

MINISTRY OF CITIZENS' SERVICES
INFORMATION NOTE

DATE: October 25, 2019

CLIFF#: 111297

PREPARED FOR: Honourable Jinny Sims, Minister of Citizens' Services

ISSUE: Insurance Corporation of British Columbia Properties

BACKGROUND:

The Insurance Corporation of British Columbia (ICBC) currently has a total of ten surplus properties, consisting of both investment and operational properties. The declaration of these properties as surplus is primarily part of a move toward a more computerized online focused business model, resulting in fewer physical claims centres being required.

ICBC is a self-supported Crown Corporation with an independent duty to consult with First Nations on land dispositions. To support ICBC's consultations, the Ministry of Citizens' Services (CITZ) signed a Memorandum of Understanding (MOU) with ICBC on October 26, 2016 for CITZ to provide First Nations consultation services necessary for the disposal of surplus ICBC properties.

A full list of ICBC's surplus properties under MOU is attached as Appendix A.

DISCUSSION:

ICBC does not dispose surplus properties through the Surplus Properties Program administered by CITZ. ICBC is not subject to the enhanced referral program intended to facilitate the redeployment of Crown lands to other Ministries but is required to list its properties on the Single Inventory System and indicate if they become surplus.

s.13; s.16; s.17

s.13; s.16; s.17

ADM Contact: Sunny Dhaliwal, Phone 778-698-5807
Prepared by: Chris Seltenrich, Director, Indigenous Engagement, RPD

Page 3 of 3

Withheld pursuant to/removed as

s.16 ; s.17

MINISTRY OF CITIZENS' SERVICES
INFORMATION NOTE

DATE: October 25, 2019

CLIFF#: 111369

PREPARED FOR: Honourable Jinny Sims, Minister of Citizens' Services

ISSUE: ICBC services in Bella Coola

BACKGROUND:

- In Bella Coola, Insurance and Driver Licensing (DL) services are provided at the HUB International broker office three days a week through an ICBC Appointed Agent (AA) agreement. The AA services an approximate population of 2,000 residents of Bella Coola and surrounding communities.
- The AA, HUB Barton International Insurance, requested a termination of their ICBC agreement for operational reasons.
- The closest community that provides ICBC services is in Williams Lake, approximately an eight-hour drive.
- ICBC approached Service BC (SBC) and asked if we could take on this service as we have a service centre in Bella Coola, operating with a 1.50 FTE. SBC has a long-standing partnership with ICBC and is experienced in providing DL services in 28 locations, and Autoplan insurance in Dease Lake, Atlin, and Stewart.
- While SBC has agreed to take over operations and services provided by the AA, the existing SBC Bella Coola staff ^{s.22} are not licensed to sell Autoplan or trained to do licensing services. ^{s.22}
^{s.22}
- SBC and ICBC are working on a plan to address any service gaps in Bella Coola, while SBC recruits and trains new staff.

DISCUSSION:

- The AA, HUB Barton International Insurance has been providing services to approximately 30 to 45 clients per week. With this business closing its doors on March 28th, ICBC is working closely with SBC to ensure service gaps are minimized in this community.
- The recommendation to transition the ICBC services to SBC in a phased approach was approved by SBC ADM.
- SBC and ICBC have finalized a phased approach plan to minimize any service gaps while SBC recruit and train a new team:
 - Phase 1 (implementation on April 2nd):
 - SBC will have experienced staff members travel from other service centres to provide in-person DL services on Tuesday, Wednesday, and Thursday.
 - ICBC has implemented an exception to their policy to allow Autoplan insurance to be managed virtually by SBC staff from Atlin, Dease Lake and Stewart in collaboration with the existing SBC staff in Bella Coola.

- Temporary installation of equipment and technology to be ready to provide services.
- Phase 2 (already started)
 - SBC continues with recruitment and training of new staff members.
 - SBC works with its Facility Management Unit (FMU) to appropriately renovate the existing SBC space to accommodate ICBC equipment and technology and optimize the space for the increase of customer flow.
- There are many benefits to the community of Bella Coola to have the ICBC DL and insurance services transition over to SBC:
 - Continued access to ICBC services without having to travel to other communities.
 - The Bella Coola SBC Service Centre will also be able to initiate photo identification services such as BC Service Card (BCSC) and BC Identification Card (BCID).
 - The community will have expanded access to provincial government services.

CONCLUSION:

The BC government, Service BC and ICBC remain committed to maintaining our presence in communities across the province and providing customers with consistent, quality services

Attachments:

A. MLA Fact Sheet: Service Disruption in Bella Coola

ADM Contact: Beverly Dicks, 778-698-2377

Prepared by: Bao Diep, A/Executive Director, Service Delivery, Service BC Division

Key messages:

- **The Hub Barton office at 912 Dean Ave in Bella Coola will discontinue providing ICBC insurance and driver licensing services end of business day Thursday, March 28, 2019.**
- **ICBC is working closely with Service BC (SBC) to transition insurance and licensing services to the SBC office in Bella Coola as soon as possible to minimize service impacts.**
- **The BC government, Service BC and ICBC remain committed to maintaining our presence in communities across the province and providing customers with consistent, high-quality services.**
- **Background for MLA Rice:** In Bella Coola, Insurance and Driver Licensing (DL) services are currently provided at the Hub Barton broker office three days a week through an ICBC Appointed Agent (AA) agreement.
- Transaction counts are low due to the remoteness of the area but it does serve the population in the surrounding communities, approximately 2000 residents (source: 2016 Census).
- The AA also provides full DL services and has remote ICBC Driver Examiners come in from Quesnel and Williams Lake to conduct road tests two times a year – three days in May and three days in September.
- The AA requested a termination of their ICBC agreement as retaining staff has proved challenging for the operator.
- Williams Lake, a difficult eight-hour drive from Bella Coola, is the closest community that offers Autoplan insurance and driver licensing services.

s.22

- Relocation of equipment, materials and IT services are being coordinated between ICBC, SBC and the AA. Business areas are currently assessing necessary requirements and planning the transition. SBC would like to model the services it provides in Bella Coola on the Dease Lake operating agreement with ICBC, which will entail additional processes to handle paid transactions as this office does not use any ICBC Point of Sale systems.
- ICBC is working with SBC to provide full DL and Insurance services in Bella Coola by April 2nd. In the event that they are not fully operational by then, interim measures have been developed as outlined below to mitigate customer impacts.

Driver Licensing and Identification Card Services:

- For the interim, paper (non-photo) temporary licenses (60 days) will need to be made available for customers through the Bella Coola Service BC office with support from an ICBC call centre in Victoria.
- Before the temporary licence expire, customers will still need to visit an alternative ICBC licensing office elsewhere in B.C. to have their photo taken in order to be issued their photo driver's licence.
- Until the SBC office is operational, customers may need to travel to Williams Lake for transactions related to BCID cards, BC Services cards and Knowledge tests.

