citizens' Services
Office of the Chief Information Officer
Mailing Address: Box 9412 Stn Prov Govt Victoria BC V8W 9V1
Telephone: 250 387-0401
Facsimile: 250 387-5693

Overview of IM/IT Minor Capital Intake Process:



Bette-Jo Hughes
Associate Deputy Minister and
Government Chief Information Officer

pc: Philip Twyford, Executive Director, IM/IT Capital Investment Branch, Office of the Chief Information Officer

Michael Carpenter, Ministry Chief Information Officer and Executive Director, Information Management Branch

Steve Klak, Ministry Chief Financial Officer and Executive Director, Corporate Financial Services and Administration Branch

IMIT Capital Investment Board	Date	Sept 16/19, 2016
	Time	3:30 pm to 4:30 pm 8:00am to 9:00 am
	Conference Dial-in #	s.15,s.17
	Participant #	
MEETING AGENDA	Moderator	
	Location	s.15

Attendees

Members:
Bette-Jo Hughes, Sabine Feulgen, Lori Wanamaker
Bette-Jo Hughes, Dave Nikolejsin, David Galbraith

Secretariat: Philip Twyford, Kailyn Sherk

Regrets:

Guests:

Time	Item	Lead(s)
3:30/8:00	Introduction and welcome	Bette-Jo Hughes
3:35/8:05	Review of Decision Log	Bette-Jo Hughes
3:40/8:10	Presentation on IMIT Minor Capital requests	Philip Twyford
4:10/8:40	Discussion on investment scenarios	Philip Twyford
4:20/8:50	Questions/next steps	Bette-Jo Hughes
4:25/8:55	Adjourn	

Fixing the Foundation:

IT Capital Management

September 2016

Philip Twyford
Executive Director, IM/IT Capital Investment, OCIO

BRITISH COLUMBIA | Ministry of Technology, Innovation and Citizens' Services

Page 51 of 188CTZ-2017-70346 S1

Objective

Fixing the Foundation: IT Capital Management

1) s.13,s.17

2)

3)

Outline

Fixing the Foundation: IT Capital Management

01 **Intake Process**
Concept case and business case

02 **Consultation & Review**
DMCTT Priorities, SME, and C55

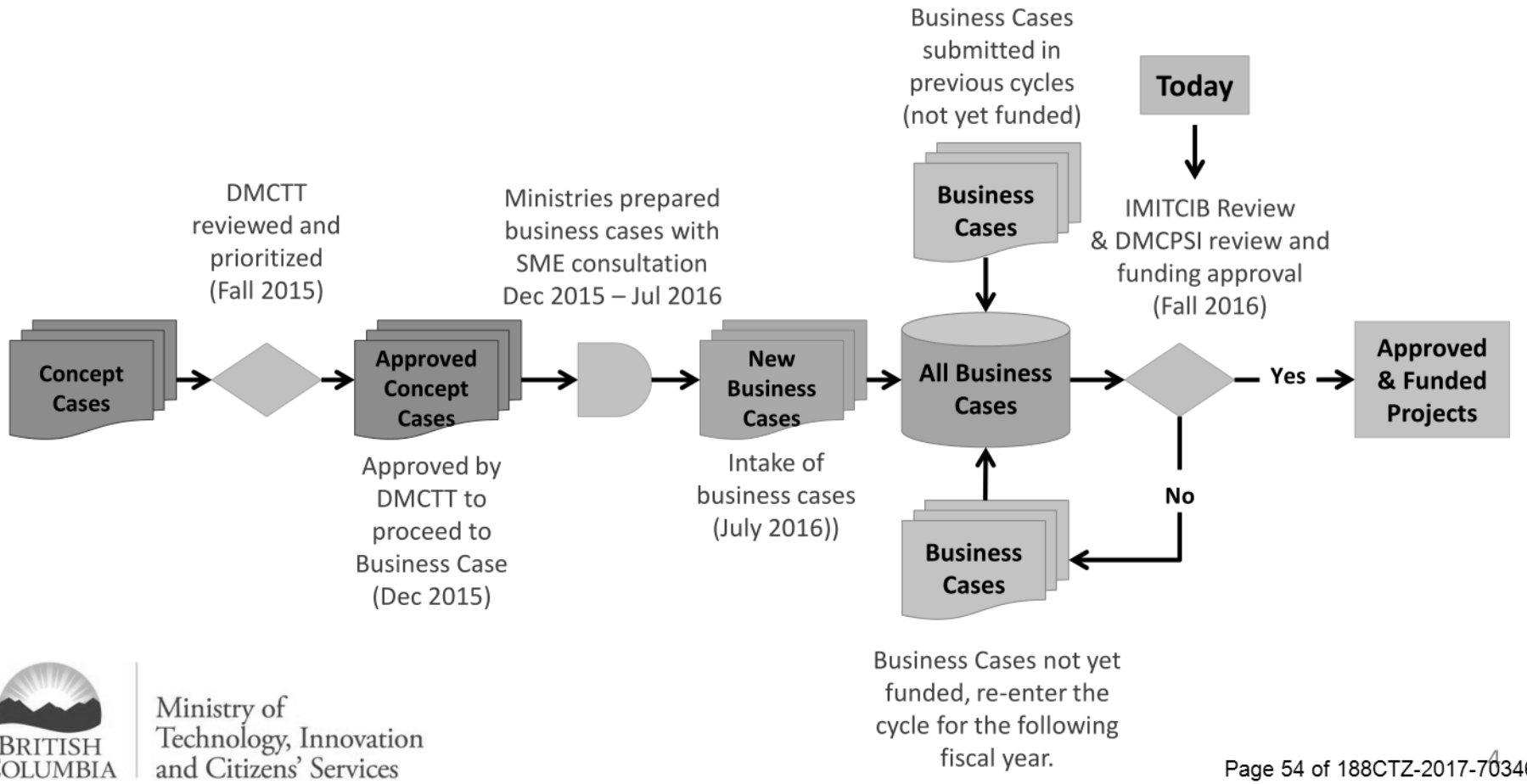
03 **Current Demand**
Fully allocated for next two fiscal years

04 **Options**
Priority order review of business cases

05 **Next Steps & Discussion**

Intake Process

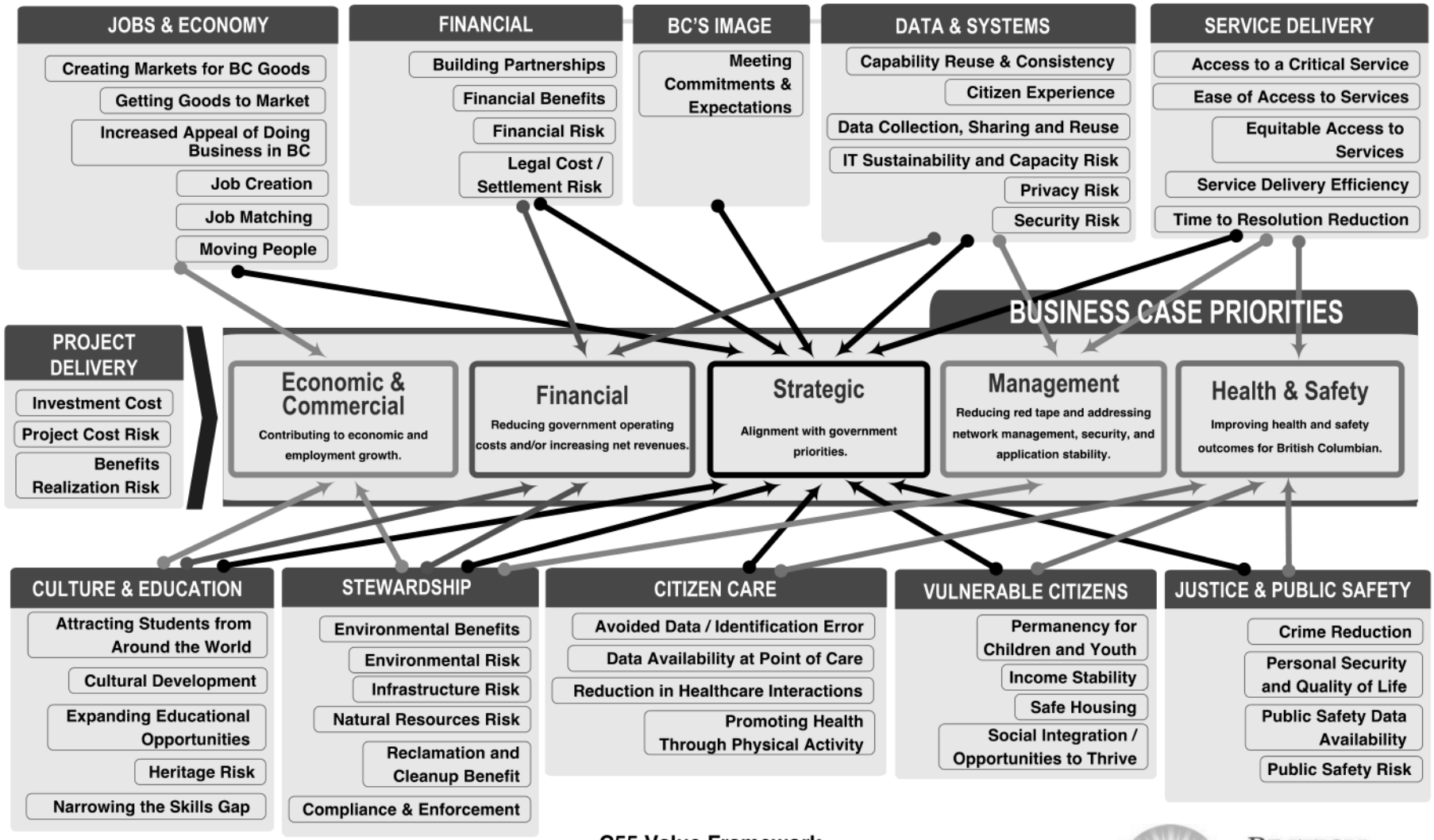
- s.13



Consultation & Review

- Business cases were developed using new, more robust templates in consultation with subject matter experts (SMEs) and planning guidelines
- Submitted business cases were then reviewed by SMEs across government to ensure full alignment with planning guidelines and corporate direction
- Submitted business cases were then entered into C55 and scored using multiple criteria
- Ranked business cases represent assessment against DMCTT priorities, SME assessments, and C55 value framework