MLA fact sheet: Service Disruption in Bella Coola

March 26, 2019

Insurance and Vehicle registration services:

- For the interim, the Autoplan Sales department at ICBC will provide Temporary Operating Permits for customers who need to purchase a new insurance policy.
 - Customers with an existing policy can renew their coverage over the phone using a credit card or by renewing a pre-existing payment plan. Once payment is received their insurance decal will be mailed.
 - As the Autoplan Sales department at ICBC cannot issue any new policies and/or new plates, customers will need to visit the closest insurance offices in Williams Lake for these services until the SBC office is able to process insurance transactions.
- ICBC is calling all customers this week whose automobile insurance or photo identification (DL, BCSC, BCID) expires in April advising them to attend the HUB Insurance office this week in Bella Coola to avoid any potential service disruption.

2019 Meeting Note Advice to Minister

Meeting Date: February 7, 2019

Ref: 111152

Attendees: Jill Tipping, CEO of BC Tech Association

Issue: Release of BC Tech Policy Platform for 2019-2020

Key Messaging

- The Province recognizes the importance of growing a strong B.C. tech sector and looks forward to the launch of BC Tech's policy platform.
- Several initiatives underway at the Ministry of Citizens' Services align with BC Tech's goal of promoting the technology industry in B.C.:
 1. The B.C. Procurement Strategy includes initiatives that help tech companies work with government and ensure the Province can take better advantage of made-in-B.C. innovations – from Sprint With Us to Startup in Residence, Code with Us to Procurement Concierge, the Province is enabling new opportunities for B.C. tech companies.
 2. Network B.C. is expanding connectivity across the province, helping create new opportunities for businesses throughout the province to participate in B.C.'s technology ecosystem.
 3. The recently launched BC OrgBook is a new digital service that makes it easier for companies to share verifiable business information online, helping entrepreneurs spend less time on paperwork and more time growing their companies.
 4. The Province is working with the federal government on a pan-Canadian federated digital identity framework, which could provide new options for the tech sector to verify identity and authenticate users.
 5. The Province is developing a talent management strategy for its information management and technology workforce, which will increase government's internal capacity to work with and support B.C.'s technology industry.
 6. A pilot project is underway between Citizens' Services and a local tech company to provide access to open streaming government data. This type of work can help fuel the growth of tech companies. The Province is interested in working with BC Tech to identify new opportunities to support the tech sector through open government data.
 7. The Province is developing a Strategic Framework for Digital Government, which will help drive initiatives that connect government with other creators of public value such as the tech sector.
- The Province looks forward to collaborating with BC Tech on other initiatives that help grow B.C.'s technology sector. In particular, the Province sees opportunity to collaborate with BC Tech to advance initiatives related to the Connected Outside pillar of the Strategic Framework for Digital Government.

Background / Facts:

- The BC Tech Association is a not-for-profit industry association that promotes the technology industry in the Province. BC Tech promotes the technology industry by providing workspace and programs and by advocating for policies on behalf of its more than 2,000 member companies.
- BC Tech's current focus area is to grow number of B.C.-based anchor companies, which are companies with over 100 employees. It sees the scarcity of local anchor companies as a key gap preventing B.C. from having one of the top technology sectors in the world.
- Part of BC Tech's approach for growing the number of home grown anchor companies is to develop and advocate for strategic policies to help it achieve its goals. BC Tech has recently conducted extensive research and consultation to develop a new policy platform, which it will release in early 2019.

Analysis:

- BC Tech has historically advocated for creating opportunities for small technology companies to sell to local customers. A strong base of local reference customers can help fuel the early growth required to help technology companies scale abroad.
- As part of this advocacy, BC Tech has focused on government technology procurement, which represents a significant opportunity for small technology companies to develop strong reference customers that can help them grow and expand internationally.
- The Ministry of Citizens' Services has several initiatives underway that help create opportunities for small technology companies to grow and scale, including:
 1. The Province has launched a Procurement Strategy in 2018, which focuses on realizing best value and increased benefit to British Columbians by using procurement strategically, making it easier for companies to do business with government with simpler, more intuitive processes, and creating more opportunities for businesses of all sizes to work with government. This Strategy includes programs such as Startup in Residence, Sprint With Us and Procurement Concierge, which have attracted interest and praise from several small and medium sized B.C. technology companies.
 2. The Ministry of Citizens' Services is working to expand high-speed internet services across the province to provide opportunities for accessing education and work, communicating with family and friends, and accessing services. Connecting the Province will help create new businesses that will participate in B.C.'s technology ecosystem.
 3. The Ministry of Citizens' Services has recently launched OrgBook BC, a new service that will make it easier for companies to quickly and securely share verifiable business information online. OrgBook will help entrepreneurs spend less time on paperwork and more time growing their companies.
 4. The Province is working with the federal government and other partners to develop a pan-Canadian digital identity framework that would provide identify verification and authentication with high degrees of confidence. This initiative has the potential to provide the tech sector with additional security options.

5. The Province has identified its information management and technology professionals as a key element of its workforce. It is developing a talent management strategy for this work stream, including creating a digital and data literacy curriculum, which will increase government's internal capacity to work with and support B.C.'s technology industry.
6. The Ministry of Citizens' Services has partnered with Llamazoo Interactive, a Victoria-based tech company, to pilot new way of sharing real-time streams of open government data as part of B.C.'s Data Roadmap. Providing better access to open government data can help small tech companies develop their products.
7. The Province is interested in working with BC Tech to understand which government data is most useful for the tech sector. Citizens' Services has appointed a new Chief Data Officer who can work across government to accelerate the prioritization and publishing of the open government data that is most valuable to the sector, and to provide it in the ways that the sector prefers to consume it, such as APIs.
8. The Ministry of Citizens' Services is developing a Strategic Framework for Digital Government. A core pillar of this framework is Connected Outside, which will drive initiatives that connect government with other creators of public value such as the tech sector.

Attachment(s): N/A

Contact: Hayden Lansdell, 250-415-0118

2019 Meeting Note Advice to Minister

Meeting Date: April 15, 2019

Ref: 111153

Attendees: Minister Sims, ADM Bobbi Sadler, Minister Ralston, Small Business Roundtable members

Issue: Presentation to the Small Business Roundtable on the B.C. Procurement Strategy.

Conclusion / Next Steps (if any):

- Citizens' Services has been asked to provide a 30-minute update on the Procurement Strategy at the April 15th Small Business Roundtable meeting in Vancouver with a focus on resources and initiatives to encourage B.C. small businesses to do business with government, and lessons learned since launch.
- It is recommended the Minister provide the update and participate in discussion with members.
- This is a rescheduled meeting from February 22nd.

Background / Facts:

- The BC Small Business Roundtable was established in 2005 by the Government of British Columbia.
- 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.
- The Honourable Bruce Ralston, Minister of Jobs, Trade and Technology serves as the board chair.
- The board is comprised of small business leaders from across British Columbia who collectively represent the broad and diverse interests of small business from all regions and sectors (see Appendix 1 for member list and biographies).
- In 2018, the Small Business Task Force was formed as a special Roundtable initiative to engage with small businesses in community consultations held throughout the province and an online survey to hear from small businesses first hand.
- Small Business Task Force recently released a report outlining feedback gathered from B.C. small businesses about what specific actions government can take to help them grow and succeed. The report includes the following recommendations on procurement and connectivity:
 1. Continue to revise B.C. provincial procurement processes to eliminate barriers to access for small businesses (short term).
 2. Continue to revise B.C. government procurement policies to reduce barriers to access for Indigenous businesses (medium term).
 3. Feedback also indicated that Indigenous-led businesses could be further supported through funding, the development of Indigenous procurement policies and by reducing regulatory red tape.

4. Continue to provide support for improvements to internet connectivity in rural and remote areas and Indigenous communities in B.C. (medium term).

Analysis:

- The Roundtable has long advocated for an updated BC Bid Platform and simplified processes for small businesses to access procurement opportunities.
- The Small Business Roundtable will be interested to know about resources and initiatives under develop through the BC Procurement Strategy to encourage B.C. small businesses to do business with government, and lessons learned since launch.
- Key initiatives within the strategy to highlight include:
 - Launching the next generation BC Bid application and services; and,
 - Procurement Concierge Program and other initiatives to make it easier to do business with government such as Sprint with Us and Code with Us.

Attachments: Small Business Roundtable Members and Biographies

Contact: *Kerry Pridmore, Executive Director, Procurement Transformation Branch, 250 507-1485*

Attachment 1 – Small Business Roundtable Members and Biographies

Small Business Roundtable Members:

- Cybele Negris, CEO & Co-Founder, Webnames.ca (Vice-Chair)
- Sue Adams, Managing Partner, Pemberton Valley Supermarket
- Angie Barnard, Chief Motivating Officer, The Network Hub
- Keith Bridge, Director & President, Victoria Executive Management Club
- Paulina Cameron, Regional Director for Western Canada, Futurpreneur Canada
- James Delorme, Director, Indigenext
- Jill Doucette, Owner & Founder, Synergy
- Ingrid Hope, Owner & President, Hall Printing Limited
- Samantha Howard, Director in British Columbia, Canadian Federation of Independent Business
- Michael Hwang
- Shahraz Kassam, Owner & Operator, Shamin Diamonds
- Val Litwin, President & CEO, British Columbia Chamber of Commerce
- Ashley Ramsay, Co-Founder, President & CEO, Yeti Farm Creative
- Bob Redden, CEO, Environmental Dynamics Inc.
- Randy Richmond, Owner, Spearhead
- Mark Startup, Vice President, Retail Council of Canada
- Ian Tostenson, President & CEO, BC Restaurant & Food Services Association
- MJ Whitemarsh, Senior Consultant & CEO, Whitemarsh Enterprises Inc.
- Chief Judy Wilson, Chief, Sepwepemc communities
- Jason Wong, Co-Founder, Beta Collective

Member Biographies

Cybele Negriz, CEO & Co-Founder, Webnames.ca (Vice-Chair)



Cybele Negriz is CEO & Co-Founder of Webnames.ca, Canada's original .CA Registrar and accredited registrar for hundreds of domain extensions as well as provider of webhosting, email and web development and many other services. The multi-million dollar company has an impressive client list including many Fortune 500 companies.

In addition to her role as Vice-Chair of the BC Small Business Roundtable, Cybele is appointed to the Board of the Royal Canadian Mint, BC Premier's Technology Council, on the Chair's Council of Science World, Simon Fraser University's Innovation Advisory Council, the Technical Advisory Board for the Riverview Lands Redevelopment and Regional Ambassador Council for Women Get on Board. She was formerly Vice-Chair of Small Business BC, and served on the Boards of the Forum for Women Entrepreneurs, Board of Governors of Capilano University, Capilano University Foundation, Vancouver Economic Development Commission and as President of Wired Women Vancouver.

She's a four-time winner and Hall of Fame Inductee of Canada's Top 100 Most Powerful Women, was named BC Business Top 50 Most Influential Women, honoured with Business In Vancouver's Influential Women in Business Award as well as Top 40 Under 40 winner and nine-time winner of PROFIT W100.

Cybele was involved in drafting and is a signatory of the BC Small Business Accord with the BC Government which holds the government accountable for keeping initiatives and policies small business-friendly. She is involved heavily in mentorship programs having been an advisor in the establishment of MentorshipBC and mentors women through the Women's Executive Network.

She is a columnist for Business in Vancouver, the national Profitguide and speaker at over two dozen events each year including TEDx.

Cybele was a member of the Small Business Task Force. She joined the Small Business Roundtable in 2009.

Sue Adams, Managing Partner, Pemberton Valley Supermarket



Sue began her working career as an Occupational Therapist in her homeland, Australia. Following this career path for close to ten years in Canada, the entrepreneurial urge overcame her healthcare focus and she started and operated successful boutique restaurants and catering businesses in Vancouver for many years.

In the late eighties, together with her husband she bought the Grocery Store in Whistler, a highly successful retail grocery business. Ten years later the company opened a second, equally successful location in Pemberton. Sue's primary role today is Managing Partner of the Pemberton Valley Supermarket.

She serves on the Executive of a number of not for profit arts and cultural boards both in Vancouver and Whistler. Currently, Sue is a Director on the Board of Trustees of the Audain Art Museum in Whistler.

A long time supporter of businesswomen's networking associations in Vancouver and Whistler, she has also participated with the Women's Enterprise Centre as a speaker and mentor for women in business. In 2007 Sue was awarded the Business in Vancouver, Influential Women in Business Award. Sue joined the Small Business Roundtable in 2008.

Angie Barnard, Chief Motivating Officer, The Network Hub



s.22

Angie has spent the majority of her career in Business Development project work in non-profit organizations, local and state government and now small business enterprise. She targets her passion and commitment to enhancing her community, and has a great deal of experience in the sports, recreation, arts, culture and tourism sectors.

As a Small Business Roundtable member, Angie represents all small businesses in her community and is eager to take an active role to enhance her community, region and all of British Columbia.

Angie is the Chief Motivating Officer of The Network Hub. She joined the Small Business Roundtable in 2014.



Keith Bridge, Director & President, Victoria Executive Management Club
Keith Bridge was sole owner and General Manager of Team Sales Vancouver Island Ltd. in Victoria.

Keith was one of 40 successful applicants across Canada for Laurentian University's Bachelor of Commerce in Sports Administration Degree. Upon graduation, Keith was employed by the Vancouver Whitecaps (NASL) as the Team Administrator. Keith is also an avid soccer player.

Keith then started Team Sales in Victoria and grew the company from two employees. One of the most prominent contracts for Team Sales was the 1994 Victoria Commonwealth Games. Team Sales provided product for the many volunteers and associates of the Games as well as all the Opening/Closing Ceremonies costumes.

After 35 years, Keith has recently sold his business to two employees who are continuing to grow the company. Keith has been President of the Victoria Executive Management Club and is now consulting with the Greater Victoria Sport Tourism Commission.

Keith is Director and President of the Victoria Executive Management Club. He joined the Small Business Roundtable in 2018.

Paulina Cameron, Regional Director for Western Canada, Futurpreneur Canada



Paulina Cameron is the Regional Director for Western Canada (BC, Alberta + Yukon) at Futurpreneur Canada, a national NPO providing early stage resources, mentorship, and financing to startup entrepreneurs aged 18-39. In this role she supports hundreds of entrepreneurs in launching their businesses and is a sought after mentor and speaker. A champion of gender equality, Paulina is the author of bestselling Canada 150 Women: conversations with champions, leaders and luminaries; and has gained international recognition for her work.