DMCTT Priorities – C55



C55 Value Framework
Value Drivers aligned with IMIT's Business Case Priority
updated Aug 18, 2016

BRITISH COLUMBIA
Ministry of Technology, Innovation and Citizens' Services

BRITISH COLUMBIA

Current Demand

- **Approved budget is fully allocated for the next 2 years**, no capacity for in-flight pressures or new projects

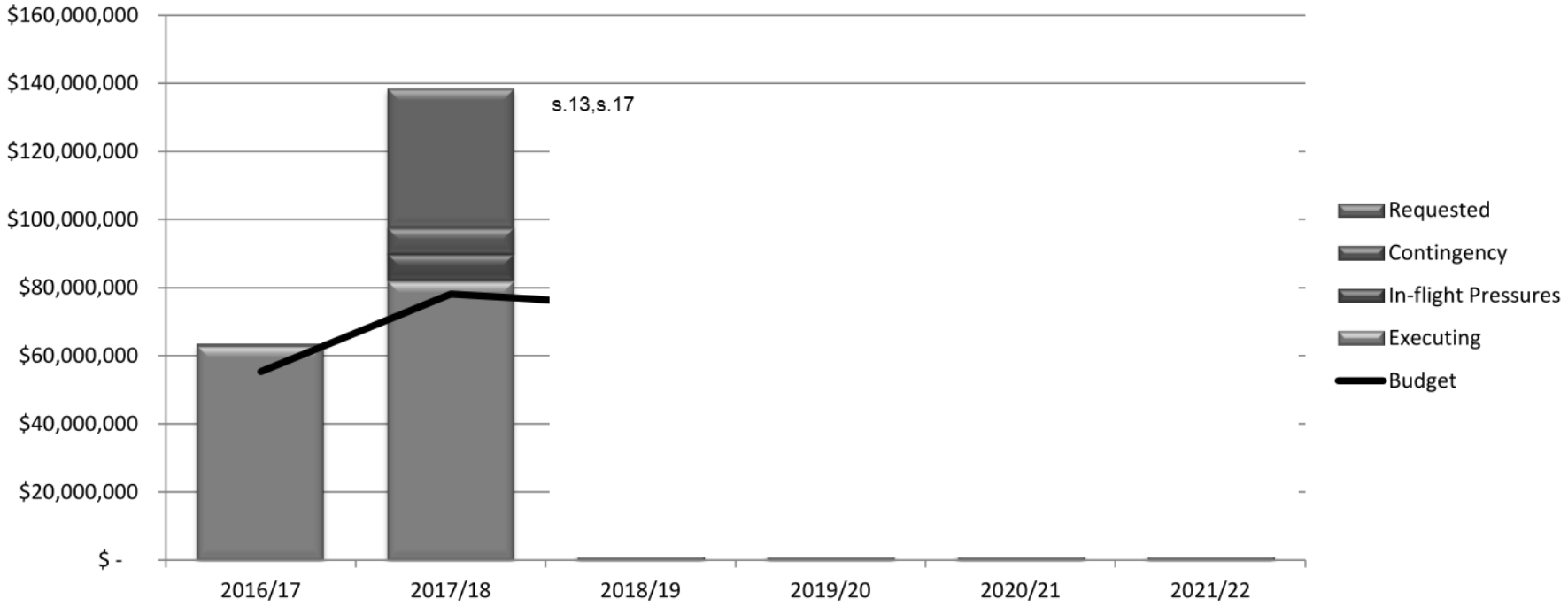


Figure 1. *Demand and requested start year within current budget*

Page 058 to/à Page 063

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s.13;s.17

IMITCIB Request

1) s.13,s.17

2) s.13,s.17

3) s.13,s.17

Next Steps

- Presentation to DMCPSI (Oct) and DMCC (Nov)
- Treasury Board Submission to increase IM/IT capital funding

On-going Initiatives

- IM/IT HR Initiative
- Common IM/IT Audit Framework Project
- Asset Investment Planning and Management tool
- Benchmarking IT Project Success Factors
- Evaluation and Benefits Realization Framework

Discussion

IMIT Capital Investment Board	Date	Oct 18/16, 2016
	Conference Dial-in #	s.15,s.17
	Participant #	
MEETING AGENDA	Moderator	
	Location	s.15

Attendees

Members:
Bette-Jo Hughes, Dave Nikolejsin, Lori Wanamaker, David Galbraith Sabine Feulgen

Secretariat: Philip Twyford, Kailyn Sherk

Regrets:

Guests: Susan Stanford

Time	Item	Lead(s)
3:30	Introduction and welcome	Bette-Jo Hughes
3:35	Presentation on SIF projects/requests	Susan Stanford
3:55	Review of presentation/ask for DCMPSI	Philip Twyford
4:10	Recent IT Audit Review	Philip Twyford
4:20	Future agenda items	Bette-Jo Hughes
4:25	Adjourn	

Upcoming items		
November	NRPP Quarterly presentation	Wilf Bangert
November	NRS/NRPP Integrated Plan Review	Denise Rossander/ Wilf Bangert
November	Procurement	David Morel
November	Health E/Y Report Review	TBD

SIF Portfolio Update

DMC Investment Board

October 2016

BRITISH COLUMBIA

OCIO

Office of the Chief Information Officer

Agenda

Decision **Request to endorse the following SIF Project concepts**

- **eMental Health: Keeping Young Adults Connected**
- **eMental Health: Mental Health and Substance Use (MHSU) Virtual Clinic**

OCIO
Office of the Chief Information Officer

Page 070

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s.13;s.17

SIF Concept Proposal Profile:

North Coast Fibre Connection

Entity lead:	**MTICS**
Target launch:	2020/21
Target announcement:	Spring 2016

Description:
The proposed subsea fibre will extend from Prince Rupert to Port Hardy on Vancouver Island. The new fibre link will provide an alternate Internet access and transport path and allow for network diversity and reliability to meet current needs and future growth for the northern and coastal regions of BC.

Target region:	North coast BC
Engagement target:	tbd
SIF request:	**$**21.9M over 5 years

Project highlights:

- The initial network build is planned to comprise 1500-1700 km of subsea fibre optic cable, connecting the main hub/access points
- Additional network extensions to strategic locations may be added depending on the ability to attract funding from other contributors
- Direct benefit to 46 First Nations, 80,000 homes and numerous businesses
- A consortium to design, finance, build, operate and maintain the network, which may include other governments as well as private sector partners

Outcomes / Benefits:
Increased capacity of reliable telecommunications services for health care, education, security, emergency alerting, first responders and other public service delivery as well as personal well-being and success of small to medium-sized businesses

Governance and approval gates

Entity			TSMA Governance			Deputy Endorsement		Approval
Service development with TELUS	Concept case complete	DM / Executive sign off	Council of CIOs	Senior Management Committee	TELUS prioritized project	DMC Investment Board	DMC Public Service Innovation	TSMA Executive Governance Committee
✔	✔	✔	✔	✔	✔	✔	✔	✔

Page 072 to/à Page 073

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s.13;s.17

Remaining SIF Project Concepts to come forward by December

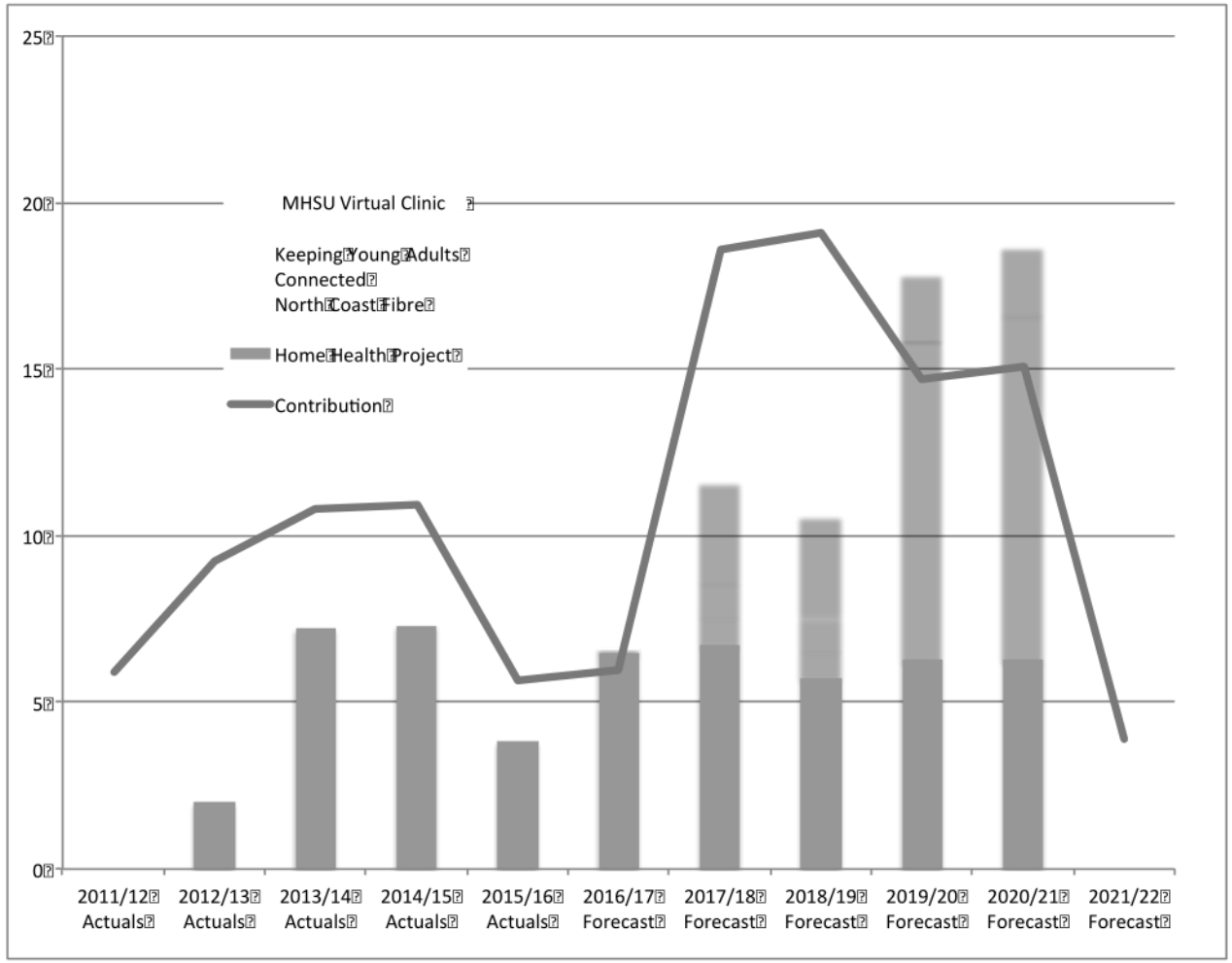
Primary Care Home

- s.13
-
-
-

Remaining SIF Project Concepts to come forward by December

s.13

SIF Portfolio: Financial Profile



Assumes contribution reduction in 2016

- Projected SIF over the Term (2016 update): **$116.0M**
- Committed SIF funding: **$73.6M**
- HHM and the subsea cable are in the implementation phase
- If all projects reach implementation, total SIF portfolio commitment would increase to approximately **$133M**
- Cumulative unused funds since contract Signing: **$22.2M**