Believing in empowerment for the next generation, Paulina is also a Visiting Professor in Entrepreneurship and Innovation at Simon Fraser University, and has advised the federal government and the Prime Minister on Canada's Youth Employment strategy. She has been recognized in the community for her significant contributions, including being awarded the Vancouver Board of Trade's inaugural Wendy McDonald Award, The International Alliance for Women Top 100 Award in Washington DC, the KPMG National Leadership Award, and was a finalist for the YWCA's Women of Distinction Awards.

Paulina's philanthropy includes serving on the YWCA Canada Board Finance Committee, incoming Director on the Board of Directors for the Immigration Employment Council for BC, co-founding The Raise Collective, and activator with SheEO.

Prior to Futurpreneur, she gained her business expertise working at KPMG in audit and management consulting, obtaining the CPA, CA designation and co-founding and running Young Women in Business.

Paulina's favourite time is spent with her husband and their two year old, frequenting the North Shore mountains and local food spots. Paulina joined the Small Business Roundtable in 2018.

James Delorme, Director, Indigenext



James Delorme is the Director of Indigenext, an Indigenous Business Accelerator, and President of First Sky Media Group, an established social media innovator and multimedia producer in First Nations communities.

James has served as the elected Chief of Klahoose First Nation for three consecutive terms. In this role he guided economic development for his nation with a focus on innovation as a wellspring of reconciliation. Economic development projects he has been involved with include Jimmy Creek, the largest green, run-of-river hydro project in Western Canada over the last

decade, and the creation of cultural tourism businesses.

James has also served on the board of the BC Assembly of First Nations, the Naut'sa Mawt Tribal Council, the Powell River Education Services Society, and the First People's Cultural Foundation.

James has an extensive background in the tourism, construction and the forest industries. His focus has been to build capacity within his own community and strengthen strategic economic opportunities for Klahoose and other First Peoples. James joined the Small Business Roundtable in 2018.

Jill Doucette, Owner & Founder, Synergy



Jill Doucette is the owner and founder of Synergy, a Victoria-based organization with a mission to catalyze the green economy in B.C. Her work with local businesses to reach zero waste and carbon neutrality has won numerous awards for innovation and commitment to environmental practice.

Jill holds a bachelor's degree in biology and conducted research in Clean Technology for three years before founding Synergy. Jill is passionate about small businesses and environmental solutions that will make our communities and economy stronger. Jill joined the Small Business Roundtable in 2014.

Ingrid Hope, Owner & President, Hall Printing Limited



Ingrid Hope is the Owner and President of Hall Printing Limited in Trail and Nelson. She started her 27 year career in printing with no experience, initially working the front counter and working her way up as bookkeeper, office manager and finally owner 12 years ago. Ingrid believes her passion for small business was passed down through her genes as her grandparents and parents were both small business owners.

She keeps up in her own industry through memberships in Print Associations and attending conferences, training programs and trade shows. Ingrid is a member of three Chamber of Commerce groups and three networking groups in her trading area.

Before owning Hall Printing, she was a consummate volunteer spending upwards of 40 hours per week on not-for-profit activities and decided she should spend that energy for-profit instead. Her present volunteer activities include director of Lower Columbia Initiatives Corp. and President of Beaver Valley Dynamic Aging Society. Her past volunteer positions include board member of Kootenay Boundary Hospital and Health Foundation, secretary of Downtown Trail Business Group, 20 years as Girl Guides of Canada leader and participant on the Beaver Valley Official Community Plan Committee.

Ingrid lives in Fruitvale with her husband Ron and is happy her three grown children have been able to find great employment in the Kootenays so they can spend lots of family time together. Ingrid joined the Small Business Roundtable in 2014.

Samantha Howard, Director in British Columbia, Canadian Federation of Independent Business



Samantha Howard is the Director in British Columbia for the Canadian Federation of Independent Business (CFIB). In this role, she represents the interests of CFIB's 10,000 members in British Columbia by leading the legislative, research, and communication activities on issues affecting small and medium-sized businesses.

Samantha has more than 15 years of experience in public relations, communications management, and public policy. Prior to joining CFIB, she worked at BC Hydro as a Stakeholder Engagement Analyst for their Major Capital Projects. Previous to that she worked for the Province of British Columbia for eleven years in numerous roles including Chief of Staff to the Minister of Finance and Deputy Premier, as well as the Ministries of Small Business and Revenue, and Small Business, Technology and Economic Development. While in government, Samantha helped with the creation of the permanent Small Business Roundtable and the development of the Regulatory Reform Criteria Checklist and Small Business Lens.

Prior to joining the government, Samantha managed and worked in small businesses in the retail and restaurant environment. She has a Diploma in Hotel and Restaurant Administration and is certified by the International Association for Public Participation. Samantha joined the Small Business Roundtable in 2014

Michael Hwang



Michael Hwang brings wide-ranging experience in leadership positions and boards that are focused on community building and business improvement.

Hwang was born in Seoul, Korea and immigrated to Canada in 1972. After receiving his law degree from UBC in 1989 and being called to the B.C. Bar in 1990, he practiced with prominent firms in Vancouver before establishing his own firm to serve the small business community. As one of B.C.'s first lawyers fluent in Korean, Hwang has spent 26 years serving business owners in diverse sectors, the non-profit community and cultural organizations.

From 2014-2016, Hwang served as board chair for Sharons Credit Union, which has more than 10,000 members and 50 employees. From 2002 to 2008, he worked with other small business owners to create the North Road Business Improvement Association and was named Businessperson of the Year by the Tri-Cities Chamber of Commerce in 2007. He then relocated his firm to New Westminister and served as the president of the Downtown New Westminister Business Improvement Association and as a director of Douglas College.

Hwang has volunteered for several local and international not-for-profit organizations including the Boys & Girls Clubs of South Coast BC, Vancouver Asian Heritage Month Society, the SHARE Family & Community Services Society, Presbyterian World Service & Development and Felice Choir Society, which is a multicultural choir whose mission is to promote harmonious diversity. Michael was Chair of the Small Business Task Force. He joined the Small Business Roundtable in 2018.

Shahraz Kassam, Owner & Operator, Shamin Diamonds



Shahraz Kassam is a veteran small business owner and franchisor who specializes in the jewellery business. Kassam currently owns and operates Shamin Diamonds and franchises BeaDazzle Fashion Jewellery and Beading Outlet. He founded Shamin at the age of 18 and helped grow the company to become one of the 100 fastest growing companies in Canada, according to PROFIT magazine. Kassam has founded and sold a number of companies including Dazzlers Fashion Jewellery and Dollar Daze, a chain of dollar stores. Over the past 35 years he has operated nine stores throughout the Lower Mainland, helping to create more than 200 jobs.

Kassam is active in the community and provides ongoing support to A Loving Spoonful, Variety Club Children's Charity, BC Children's Hospital and Two Worlds Cancer Collaboration, among others. Through Shamin Diamonds, he has awarded ten annual scholarships to high school students in the Lower Mainland that excel in entrepreneurial endeavours. He has won multiple business awards, received a Canada 125 Medal and has been named to the Top 40 Under 40 by Business in Vancouver magazine. Shahraz was a member of the Small Business Task Force. He joined the Small Business Roundtable in 2018.

Val Litwin, President & CEO, British Columbia Chamber of Commerce



Val Litwin has a broad business and social enterprise background as well as strong Chamber leadership experience.

In 2007, Val co-founded Blo Blow Dry Bar, which has since grown to more than 50 locations worldwide. In 2011, as vice-president of Franchise Operations at Nurse Next Door, he helped drive the franchise system's fast growth into the U.S. market. Val also knows the social enterprise space. In 2002, he co-founded Extreme Kindness and launched volunteer tours and a web series based on committing random acts of kindness across Canada and the U.S. The tours evolved into a best-selling book on corporate social responsibility and the power of communities to build social capital.

Since 2013, Val has served as CEO of the Whistler Chamber of Commerce, where he has grown its membership, launched a world-class educational partnership with the Gustavson School of Business at the University of Victoria and reinvigorated the Chamber's brand.

Val is President & CEO of the British Columbia Chamber of Commerce. He joined the Small Business Roundtable in 2016.

Ashley Ramsay, Co-Founder, President & CEO, Yeti Farm Creative



Ashley Ramsay is an accomplished executive in the digital animation industry. Ashley is the co-founder and current President and CEO of Yeti Farm Creative, the largest independently-owned digital animation production studio in the Okanagan (Kelowna, BC).

Previously, Ashley spent over a decade as a successful producer for a long list of well-known children's animated properties. She has played an instrumental role in developing the growing animation industry in the Okanagan region through the creation and expansion of her production studio, and in positions as Officer at the Okanagan Film Commission and

Community Manager with Accelerate Okanagan, BC's top tech start-up accelerator.

Ashley holds a Bachelor of Fine Arts from the University of British Columbia and has been recognized as PROFIT W100's Top 10 Rising Women Entrepreneurs, and a Top 40 Under 40.

Ashley is also the founder of Yeti Kids Jr., a digital-first script to distribution venture which now has two properties, Sweet Tweets and Kick Flip now in production. Ashley joined the Small Business Roundtable in 2014.

Bob Redden, CEO, Environmental Dynamics Inc.



Bob, a resident of Prince George, is a Registered Professional Biologist and the CEO of EDI Environmental Dynamics Inc. (EDI). EDI provides environmental management, as well as aquatic and terrestrial biological services to all major natural resource sectors across Canada. EDI's BC offices are located in Prince George, Nanaimo, Burnaby and Victoria.

Bob enjoys volunteering his time to assist with events and initiatives that make BC a great place to live and work. He has been a volunteer on numerous community focused boards and business committees, and enjoys coaching his children's baseball teams. In 2013, he assisted with the drafting of the BC Small Business Accord, and participated in a small group that assisted with the development of the Canadian Chamber of Commerce's paper titled "A Path Forward For Entrepreneurship in Canada". Bob joined the Small Business Roundtable in 2014.

Randy Richmond, Owner, Spearhead



Randy Richmond started his manufacturing career in 1988 working in a family window business, Allan Windows, which grew to become North America's largest residential high-rise window company. In 1999 he left Allan Windows for his chance to grow his own company, Spearhead, into the leading edge, design driven, wood and steel structures and millwork company it is today. Spearhead works on some of the most high profile residential and commercial buildings throughout North America, including the recently finished world renowned Aspen Arts Museum.

Randy has previously sat on the Nelson and Area Economic Development Board. When not at work, you'll likely find Randy trail running through his local Kootenay Mountains or travelling the world for running adventures elsewhere. Randy Resides in Nelson, BC where along with his wife, has raised 3 wonderful children. Randy joined the Small Business Roundtable in 2014.

Mark Startup, Vice President, Retail Council of Canada



Mark Startup is the Vice President of the Retail Council of Canada (RCC). After dedicating many years to representing, supporting and speaking on behalf of retail entrepreneurs, Mark is now recognized as a respected and knowledgeable representative of the retail community. In 1982, Mark joined Shelfspace (formerly Retail BC, Retail Alberta and Retail Merchants' Association of British Columbia) as General Manager. In 1985, he was appointed President and CEO. In 2012, Shelfspace merged with Retail Council of Canada and Mark assumed the role of Vice President of RCC's independent retail division.

Mark is the Past-Chair of the Coalition of BC Businesses, a member of the Rotary Club of Vancouver, the Past-President of the Canadian Society of Association Executives (BC chapter), a past director of the national board of the Canadian Society of Association Executives, and a past Director of Tourism Vancouver.

Mark received his Bachelor of Arts degree from the University of Western Ontario. In 1987 he was designated a Certified Association Executive (CAE) by the Canadian Society of Association Executives. Mark joined the Small Business Roundtable in 2007.

Ian Tostenson, President & CEO, BC Restaurant & Food Services Association



As the dynamic, passionate and forward-thinking President & CEO of the BC Restaurant & Food Services Association, Ian Tostenson combines energy and integrity with proven achievement in all areas of business. Ian spent most of his career leading brands such as Cascadia Brands, Calona Vineyards, Sandhill Vineyards, Burrowing Owl Vineyards, Granville Island Brewing, Grady Wine Marketing and Potter Distilling.

He was appointed to the Premier's Permanent Small Business Roundtable and took on the challenge as a member of BC's Climate Team to chart out BC's carbon future. Ian was BC's second chairman for the BC Wine Institute, a finalist in the Ernest & Young Entrepreneur of the Year Award and a recipient of the Business in Vancouver Under 40 Entrepreneur of the Year Award. He has served on the Board as a Director and President of the David Foster Foundation, which continues to create a lasting legacy for the benefit of families with children requiring life threatening organ transplants. He speaks to this cause regularly as well to the cause of HAVE CAFÉ, which he co-founded with partner Brad Mills, sharing a passion to change lives in the downtown eastside. Ian joined the Small Business Roundtable in 2005.

MJ Whitemarsh, Senior Consultant & CEO, Whitemarsh Enterprises Inc.



The former CEO of the Canadian Home Builders' Association, M.J. is a Senior Consultant and CEO of Whitemarsh Enterprises Inc. She is an inaugural Board Member of the BC Small Business Roundtable.

During her 14-year tenure as CEO of the Canadian Home Builders' Association of BC, M.J.'s passion fostered a vital housing industry that encourages innovation, increases professionalism, and provides affordable, quality education and training. M.J. has spearheaded numerous vital initiatives, including the progression of sustainable construction through the delivery of green building programs, industry-led certified education and training and the promotion, development and delivery of effective

industry trades training.

Over the years, M.J. has chaired and participated in many boards, task forces, and committees including current appointments to the B.C. Small Business Roundtable, British Columbia Institute of Technology (BCIT) Board of Governors, Industry Training Authority (ITA) Board of Governors, the Technology Education and Careers Council of BC (TECC), and the Knox Vision Society Building Committee.

In 2008, M.J. was presented with honorary membership to the Applied Science Technologists and Technicians of BC (ASTTBC).