AO is working with TELUS to adjust yearly contribution amount to better reflect anticipated spend, including the potential for a reduced contribution for 2016.

BRITISH COLUMBIA

OCIO

Office of the Chief Information Officer

Fixing the Foundation:

IT Capital Management

October 2016

Philip Twyford
Executive Director, IM/IT Capital Investment, OCIO

BRITISH COLUMBIA | Ministry of Technology, Innovation and Citizens' Services

Objective

Fixing the Foundation: IT Capital Management

1) s.13,s.17

2) s.13,s.17

Outline

Fixing the Foundation: IT Capital Management

01 **Intake Process**
Concept case and business case

02 **Consultation & Review**
DMCTT Priorities, SME, and C55

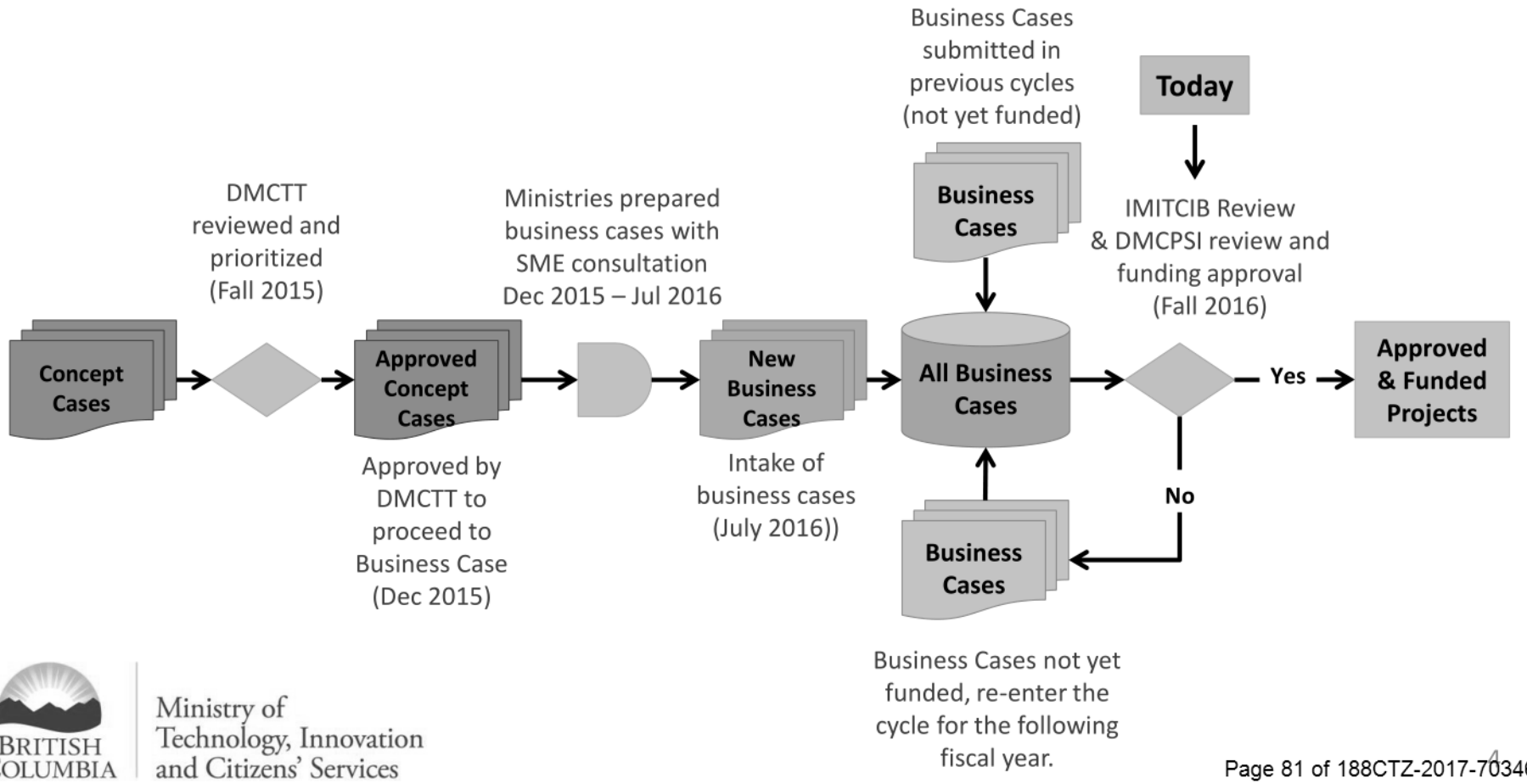
03 **Current Demand**
Fully allocated for next two fiscal years

04 **Options**
Priority order review of business cases

05 **Next Steps & Discussion**

Intake Process

- In Fall 2015, DMCTT reviewed 97 concept cases and approved 29 of these to be prepared as business cases



Development & Consultation

- Business Cases were developed from the approved Concept Cases, using new, more robust templates
- Ministries consulted with subject matter experts (SMEs) and planning guidelines to develop cases
- Submitted business cases were then reviewed by SMEs across government to ensure full alignment with planning guidelines and corporate direction
- Questions and recommendations from SME reviews were passed back to ministries for consideration and inclusion

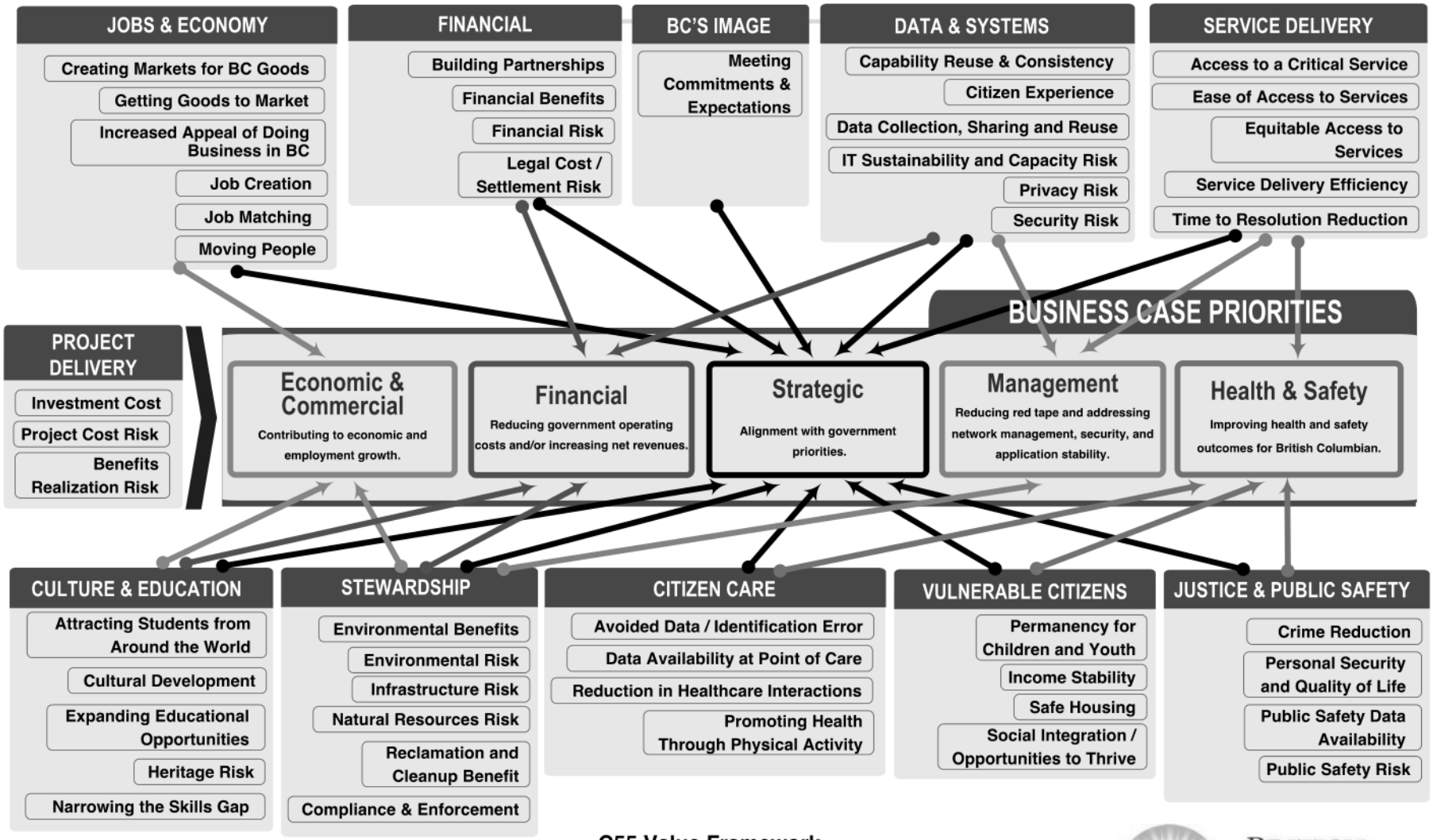
Prioritization & Review

- Following SME feedback, submitted business cases were reviewed by IM/IT Capital Investment Branch for alignment to set priorities
- s.13
-
-