Prior to CHBA BC, M.J. spent over 20 years in the cabinet and architectural millwork sector in both Ottawa and Vancouver, and is a graduate of the Executive Marketing Program at UBC. M.J. and her husband Bill live in North Vancouver and Sooke. MJ joined the board in 2005.

Chief Judy Wilson, Chief, Sepwepemc Communities

Chief Judy Wilson has an extensive media background in audio-visual production, book publishing, broadcast journalism and web planning.

Apart from her busy political schedule, Chief Wilson is currently working with the Adams Lake, Neskonlith and Little Shuswap Bands in the Chase area on the development of network database and referral software for land-use planning and management.

Her work experience includes time as a data technician, communications officer, project developer, news reporter, broadcast manager and marketing coordinator.

Chief Wilson has also just completed the second year of a First Nations Public Administration program leading to a Master's Degree in Public Relations.

Chief Wilson is an advocate of language, culture, history, aboriginal rights and title for Sepwepemc communities. She was elected Chief in 2007 and has served on the Band Council for eight years. In her current term, Chief Wilson is promoting economic and small business development in her local communities. Chief Wilson joined the Small Business Roundtable in 2008.

Jason Wong, Co-Founder, Beta Collective



Jason is a lifelong resident of Metro Vancouver. He studied communication at SFU and spent nearly a decade in the corporate world before realizing that entrepreneurship was his calling. That's when he did what most aspiring freelancers would do...he became a dad. The challenge of being a "parentrepreneur" soon inspired him to open Surrey's first coworking space. Jason's collaborative workspace has not only helped dozens of startups and non-profit organizations get their own start since 2014 but has motivated him to pursue other shared economy ventures, most recently a commissary kitchen for small food producers.

Apart from work, Jason enjoys listening to old school hip hop music and trying new restaurants with his wife and 2 young daughters. Jason joined the Small Business Roundtable in 2014.

MINISTRY OF CITIZENS' SERVICES
DECISION NOTE**DATE:** April 5, 2019**CLIFF#: 111389****PREPARED FOR:** Honourable Jinny Sims, Minister of Citizens' Services**ISSUE:** Treasury Board submission to proceed with the Nanaimo Correctional Centre Replacement Project.**BACKGROUND:**

- The current Nanaimo Correctional Centre facility (NCC) is past its useful life, functionally obsolete, and requires replacement.
- In 2018, Treasury Board (TB) directed the Ministry of Public Safety and Solicitor General (PSSG) and the Ministry of Citizen's Services (CITZ) to proceed with a business case to analyse service delivery options for replacement of NCC, and complete a full analysis for the recommended option.
- The recommended option, approved by TB in November 2018, is to replace the NCC facility on the existing site. The current facility will remain operational during construction.

s.12; s.13; s.17

- Stakeholder engagement with local First Nations, the City of Nanaimo, and other sector partners has been initiated and will continue throughout implementation.

s.12; s.13; s.17

DISCUSSION:

s.12; s.13; s.17

OPTIONS:

- A business case has been completed for the NCC replacement, and recommends:
 - Proceeding to procurement and implementation beginning in May 2019 using a Design-Build procurement methodology;

s.12; s.13; s.17

Option 1: Approve the business case and proceed to procurement and implementation for the replacement of NCC, using a Design-Build methodology.

s.12; s.13; s.17

RECOMMENDATION:

Option 1: Approve the business case and proceed to procurement and implementation for the replacement of NCC, using a Design-Build methodology.

Approved, Jinny Sims

DECISION and SIGNATURE

Honourable Jinny Sims
Minister of Citizens' Services

8th April, 2019.

DATE SIGNED

Attachments:

1. NCC Replacement Project Treasury Board Submission

ADM Contact: Sunny Dhaliwal, Phone 250-380-8311

Page 003 of 445 to/à Page 445 of 445

Withheld pursuant to/removed as

s.12 ; s.13 ; s.17

Page 001 of 250 to/à Page 250 of 250

Withheld pursuant to/removed as

s.12 ; s.13 ; s.17

Page 1 of 7 to/à Page 7 of 7

Withheld pursuant to/removed as

s.12 ; s.13

INFORMATION NOTE

Advice to Minister Sims

DATE: October 25, 2019

CLIFF#: 111488

ISSUE: Federal Provincial Territorial (FPT) National Connectivity Strategy Endorsement

BACKGROUND:

- This briefing note focuses on the work undertaken by the FPT Connectivity Committee to develop a national connectivity strategy and the costs to achieve universal access at speeds of 50/10 Mbps across Canada and cellular services along underserved major highways.
- The FPT Ministers responsible for Innovation and Economic Development is co-chaired by the Honourable Navdeep Bains, Minister of Innovation, Science and Economic Development (ISED) and the Honourable Bruce Ralston, Minister of Jobs, Trade and Technology. Since the table was established in 2016, the FPT Ministers have met on four occasions.
- When FPT Ministers met in October 2018 in Vancouver they agreed to a set of principles to guide the development of a connectivity strategy. The principles were organized under the themes of access, effective investments and collaboration. As part of this process they agreed to develop costing for broadband and cellular connectivity. See ATT-1 for a Record of Decision.
- The FPT Ministers will meet next in early June 2019 in Ottawa to endorse new National Connectivity Strategy. The agenda item will also be discussed at an upcoming FPT Deputy Ministers meeting on May 3, 2019.

DISCUSSION:

- When FPT Ministers meet in June 2019, ISED will be looking to **obtain FPT endorsement of a new National Connectivity Strategy** that promotes collaboration and effective investments of public dollars to achieve universal access to high-speed internet and cellular coverage.
- See ATT-2 for a presentation summarizing the National Connectivity Strategy.
- Ministers will be asked to endorse a National Connectivity Strategy that will:
 - **Outline clear objectives and targets, against which progress can be measured**
 - The strategy will include new target internet speeds of at least 50 Mbps download and 10 Mbps upload.
 - *BC recently announced an additional \$50 million toward high-speed internet infrastructure, which is being positioned to leverage the new CRTC \$750 million and the federal \$1.7 billion fund, with program intakes being announced later in 2019.*
 - Improving mobile connectivity along major highways.
 - *BC does not currently have dedicated funding for cellular builds. If endorsed, the national strategy may require matching cellular program funding from the province.*
 - **Provide a tool to guide efforts and improve outcomes for all Canadian homes, business, public institutions and Indigenous peoples.**

- Removing deployment barriers to passive infrastructure¹ and using spectrum² to facilitate deployment of new technologies are key.
- **Create accountability and responsibility for all governments to contribute toward eliminating the digital divide.**
 - Collaboration and alignment of investments are key here. This includes the continued FPT work to coordinate investments and to establish tools such as more granular mapping.
 - Canada is also proposing a centralized or coordinated project intake process with provinces and territories. This may be modeled after the recent negotiated Infrastructure Canada 10-year joint investment plan.
- One important aspect of developing a National Connectivity Strategy is the development of methodologies and estimates of the total cost to extend high-speed internet services as well as cellular services along underserved major highways.
 - Some provinces, such as British Columbia, have conducted their own analysis of achieving universal access speeds of at least 50/10 Mbps and cellular highway coverage. BC's costing analysis has been shared with ISED and incorporated into the FPT financial modeling.
 - The FPT Connectivity Committee calculates that closing the digital divide is estimated to cost between \$8 to \$10 billion in total investments.
 - See ATT-3 for a Summary of Broadband Total Costs by PT and ATT-4 for a Summary of Cellular Highway Costing by PT.