Business Case Themes

- **Modernization:** 24 cases are aimed at transporting legacy applications onto more modern and sustainable platforms
- **Mainframe:** 7 cases directly contribute to modernizing legacy applications and moving away from the mainframe
- **In-progress:** 3 cases address pressures on in-flight projects
- **Corporate Enablers:** 3 cases look to further develop and use corporate tools and standards
- **Innovation:** 5 cases aim to leverage emerging technologies and bring new solutions to government

DMCTT Priorities – C55



C55 Value Framework
Value Drivers aligned with IMIT's Business Case Priority
updated Aug 18, 2016

BRITISH COLUMBIA
Ministry of Technology, Innovation and Citizens' Services

BRITISH COLUMBIA

Current Demand

- **Approved budget is fully allocated for the next 2 years**, no capacity for in-flight pressures or new projects

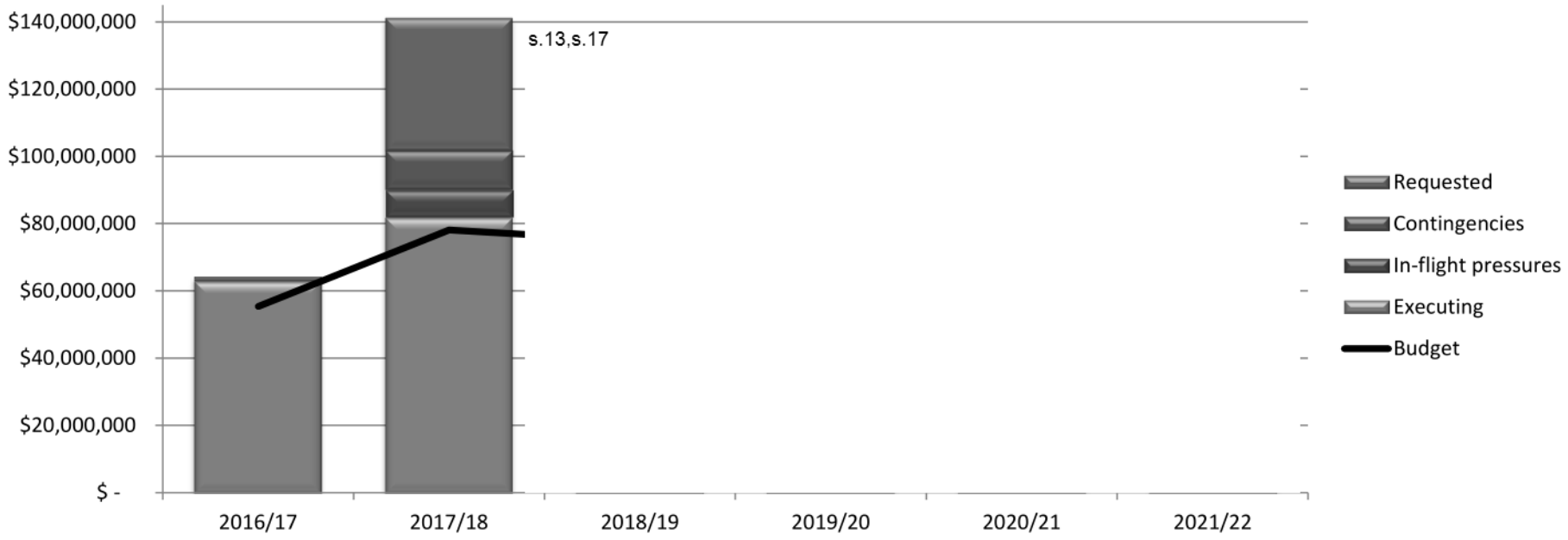


Figure 1. *Demand and requested start year within current budget*

Page 087 to/à Page 090

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Addressing IT Audit Recommendations

- Reviewing implications of reporting operating spend for IM/IT capital projects.
- Work is underway with ministries to hire new staff and increase internal capacity
- Monitoring and assurance frameworks are being developed to help provide guidelines to ministries for implementation and delivery
- COBIT 5 and PRINCE2 training now being offered across core government

DMCPSI Request

1) s.13,s.17

2) s.13,s.17

Next Steps

- Presentation to DMCC (Nov)
- Treasury Board Submission to increase IM/IT capital funding

On-going Initiatives

- IM/IT HR Initiative – increasing FTEs, training and CIO competencies
- Common IM/IT Audit Framework Project
- Asset Investment Planning and Management tool
- Benchmarking IT Project Success Factors
- Evaluation and Benefits Realization Framework

Discussion

BRITISH COLUMBIA

Susan Stanford
Executive Lead
Administrator's Office
Ministry of Technology, Innovation and Citizens' Services
PP Box 9412 Stn. Prov. Gov't
Victoria BC V8W 9V1

Dear Susan Stanford:

This letter is to introduce the proposed Mental Health and Substance Use (MHSU) Virtual Clinic project using SIF funds and confirm Ministry commitment to the project. The MHSU Virtual Clinic aims to expand access to services for clients suffering from mild to moderate MHSU issues. This project will allow service providers to customize a virtual clinic platform to match the branding of their organization and provide online mental health and substance use supports to their clients. These online services will enhance access to care across BC, including rural areas without increasing the demand on existing health care personnel or infrastructure.

s.12,s.13

This cost will cover the pilot phase for the MHSU Virtual Clinic. Pilot sites will include a s.12,s.13,s.17 , rollout across the BC Integrated Youth Initiative Hubs, as well as the design of mental health supports via e-CBT to first responders and paramedics, with a focus on rural and remote locations. Because the MHSU supports at the pilot sites will be provided by existing staff at pilot locations, this project requires few Ministry of Health resources and leverages existing assets like Health Link BC. To support this project, staff in the Ministry of Health's MHSU Branch is currently preparing a project management plan, third-party evaluation component and a reporting structure before the launch of the pilot.

The MHSU Virtual Clinic proposal is directly aligned with the MHSU system and primary care system transformation that is underway and led by the Deputy Minister of Health.

s.12,s.13,s.17

Due to this alignment and the MHSU system challenges this project will address, Senior Executive in the Ministry of Health are supportive of this work. Briefings have already occurred with the Ministry Chief Information Officer Paul Shrimpton and Associate Deputy Minister Sabine Feulgen, who are all supportive of this project. In addition, approval to proceed with the concept was granted from the cross-government ADM working group on Mental Health in September 2016.

Sincerely,

Doug Hughes
Assistant Deputy Minister
Health Services Policy Division
Ministry of Health

Concept Case Checklist

Completion Checklist:

- ☐ *Concept Case* is no longer than 3 pages. Otherwise, please justify: _____.
- ☐ *Problem to Be Addressed* is written in simple and plain language that is easy to understand.
- ☐ *Problem to Be Addressed* considers observations and lessons from preliminary cross-government, cross-jurisdiction (within Canada) and external (Outside Canada) environmental scans.
- ☐ *Desired Future State* is articulated clearly such that the reviewer can understand the intended outcomes of the investment.
- ☐ *Change Drivers* along with *Status Quo Risk* make a compelling and urgent case for change.
- ☐ *Alignment with Government Vision*, identifies the relevant Government objectives and strategies and references their sources.
- ☐ *Research and Analysis Approach* outlines a comprehensive approach to collecting, analyzing and applying evidence from direct users research
- ☐ *Proposed Response* along with *Options Identification* confirms that, an IM/IT-enabled investment is the ideal approach but cannot identify a specific solution until a business case is prepared.
- ☐ *High Level Expected Outcomes & Benefits* clearly demonstrate tangible and measurable benefits to British Columbians.

The project team is responsible for ensuring compliance with government policies and standards (CPPM), alignment with government strategy and proactively exploring corporate-wide cooperation opportunities with government's existing or planned initiatives. The best way to achieve this is through consultations with various parties across government, and documenting the results of those meetings in the Concept Case and Business Case submissions.

We encourage ministries to review the attached Concept Case Review Instructions to identify the relevant internal stakeholders that should be consultant in preparation of this Concept Case, and to understand the scope of each reviewers' responsibility. The reviewers listed in this document represent the minimum desired consultation and ministry project teams should take every opportunity to work cooperatively with other parties across government.

Mental Health and Substance Use (MHSU) Virtual Clinic

OCIO
Office of the Chief Information Officer

Anticipated Investment Value
Expected cost (Opex + Capex). Select from below:

Low - Medium s.12,s.13,s.17

Components: Design and implementation of personal health records integrated with devices and with videoconferencing, annual subscription fees based on scaling patient volumes, plus project management/ business analyst support

Business Sponsor
Who will lead the activities to pursue this investment?

Doug Hughes, ADM Health Services Policy Division, Ministry of Health

Ministry and/or Sector
Which Ministry and/or Sector will lead this investment? Will other Ministries and/or Sectors be involved?

Health Services Policy Division, Ministry of Health

Proposed Business Case Team
Who will lead the Business Case preparation?

Keva Glynn, ED Mental Health and Substance Use
Ashley Walden, Director Mental Health and Substance Use

Problem to Be Addressed
What problem are you planning to solve? What is the cause of this problem? How have others successfully solved this problem?

A key issue with the current health system is the difficulty that individuals, patients and service providers have navigating the system to locate the critical mental health and substance use (MHSU) information and services they require. Further, the challenge in BC, as in most national and international jurisdictions, lies in the creation of effective access points that make these treatments available, affordable and acceptable, thereby enabling the majority of citizens in BC with MHSU to engage in evidence- based interventions. Further, BC has recently experienced rising fatalities from illicit drug overdoses related to fentanyl and other opioids, not only highlighting a need for additional substance use services, but also a new approach to addressing problematic substance use through health promotion, illness prevention, addiction treatment and harm reduction services.