NEXT STEPS:

- Share the briefing note with the Honourable Bruce Ralston, Minister of Jobs, Trade and Technology (JTT), who co-chairs the FPT table for Ministers Responsible for Innovation and Economic Development.
- ISED intends to arrange a separate call to brief ministers responsible for connectivity prior to the next FPT Ministers meeting in June 2019 in Ottawa where the discussion of endorsing a new National Connectivity Strategy will be on the agenda.

Attachment(s):

ATT-1 FPT Ministers Record of Decision
 ATT-2 FPT Presentation on National Connectivity Strategy
 ATT-3 Summary of Broadband Total Costs by PT
 ATT-4 Summary of Cellular Highway Costing by PT

Prepared by: Howard Randell, 250 415-6867

Contact: Susan Stanford, 778 698-2349

¹ Passive Infrastructure refers to physical assets, such as poles, ducts, and right-of-way required by telecommunications service providers to deploy their networks.

² Spectrum is a vital public resource allocated to private companies through auctions determined by ISED. Private sector companies require spectrum to carry signals over long distances. Auctions in low (2019), medium (2020) and high frequency bands (2021) have been scheduled by ISED. On April 10, 2019, ISED announced the results of the 600 MHz spectrum resulting in Rogers, TELUS and Shaw acquiring spectrum needed to expand their cellular networks.

Meeting of Federal/Provincial/Territorial (FPT) Ministers Responsible For Innovation and Economic Development – October 26, 2018

Record of Decision

1. Digital Strategy and Data

Discussion: Ministers discussed the elements required to scale-up Canadian businesses and actions FPT governments can take to retain high growth firms in Canada.

Outcome: Ministers identified several areas of focus to support scale-up and corporate retention within Canada, including:

- talent attraction and retention, both domestic and foreign talent (e.g. up-skilling, work-integrated learning);
- stronger access to capital to help companies reach commercialization; and
- stronger promotion of the Canadian brand.

2. Best Practices in Indigenous Economic Development

Discussion: Ministers discussed the promotion of Indigenous economic development through partnerships among Indigenous businesses, non-Indigenous businesses and communities.

Outcome: Minister Bains intends to host an event with three National Indigenous Organizations in the spring to build on the best practices highlighted during the discussion. The Canadian Council for Aboriginal Business (CCAB) would be invited to participate in the spring 2018 meeting.

3. Broadband – FPT Connectivity Growth

Discussion: Ministers articulated the following:

- access to high-speed Internet and mobile services is imperative to innovation;
- connectivity is a requirement for all Canadians;
- there is an opportunity to advance FPT collaboration in this area; and
- further work is required to be adaptable to regional needs and to leverage existing initiatives.

Outcome: Ministers agreed to make broadband a joint priority and to develop a long-term strategy guided by a set of connectivity principles to improve access to high-speed Internet and mobile services for all Canadians. This work will continue to be advanced by the ADM FPT Connectivity Steering Committee.

4. Economic Strategy Tables

Discussion: Ministers discussed the importance of maintaining momentum on the Economic Strategy Tables' recommendations and of collaborating on cross-cutting and multi-jurisdictional issues.

Outcome: Ministers agreed to consider the recommendations of the Economic Strategy Tables as they relate to the Table's work moving forward.

FPT MINISTERS TABLE – MINISTERIAL DIRECTIONS

Ministers agreed to:

1. develop a long-term strategy to improve access to high-speed Internet services for all Canadians, and to advance joint work on high speed connectivity.
2. continue setting an ambitious and collaborative work plan with a focus on: skills and talent; support for company growth and scale-up; and supporting Indigenous partnerships throughout supply chains.
3. convene a Ministers' meeting in spring 2019 in Ottawa.

[illegible]

DATE TBC

Purpose

To obtain FPT endorsement of a National Connectivity Strategy that promotes collaboration and effective investments of public dollars to achieve universal access to high-speed Internet and mobile wireless coverage



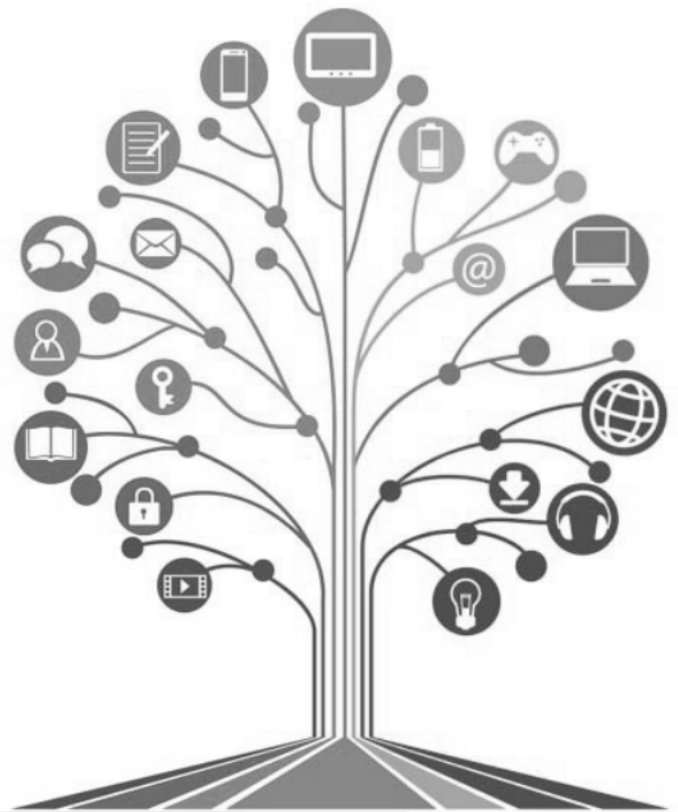
Connectivity Strategy

In October 2018, FPT Ministers agreed to:

- A set of principles to guide the develop a connectivity strategy;
- Principles organized under the themes of Access, Effective Investments, and Collaboration

Today, Ministers are asked to endorse a Connectivity Strategy that will:

- Outline clear objectives and targets, against which progress can be measured
- Provide a tool to guide efforts and improve outcomes for all Canadian homes, business, public institutions and Indigenous peoples
- Create accountability and responsibility for all governments to contribute toward eliminating the digital divide



With a Connectivity Strategy, governments can tackle the digital divide systematically and collaboratively

Access – Universal Connectivity

- Providing all Canadians with access to Internet speeds of at least 50 Mbps download and 10 Mbps upload
- Improving mobile connectivity along major highways and roads
- Leveraging different technologies (fibre, fixed wireless, satellite)
- Promoting scalability, toward 1 Gbps speeds where possible, including more complex needs for business and institutions
- Importance of resiliency, reliability and low latency



Pursuit of common goals and objectives by all implicated parties can result in more effective outcomes