According to the Canadian Internet Registration Authority (CIRA), Canadians are the heaviest users of the internet in the world. Interestingly, however, Canada lags behind in the integration of internet use into health care. As early as 2014, Germany and France held discussions about implementing e-mental health supports into their health care systems, and the Netherlands, the United Kingdom, Scandinavian countries, Australia and New Zealand have all made significant investments in this area.

Desired Future State & Change Drivers
What would be different if this problem was solved? How would this proposed investment improve service delivery? What is driving the need for this change now?

In keeping with the approach adopted by the successful online therapy initiatives in other jurisdictions and the key recommendations made by the Mental Health Commission of Canada, key components of a made in British Columbia solution would include:

- Development of a centralized, self-managed e-mental health patient portal
- Creation of self-directed, online therapeutic modules, including access to trained coaches (e-CBT)
- Establishment of virtual clinics staffed by registered health care professionals, including psychologists, clinical counsellors and physicians along with substance-use services tied to on-the-ground supports.
- Online chat, email and text support
- Interactive-web based tools
- Engagement with social media
- Customizable look and feel
- Connected to on-the-ground supports in the community

Why now: increased political attention on MHSU, and upcoming release of the Mental Health Strategy

Page 099 to/à Page 100

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s.13;s.17

FYI

BRITISH COLUMBIA

Ministry of Children and Family Development

Office of the Deputy Minister

MEMORANDUM

August 26, 2016

Ref: 229223

Susan Stanford
Executive Lead
Administrator's Office
Ministry of Technology, Innovation and Citizens' Services
PO Box 9412 Stn Prov Gov't
Victoria BC V8W 9V1

Dear Susan:

I am writing to provide executive support for the Keeping Young Adults Connected pilot and access through the Strategic Initiatives Fund (SIF). This funding is integral to the Ministry of Children and Family Development's (MCFD) launch of this innovative program and without this funding the ministry will be unable to proceed.

The purpose of the pilot is to provide mobile phone technology to youth and young adults who have aged out of government care. Technology is essential for this unique and vulnerable population as it allows youth and young adults to connect to their peers, social work support and their community. It increases their access to health care, ensures better health outcomes (both physical and mental), permits accessibility to employment and housing opportunities, and dramatically adds to the feeling of social inclusion. As a guardian and prudent parent, it is the Provincial Government's responsibility to support youth and young adults with the transformative resources and tools needed to successfully transition from care to adulthood.

The Keeping Young Adults Connected pilot aligns with a number of features of the SIF including health, education, public safety, increased citizen self-service, improved services to citizens and optimized access to services. By placing this technology in the hands of government's children as they become adults we increase their capacity for success.

This initiative also aligns with a number of government projects including the expansion of the Agreements with Young Adults program through regulation anticipated to be effective as of October 17, 2016 and Cross Government Youth Transition Action Planning in response to direction from Cabinet to support this group of individuals as a unique and vulnerable population.

MCFD Strategic Priorities Branch will lead the project with a Director, Manager, a Subject Matter Specialist, a Program Officer and Change Management Analyst dedicated to implement and evaluate how the technology can best support former youth from care. The team is actively working on foundational aspects of the pilot, such as business processes, project management processes including a Project Initiation Document approved by the MCFD Executive team, monthly reporting to our Executive and change management methodology. The team is working with our Modelling, Analysis and Information Management Branch to establish an evaluation framework and measurement of successes and ongoing program usage and needs.

../2

With Ministry of Technology, Innovation and Communication and Telus' support through SIF, MCFD will formally launch this partnership project in October 2016 with an announcement committing to a phased implementation approach to begin in early 2017. These stages include a two-year pilot, which allows adequate time to refine processes, make necessary adjustments and learn from these processes about how best to provide youth and young adults with useful information through this technology. While the initial cohort would be those young adults on Agreements with Young Adults, MCFD anticipates adding aging out youth on Continuing Custody Agreements as the second cohort.

Estimated Costs

Previous conversations with Telus indicated that the company would provide refurbished mobile phones at no cost with no additional activation fee to set up the accounts. Telus will also develop the mobile application and support the transfer of information through the application.

Keeping Young Adults Connected SIF Estimate		
	Estimated Monthly Cost	**Annual Cost**
Initial Pilot (20 Participants)	$1,400	$16,800
All AYA Youth (500 Participants)	$35,000	$420,000
All AYA (500 Participants) and Aging out CCO's (420 Participants)	$64,400	$772,800
Communications	Undetermined	Undetermined
Other costs		
Development of a mobile phone application		Approx. $50,000
Ongoing application support		$5,000

Thank you for your support on this exciting and innovative project.

Sincerely,

ORIGINAL SIGNED BY

Lori Wanamaker, FCPA, FCA
Deputy Minister

Concept Case Checklist

Completion Checklist:

- ☐ *Concept Case* is no longer than 3 pages. Otherwise, please justify: _____.
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We encourage ministries to review the attached Concept Case Review Instructions to identify the relevant internal stakeholders that should be consultant in preparation of this Concept Case, and to understand the scope of each reviewers' responsibility. The reviewers listed in this document represent the minimum desired consultation and ministry project teams should take every opportunity to work cooperatively with other parties across government.

Keeping Young Adults Connected

OCIO
Office of the Chief Information Officer

Anticipated Investment Value
Expected cost (Opex + Capex). Select from below:

High

Medium

Low <$2M Year 1 and/or <$5M Over Multiple Years

Business Sponsor
Who will lead the activities to pursue this investment?

Linda Bradford, Executive Director, Strategic Priorities

Ministry and/or Sector
Which Ministry and/or Sector will lead this investment?
Will other Ministries and/or Sectors be involved?

Ministry of Children and Family Development

Proposed Business Case Team
Who will lead the Business Case preparation?

Michelle Wywrot, Melanie Finley, Elina Falck, Karen Berry – Strategic Priorities

Problem to Be Addressed
What problem are you planning to solve? What is the cause of this problem? How have others successfully solved this problem?

Children in Foster Care transition to independent living on their 19th birthday. Youth from care lack the traditional family support network that would help them through their transition into early adulthood. For many youth in care, government programs and supports may be the only support network they have. Young adults transitioning out of care report that they struggle to understand what services are available in addressing their needs, where to find information about services, and how to apply for and access these services.

The pilot will provide young adults who were on a Continuing Custody Order (CCO) and those on Youth Agreements that have aged out of government care with a mobile solution and usage incentives in order to stay connected with the support and resources needed for a successful transition to adulthood.

The intent is to ensure that: young adults have increased access to needed services, information, resources and supports; young adults have increased community (including peer to peer) connections and a decreased sense of isolation; and the Ministry/Delegated Aboriginal Agencies (DAAs) have the ability to communicate with and/or push out information through the developed Application to this population.

There have been no initiatives of this nature for this vulnerable population in Canada.

Desired Future State & Change Drivers
What would be different if this problem was solved? How would this proposed investment improve service delivery? What is driving the need for this change now?

The desired future state is youth and young adults that age out of government care are supported through a mobile enabled application accessed by a mobile device. This will ensure that the youth have:

- Access to information and direct contact with services and supports;
- Access to emergency resources;
- A consistent means to stay connected to friends, family and support staff;
- An opportunity to provide their phone number to potential employers, landlords, post secondary institutions, service and health care providers; and
- Establish a credit history to support access to services.

Through connection and supports young adults transitioning from government care will be more likely to become contributing and productive members of our society. The mobile solution will put them on par with other young people in our province who have this capability at hand.

Alignment to Government Vision
Is solving this problem a strategic focus for Government?

This project aligns with:

2016/17-2018/19 MCFD Service Plan Goal 2:
Achieve permanency for children and youth in care and support transitions to adulthood.
Objective 2.2: Youth and young adults are prepared for adulthood

Residential Review 2012
Strategic Direction #5- Addressing Youth Interests in Permanency and Transitions
Recommendation #2- Planning and preparation for youth transitions

RCYBC Reports
Paige's Story May 2015
On Their Own April 2014

Research & Analysis Approach
Please outline inter-government, cross-jurisdictional and external research completed and/or planned.

The U Count Report 2014 (a survey of 135 street involved youth) indicated that youth will pay for their phone in (which is a component of the mobility solution) favour of purchasing food when they do not have enough money for both. This study indicates the importance that they place upon maintaining this connection. Having consistent access to a connected cell phone creates additional safety for a young person, ensuring they are able to maintain contact with supports and emergency services as needed.

A recent study (Selfridge/UVIC 2016) indicates that 63% of street involved youth in BC owned a cell phone. This supports the importance of this kind of technology. As the de facto parents of young people who have been in the foster care system it is important for government to provide this important transitional support.

Status Quo Risk
What are the primary risks if we don't address this problem now?

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Status Quo Risk

Maintaining the status quo would result in the following risks:

- Youth and young adults from government care are unable stay connected with programs, support persons, family/friends and or have a contact number where they can be reached for employment, housing, medical care, mental health supports, education and other vital needs involved in transitioning out of care.
- Youth and young adults continue to forego purchasing food in order to pay for their phones (U-Count Report 2014) in order to maintain relationships.
- (Data/calling rebates will ensure that the cost burden of a cell phone is minimized for youth and young adults from government care.
- Risk of continued fragmented community (including peer to peer) connections and an increased sense of isolation.
- An application regarding youth and young adult services does not currently exist to encourage young adults to stay in contact with their social worker and care team as appropriate. There is a risk of youth not accessing ministry supports and programs as well as important information and resources around the province.
- This population of youth and young adults from care are vulnerable and encounter or are involved in high-risk situations. A mobile solution increases access to emergency resources.

Options Identification
What are some potential ways that this problem could be solved?

Options

The recommended option is to **secure funding under the Telus Strategic Initiatives Fund (SIF) to have a two-year pilot involving 1,000 Transitioning Youth.** Providing the young adults with a mobile solution made up of (1) resident care-relevant push applications on their mobile device (application development); (2) ability to reach required services (connected mobile device); and (3) a modern ability to manage relationships and reach emergency services regardless of living situation (a data plan) . This will contribute to fulfilling a key priority of the ministry of providing transition supports to youth aging out of care.

No cost to the young adult for using the mobile solution – all costs would be covered by SIF.

There is the potential for a government as a whole to benefit as the push notifications received by young adults could include information from other Ministries about their services. There also exists the opportunity to explore the use of maintaining personal records by the youth through the use of this application.

Utilize an alternative low cost plan for Transitioning Youth.– Negotiate a discounted cell phone plan that youth may be able to afford.

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Preparation Time Required	Estimated Start	Estimated Finish
3 months	January 2017	December 2018

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Proposed Response
What is the preferred path forward? Why?

To work with TELUS through the SIF fund to provide the mobile solution to target population of 1000 youth from government care for a 2 year pilot.

Project will include the development of an Application and maintenance in order to provide push notifications; survey question at regular periods (right now monthly) to learn more about how the young adults are using the mobile application(s) and what they are needing.

Approaches to limiting data usage of the smartphone component of the solution and how the contract between a young adult and Telus will be structured will need to be determined.

The development of an application would yield benefit through continued support and access to information about the usage of the mobile solution.

Approaches to managing social data versus critical care application data usage and how the contract between the young adult and Telus will be structured will need to be determined.

The development of an application would yield benefit through continued support and access to information about usage of the mobile solution.

High Level Expected Outcomes & Benefits (Qualitative)
What are the objectives of this investment? How will meeting these objectives benefit the Citizens of B.C.?

- Technology is essential for this unique and vulnerable population as it enables youth and young adults to connect to their peers and community; housing and employment opportunities; and social supports and emergency services. It can provide vital connection when this group of individuals does not have permanent housing.
- This program links with a number of other ongoing initiatives that provide support to ensure that the youth have the most optimal opportunities to achieve their fullest potential as citizens of BC.
- Well connected, supported young adults can become productive, contributing taxpaying members of society.
- We hope this pilot program will prove valuable and be scalable to other Provinces in particular in Ontario.

Stakeholder Consultation Approach
Who will be consulted during writing of the Business Case?

- TELUS
- Ministry of Technology, Innovation and Citizens' Services
- Delegated Aboriginal Agencies
- Aboriginal Service Branch
- Information Services Division - Security, Privacy & Compliance Management
- Information Services Division - Business Alignment & Request Management
- MCFD Service Delivery Division
- Government Communications and Public Engagement
- MCFD Modelling, Analysis and Information Management
- MCFD Finance
- Foster Caregivers
- Youth Advisory Council
- MCFD Contracted Stakeholders
- Cross-Government Youth Transitioning ADM Committee

Please select all that apply:

- ☐ OCG
- ☐ IDIM
- ☐ PSA
- ☐ IT Security/Privacy
- ☐ Enterprise Architecture
- ☐ Data
- ☐ Geospatial
- ☐ Service Delivery
- ☐ Regulatory Reform

Dependencies, Risks and Other Considerations
What else should OCIO & DMCTT know to enable prioritization of Government's capital investments?

This initiative does not depend on any other approved projects or programs, but will enhance the effectiveness of the expansion of services to youth and young adults who are aging out of care.

A user agreement will need to be to be developed with Young Adults, to mitigate risk of inappropriate use of the cell phone technology.

Privacy Impact Assessment will need to be done.

Cross Government action planning currently underway to identify youth from care as a vulnerable and unique population, and to collaboratively develop planning to strengthen and align services across government for this population. Developing a technological platform is key to this work.

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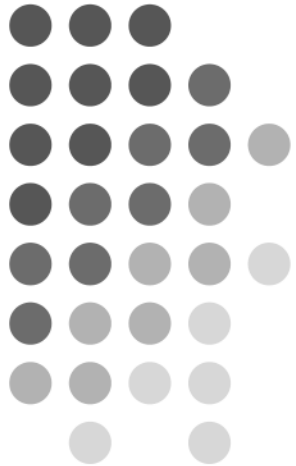
Presentation to IM/IT Capital Investment Board

BRITISH COLUMBIA

November 22 , 2016



Agenda

Topic
s.12,s.17
s.17
Alignment to Corporate Enablers
s.12,s.17
System Integration Plans s.17

s.12,s.17

s.12,s.17

s.12,s.17

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Alignment to Corporate Enablers

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Alignment to Corporate Enablers

s.17 is leveraging corporate enablers including:

s.17

- **BCeID**: s.17 is utilizing BCeID for Verified Business and Verified Client. Number of other use cases are planned for the future.

s.17

- **Mobile Framework**: leveraging corporate standards and framework components. Alignment via sector architecture function.

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NR Sector Integrated Plan

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IM/IT Minor Capital Envelope:

2016/17 – Q2 Report

November 2016

Philip Twyford
Executive Director, IM/IT Capital Investment, OCIO

BRITISH COLUMBIA | Ministry of Technology, Innovation and Citizens' Services

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Summary

- s.17 strategy working too well
  - We continue to improve planning and build capacity
  - The underspends are not materializing

2016/17 Budget ($000)	$55,339
2016/17 Allocation	s.17
Pressure	
Q2 Forecast	
Variance	

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Key Issues – Natural Resource Sector

s.13

-

Key Issues - Finance

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-
-

Key Issues - Other

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-
-

Next Steps

s.13

-
-

IMIT Capital Investment Board	Date Nov 22/16, 2016
	Conference Dial-in # s.17
	Participant #
	Moderator
MEETING AGENDA	Location s.15

Attendees

Members:
Bette-Jo Hughes, Dave Nikolejsin, Lori Wanamaker, David Galbraith Sabine Feulgen

Secretariat: Philip Twyford, Kailyn Sherk

Regrets:

Guests: Wilf Bangert, Denise Rossander, David Morel

Time	Item	Lead(s)
11:00	Introduction and welcome	Bette-Jo Hughes
11:05	DMCPSI and DMCC updates	Bette-Jo Hughes
11:10	NRPP Quarterly presentation	Wilf Bangert
11:40	NRS/NRPP Integrated Plan Review	Denise Rossander/ Wilf Bangert
12:00	Procurement – ASD Deals	David Morel
12:25	Adjourn	

Upcoming items		
December	Application Health Check Refresh (C55)	Philip Twyford
February	Health E/Y Report Review	Health

NRS- s.17 Integrated Plan

A Briefing

November 2016

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Request

s.17

Approach

s.17

NRS & s.17 Integrated Portfolio Roadmap

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Project Roadmaps and Descriptions

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Questions/Discussion

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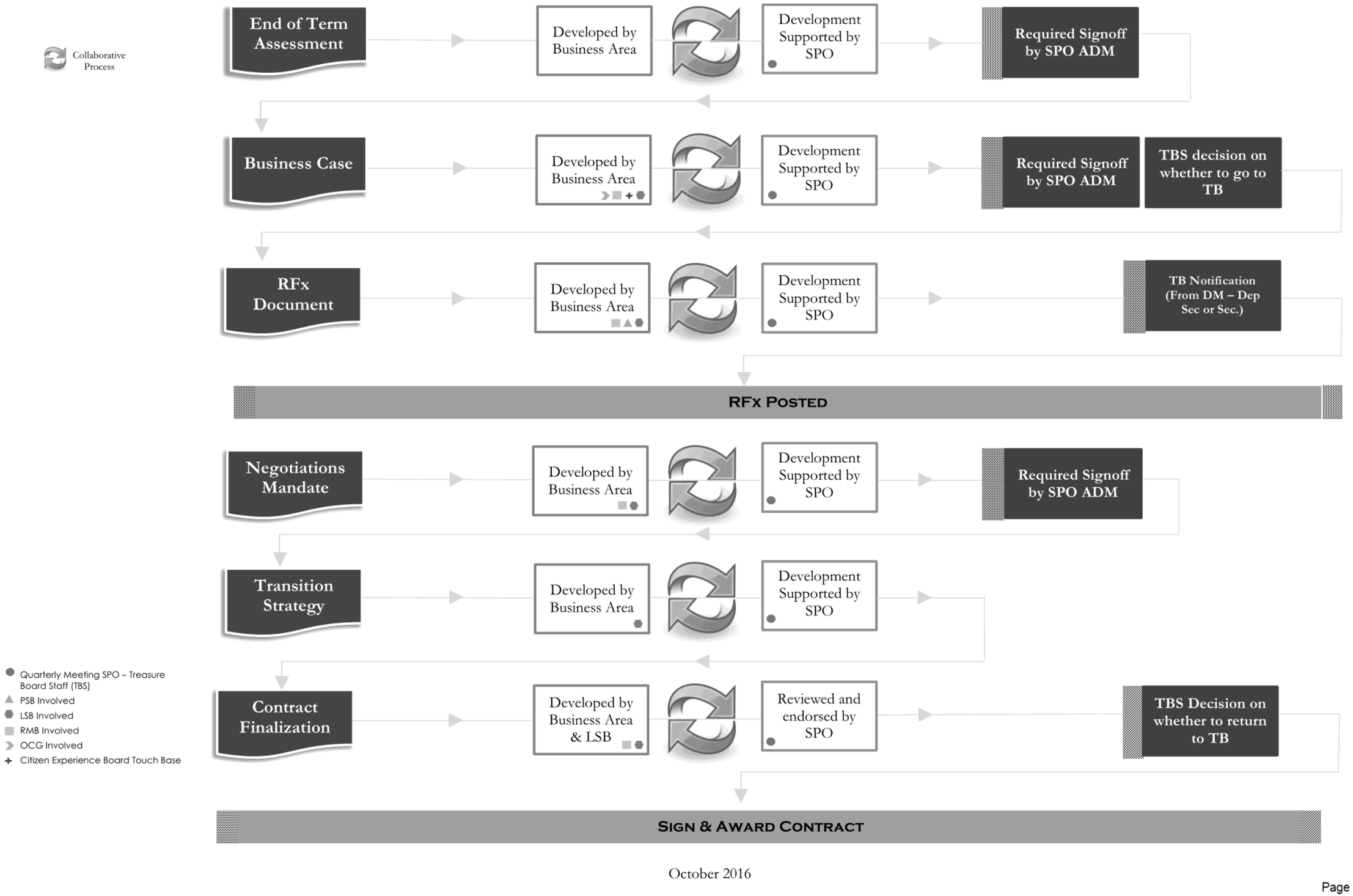
Strategic Partnerships
End of Term / Re-procurement Flow Chart

Strategic Partnerships



October 2016

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Ministry of Technology, Innovation and Citizens' Services

Alternative Service Delivery Procurements

2016-2021

October 2016

Technology, Innovation and Citizens' Services

The Alternative Service Delivery - History

2001 - Government of BC undertook a Core Review process to transform the way government services are delivered.

2003 - Cabinet approved the ASD Strategic Plan, its subsequent implementation, and the establishment of the ASD Secretariat to help government realise this transformation

2003-2010 - 12 ASD deals – majority delivered through Joint Solution Procurement (JSP) - ASD Secretariat dissolved

2012 - In June 2012 a new organization was created at the center of the ASD portfolio of deals, The Strategic Partnerships Office (SPO) with a mandate from TB

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The General Landscape / Issues

Internal Capacity & Expertise – Capacity to manage the end-of-term process through a strategic procurement of these large deals has diminished greatly within government and is currently being rebuilt

Length of deal – Industry trend towards shorter deals, which could potentially result in more frequent procurements and negotiations

Cloud / "as-a-service" – Previous ASD's had large capital components, more tangible assets. New deals are more likely to have Cloud and "as-a-service" components, which changes the deal architecture

Vendor to Vendor transition - A large strategic vendor to vendor transition **has not occurred to date. Such a transition has the potential to increase the** complexity of upcoming procurements, risks and may result in a cost ($1.8M – BC Online repatriation)

Labour Relations Issues – Contractual obligations to either repatriate staff or pay severance, if not moved to new vendor

Integration with the BPS – Many ASD contracts were procured to contemplate onboarding of the BPS after signing. New strategic contracts are contemplating integration with BPS entities at the procurement stage

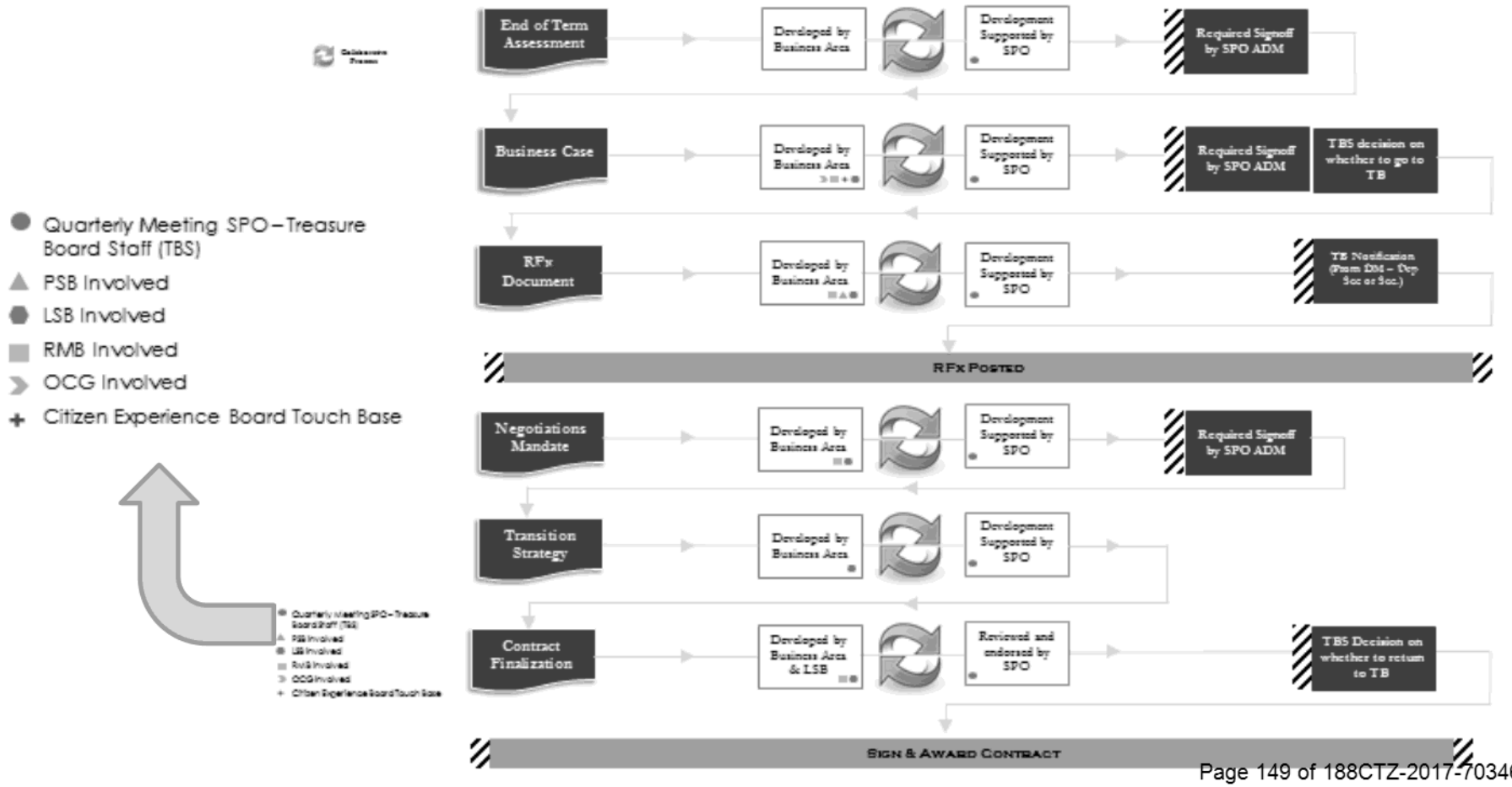
Office of Auditor General – Auditor general report on Health Authority onboarding critical of level of due diligence completed. Makes recommendation on process

Organizational Positioning

	2003-2010	2012-present
Ownership of the process	**ASD Secretariat was centrally responsible** for the procurement and negotiations of contracts, with support from deal offices and various branches (Legal, procurement, Risk Management)	**The contract owning deal office is responsible** for the procurement and negotiations with support from the SPO and various branches (Legal, procurement, Risk Management)
Dedication of Resources	Dedicated ADM reporting directly to DM responsible for all ASD procurements	All ASD procurements responsibility of individual deal teams (various)
Focus of ASD/Strategic contracts	**ASD focus for contracting was:** • Net New contracts / Deals • Financial benefits of $550 million • Measured service Improvements • Capital avoidance • Predictable pricing & risk transfer	**Current focus for contracting is:** • Renewals of current contracts / Deals • Integrated contracts (BPS) • Service improvements • Focus on flexibility to access innovation • Capital avoidance • May result in increased costs

Approval Flow Chart

The Strategic Partnerships Office has developed and implemented a document due diligence and approval process.



Next Steps

- Clarify Roles and Responsibilities for Oversight – work with OCG to formalise process in core policy
- Set Clear Expectations for Due Diligence
- Public Reports on Results

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Select Standing Committee on Public Accounts
November 23, 2016

Office of the Auditor General
Getting IT Right: Achieving Value from Government Information Technology Investments

David Galbraith
Deputy Secretary to Treasury Board
Ministry of Finance

Cheryl Wenezenki-Yolland
Associate Deputy Minister
Ministry of Finance

Bette-Jo Hughes
Associate Deputy Minister and Government CIO
Office of the Chief Information Officer
Ministry of Technology, Innovation and Citizens' Services

Overview

Overall, the OAG found a need for better central overview of IT investment across government. The report makes three recommendations to improve oversight and accountability of IT projects.

1. Central oversight of ministry IT-enabled projects include monitoring of total project costs (both capital and project-related operating costs) for the term of each project.
2. Ministries obtain IT investment information from their broader public sector entities to support central monitoring of IT investment across the government reporting entity.
3. The Ministry of Finance periodically review whether public reporting of ministry and broader public sector IT investment meets legislator, government and public expectations for accountability and transparency.

Government's Overall Response:

- The Ministry of Technology, Innovation and Citizens' Services and the Ministry of Finance appreciate the efforts of the Office of the Auditor General for the report "Getting IT Right". IT systems are central to the efficient delivery of services to citizens and organizations throughout the province and to support effective government operations.
- We appreciate that the report recognizes the differences between the governance framework for ministries and broader public sector entities (SUCH sector agencies and Crown Corporations) and agree that reporting should meet accountability and transparency requirements within the relevant framework.
- The Ministries accept the Auditor General's recommendations pertaining to the assessment of the oversight of IT-enabled projects and welcome the acknowledgement of the good practices that are part of government's current oversight framework;

Governance Framework

- Ministries must follow the Core Policy and Procedures Manual (CPPM) (Chapter 12: Information Management and Information Technology Management), the Government Chief Information Officer is responsible for IM/IT policy for ministries.
- Broader public sector agencies (Health Authorities, School Districts, Colleges, Universities and Crown Corporations) are governed by Boards who are responsible to a Minister.
  - These organizations have their own governance structures, legislative requirements, policies and procedures – follow the spirit and intent of the CPPM and compliance with the Capital Asset Management Framework
  - The OCIO works with ministries with responsibility for Health Authorities, Schools, Universities and Colleges on their plans to ensure that IT general controls are regularly reviewed. OCIO templates are available on the internet to provide guidance to any organization.

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OCIO's Response to Recommendation #1:

RECOMMENDATION #1:
Central oversight of ministry IT-enabled projects include monitoring of total project costs (both capital and project-related operating costs) for the term of each project.

- The 2016/17 planning process is now underway, and the business case templates include the total project costs (capital and related operating) for IT-enabled projects.
- The OCIO has also developed a new reporting framework that includes both capital and operating costs for each project. We are incorporating feedback from ministries and other organizations on the definition and reporting procedures for project-related operating costs to ensure consistent and accurate reporting.

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Key Actions Completed to Improve Overall Success of Ministry IT-enabled projects:

- Central coordination of the selection and oversight of ministry IT projects;
- Breaking down big projects into smaller, self-contained phases;
- Building IT-enabled project capacity and expertise in ministries;
- Establishing a pre-qualified list of vendors that can be used by ministry project teams to fill identified gaps; and
- The development of a governance and assurance framework.

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Key Actions Planned or Underway to Improve Overall Success of Ministry IT-enabled projects:

- Additional capacity building in ministries for IT projects;
  - A total of 62 net new FTE positions will be filled for minor IT capital projects across 11 ministries by redeploying funds for contractors
- Strengthening the governance and oversight framework; and
  - We are currently finalizing a common IM/IT governance, project management and Assurance framework which incorporates recommendations from external consultants brought in to evaluate our general project management practices
- Implementation of a new application condition and investment tool
  - Will enable IT investment health to be reviewed and rationalized.
  - Will enable IT investments to be prioritized based on value framework.

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Finance's Response to Recommendation #2:

RECOMMENDATION #2:
Ministries obtain IT investment information from their broader public sector entities to support central monitoring of IT investment across the government reporting entity.

- The 2017/18 mandate letters will request entities to identify significant IT projects to the responsible Minister.
- Service Plans for 2017/18 will contain information on significant IT projects, including total project cost.
- Annual Service Plan Reports for 2017/18 will also report on these significant IT projects.

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Finance's Response to Recommendation #3:

RECOMMENDATION #3:
The Ministry of Finance periodically review whether public reporting of ministry and broader public sector IT investment meets legislator, government and public expectations for accountability and transparency.

- The Ministry of Finance regularly reviews and adjusts public reporting requirements in quarterly reports, budget documents, service plans and annual service plan reports within the accountability and transparency framework.

- In May 2016, Finance issued a guidance document to all ministries for reporting major capital projects, to clarify expectations and ensure consistency in the information received and reported.

- In the Budget and Fiscal Plan Document, the Major Capital Projects (over $50M) Table will include total cost information in a footnote.

Summary

- The OCIO recognizes the importance of achieving value from government IT investments and is committed to improving central oversight of IT-enabled projects under its mandate
- The OCIO works closely with ministries to continuously assess and manage risks to the organization and contribute to the further success of IT projects
- The OCIO provides advice to other organizations in the government reporting entity when requested and has made framework and templates available on internet.
- We welcome the work of the Auditor General and her staff and the valuable information provided in the report

Summary

- Finance appreciates that the report recognizes the differences between the governance framework for ministries and broader public sector entities (SUCH sector agencies and Crown Corporations) and agrees that reporting should meet accountability and transparency requirements within the relevant framework.

- The Ministry of Finance will continue to work towards the integration of IT investment information into reporting documents (e.g. Service Plans).

- Finance appreciates the efforts of the Office of the Auditor General in assessing the oversight of IT-enabled projects in government's current governance framework.

Questions?

Getting IT Right: Achieving Value from Government Information Technology Investments
Summary of recommendations and actions planned and taken.

RECOMMENDATION #1:
Central oversight of ministry IT-enabled projects include monitoring of total project costs (both capital and project-related operating costs) for the term of each project.

Action Planned:	**Action Taken:**
The OCIO has developed a new reporting framework that includes both capital and operating costs for each project. We are incorporating feedback from ministries and other organizations on the definition and reporting procedures for project-related operating costs to ensure consistent and accurate reporting. Once the feedback has been incorporated, the current quarterly reporting templates will be updated to capture the operating expenditures.	The 2016/17 planning process is now underway, and the business case templates include the total project costs (capital and related operating) for IT-enabled projects.

Key Actions Planned or Underway to Improve Overall Success of Ministry IT-enabled projects:
• Additional capacity building in ministries for IT projects;
  ○ A total of 62 net new FTE positions will be filled for minor IT capital projects across 11 ministries by redeploying funds for contractors
• Strengthening the governance and oversight framework; and
  ○ We are currently finalizing a common IM/IT governance, project management and Assurance framework which incorporates recommendations from external consultants brought in to evaluate our general project management practices
• Implementation of a new application condition and investment tool
  ○ Will enable IT investment health to be reviewed and rationalized.
  ○ Will enable IT investments to be prioritized based on value framework.
	Key Actions Completed to Improve Overall Success of Ministry IT-enabled projects:
	• Central coordination of the selection and oversight of ministry IT projects;
	• Breaking down big projects into smaller, self-contained phases;
	• Building IT-enabled project capacity and expertise in ministries;
	• Establishing a pre-qualified list of vendors that can be used by ministry project teams to fill identified gaps; and,
	• The development of a governance and assurance framework.

RECOMMENDATION #2: Ministries obtain IT investment information from their broader public sector entities to support central monitoring of IT investment across the government reporting entity.	
Action Planned: The 2017/18 mandate letters will request entities to identify significant IT projects to the responsible Minister. Finance will continue to work towards the integration of IT investment information into reporting documents.	**Action Taken:** The Crown Agencies Resource Office has included a request for agencies to identify significant IT projects to their responsible Minister in the mandate letter template for 2017/18. Draft mandate letters are under review and will proceed for approval over the coming months. It is expected that mandate letters will be sent out to agencies in the Spring of 2017.
RECOMMENDATION #3: The Ministry of Finance periodically review whether public reporting of ministry and broader public sector IT investment meets legislator, government and public expectations for accountability and transparency.	
Action Planned: The Ministry of Finance regularly reviews and adjusts public reporting requirements in quarterly reports, budget documents, service plans and annual service plan reports within the accountability and transparency framework. For major IT projects that are reported in the $50M table, Finance will add a footnote to show the total project costs (including project-related operating costs). *[To be confirmed – this information is available in some service plans already.]*	**Action Taken:** In May 2016, Finance issued a guidance document to all ministries for reporting major capital projects in May 2016, to clarify expectations and ensure consistency in the information received and reported. This guidance is available on the TBS intranet site, and is regularly reviewed and updated to ensure that major project reporting meets legislative requirements and transparency expectations. Finance consults with legal counsel as needed to ensure that major project reporting meets the intent of the *BTAA*.

IM/IT Project Audit Framework

IM/IT Capital Management

Philip Twyford
Technology, Innovation and Citizens' Services

BRITISH COLUMBIA
Ministry of Technology, Innovation and Citizens' Services

Request

- Approve the assurance framework for use with IM/IT capital projects funded by the IMITCIB capital envelope, as directed by IMITCIB/GCIO.

Objective

- Develop a common assurance framework that will be used consistently by all stakeholders to monitor, evaluate and audit IM/IT projects.
- Allows ministries to know in advance how projects will be reviewed or assessed.

Framework

- Principles-based assurance approach
- Risk-based application that supports flexible and scalable due diligence
- Uses IT Audit industry standards for specific practices areas (security, governance, PM, etc)
- Based on global analysis of better practice
  - Research supports better outcomes when used
- Incorporates lessons-learned from independent third party reviews of IM/IT projects

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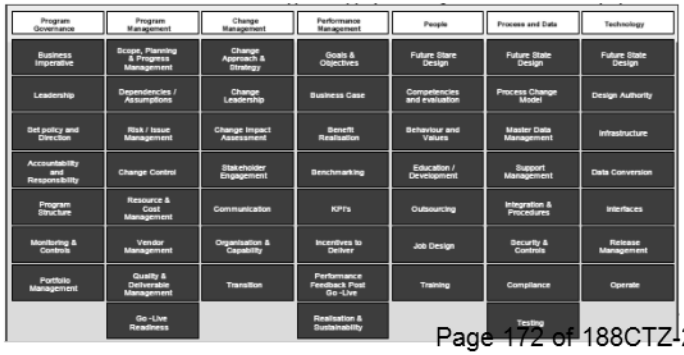
Supporting Information

- Each project phase is broken into review components, which are then supported by detailed sub-components
- Comprehensive Excel and practice standards help guide each type of review
- Documentation can be used by ministries and review organizations to ensure consistency and clarity



Program Governance	Program Management	Change Management	Performance Management	People	Process and Data	Technology
Business Imperative	Scope, Planning & Progress Management	Change Approach & Strategy	Goals & Objectives	Future State Design	Future State Design	Future State Design
Leadership	Dependencies / Assumptions	Change Leadership	Business Case	Competencies and evaluation	Process Change Model	Design Authority
Set policy and Direction	Risk / Issue Management	Change Impact Assessment	Benefit Realisation	Behaviour and Values	Master Data Management	Infrastructure
Accountability and Responsibility	Change Control	Stakeholder Engagement	Benchmarking	Education / Development	Support Management	Data Conversion
Program Structure	Resource & Cost Management	Communication	KPI's	Outsourcing	Integration & Procedures	Interfaces
Monitoring & Controls	Vendor Management	Organisation & Capability	Incentives to Deliver	Job Design	Security & Controls	Release Management
Portfolio Management	Quality & Deliverable Management	Transition	Performance Feedback Post Go -Live	Training	Compliance	Operate
	Go -Live Readiness		Realisation & Sustainability		Testing	

Discussion

SIF Portfolio

IMITCIB

January 2016

BRITISH COLUMBIA

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Office of the Chief Information Officer

Agenda

Decision s.13

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Education: s.13
Concept Case

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Office of the Chief Information Officer

IMIT Capital Investment Board	Date	January 11th, 2017
	Conference Dial-in #	s.17
	Participant #	
MEETING AGENDA	Moderator	
	Location	s.15

Attendees

Members:
Bette-Jo Hughes, Lori Wanamaker, David Galbraith Sabine Feulgen

Secretariat: Kailyn Sherk

Regrets: Dave Nikolejsin

Guests: Philip Twyford, Susan Stanford, Jill Kot

Time	Item	Lead(s)
3:30	Introduction and Welcome	Bette-Jo Hughes
3:35	TB and DMCC Updates	Bette-Jo Hughes
3:40	OAG: Getting IT Right Audit Summary and PAC Update	Bette-Jo Hughes
3:45	Draft IT Audit and Assurance Framework	Philip Twyford
4:10	Strategic Initiatives Fund (SIF) - Proposal Review	Susan Stanford
4:25	Adjourn	

Upcoming items		
February	Health E/Y Report Review	Health
February	TB Funding Decision – Reprioritization Discussion	
February	New Intake Discussion	

IMIT Capital Investment Board	Date	January 11th, 2017
	Conference Dial-in #	s.17
	Participant #	
MEETING AGENDA	Moderator	
	Location	s.15

Attendees

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Upcoming items		
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