Effective Investments – Removing Barriers



Removing deployment barriers and promoting access can substantially reduce costs and speed up deployment



Passive Infrastructure

- FPT broadband leads promote importance (e.g., rights of way, dig-once policies, etc.)
- FPT broadband leads engage within respective jurisdictions to coordinate
- ISED and CRTC to review antenna siting and support structure regulations to promote access
- Federal legislative review

Spectrum

- Ensuring access to facilitate deployment of new technologies including 5G
 - Auctions in low (2019), medium (2020) and high frequency bands (2021)
- Measures to improve rural access
 - Smaller licence tiers
 - Lower fees
 - Improve function of secondary markets
- Revised satellite framework

All levels of government must work together to address the connectivity divide

Connectivity Priorities



- Committed over \$100 million over past two years
- Developing a community based connectivity strategy to promote the long-term viability of more rural and remote communities linking infrastructure to adoption and use



- Developing a connectivity strategy to improve speeds in rural and remote areas
- Also focused on improving mobile coverage



- Investments by SaskTel as the provincial crown corporation to improve Internet speeds particularly via fixed wireless



- Broadband cited as priority in Manitoba's Look North Report; and \$20 million in-kind contribution from Manitoba hydro toward a CTI project



- Committed over \$300 million in Budget 2019 to improving rural Internet speeds and improving mobile coverage
- Developing a connectivity strategy for the province that seeks to coordinate provincial broadband efforts



- Committed over \$700 million over past three years to improving broadband and mobile connectivity across the province
- Developed and is implementing its connectivity strategy



- Working on facilitating a proposal that would bring speeds of 100/10 Mbps to everyone in the province by 2023
- Committed \$10 million to a fixed wireless expansion

Connectivity Priorities



- Established an Internet Trust with \$193 million to improve connectivity across the province



- Completed an RFP to bring high-speed Internet to 30,000 households; representing a \$73 million in shared investments



- Focused on improving both broadband and mobile connectivity; recently invested \$1 million to improve mobile coverage



- \$30 million in territorial funding to support undersea fibre link from Greenland to Iqaluit; and developing a long-term strategy to improve connectivity across the territory



- \$80 million investment on Mackenzie Valley fibre link transformative 1,100 km fibre build



- Canada North Fibre Loop, 700 km fibre build for resilient fibre ring through Yukon and NWT cost, \$79 million shared with federal government and private sector



- \$1.7 billion over 13 years to support prequalified projects under the existing Connect to Innovate (CTI) program; secure long-term low earth orbit satellite (LEO) capacity to service hardest to reach regions; and launch a new broadband program
- \$750 million broadband fund to be launched by the CRTC
- Canada Infrastructure Bank to support broadband by investing up to \$1 billion
- Accelerated Investment Initiative is resulting in private sector commitments to expand services

Coordination and Implementation

- **Joint action:** Eliminating the connectivity divide is a significant challenge and requires combined action from federal and regional governments
- **Predictable long-term planning:** Long-term vision and funding to aid in planning and alignment of investments
 - Near-term sequencing with CTI top-up -> CRTC fund -> Universal Broadband Fund
- **New Platform and Tools for Coordination**
 - Expanded Broadband Centre of Expertise at ISED
 - Expanded mapping platform to track existing coverage and project proposals to avoid overbuilding
 - Launch of a broadband portal with information on how and where to apply for federal broadband initiatives (can be expanded to provinces), coverage maps, and Strategy
 - More granular mapping data for partners and the public – to go “deeper than hexagons”
- **Single Window Intakes:** aspirational goal we can work towards
 - Allows applicants to automatically apply to multiple opportunities at once
 - Allow applicants to upload proposed coverage details and receive instant feedback on coverage eligibility, overbuild and overlap
 - Clearing house to automate process and streamline

Coordination Cont'd

➤ **Coordination Framework**

- Agreement to continue FPT work to align implementation
 - To extent possible align cycles; program criteria, guidelines and forms, etc.
 - Integrate regional view including potential for more “joined-up” projects
- Establishment of a new federal governance structure to coordinate different federal broadband investments to provide guidance on project/program ‘best-fit’
- Make progress by removing barriers and facilitating access to passive infrastructure

➤ **Connectivity as a priority**

- Over 4.9 million Canadians continue to lack access to the 50/10 Mbps target and approximately 20,000 kilometers of roads remain without mobile coverage
- Closing this divide is estimated to cost between \$8 to \$10 billion in total investments
- To achieve the goals laid out in this Strategy, continued FPT commitment to prioritize connectivity is required

Endorsement of this Strategy shows that governments are committed to providing Canadian families, business and communities with the tools they need to succeed in a Digital Age

9



Annex: Connectivity Strategy Principles

Access

- Access to reliable, high quality and affordable services are necessary for Canada's success in a digital world, to allow all Canadian businesses, households, and public institutions to realize the economic and social benefits of connectivity through the use of advanced technologies and applications
- Work towards establishing universal access of at least 50 Mbps download / 10 Mbps upload taking into context scalability and longer-term growth
- Businesses should have access to networks that support their ability to utilize technology, compete, and contribute to the economy
- Mobile connectivity on major highways and roads is an important need, including for safety

Collaboration

- Collaboration is essential to address the scope of the challenge and maximize the effect of our actions
- Shared objectives and priorities will lead to better outcomes
- Gathering, having access to, and sharing reliable data can significantly improve analysis and deployment strategies, as well as enable public reporting on progress
- Recognize the unique circumstances of Indigenous communities, especially in remote and isolated locations

Effective Investments

- Targeting market failures allows governments to direct support to where it is needed most
- Coordination of regulatory and spending levers helps ensure effective implementation
- Open access requirements can promote competition, affordability, and greater choice and should, therefore, be considered
- Addressing deployment barriers can significantly reduce construction costs of digital infrastructure

FPT Broadband Costing Summary

by Provinces Territories and Cost Components

- **Broadband Costing:** The total cost to connect all underserved communities within B.C. with fibre-to-the-premises is estimated at ^{s.13; s.17}
 - The ministry (CITZ) developed costing estimates using fibre-to-the-premise technology.
 - This figure does not include costing for communities reliant on satellite solutions.
 - The locations of communities/households were then mapped against broadband coverage data provided to CITZ by several major telecommunication service providers operating within B.C., to determine the kilometres of fibre needed to connect underserved communities.

s.13; s.17

Summary of Cellular Capital Costs for Major Highways by PT

- **Highway Cellular Costing:** The total cost to expand cellular along underserved major highways in B.C. is estimated at ^{s.13; s.17}
 - B.C.'s analysis of cellular coverage gaps along major provincial highways is estimated at 4,572 kilometers of coverage gaps. This estimate is close to ISED's estimate of 4,424 km.
^{s.13; s.17}
 - B.C.'s analysis also accounts for approximately 30 per cent of coverage gaps that are close to a power source and 70 per cent that are unpowered.
^{s.13; s.17}

Premier John Horgan Continuous Service Improvement (CSI) Lab Tour

Location: 3rd Floor, 1012 Douglas Street, Victoria, BC

On-Site Contact: Rumon Carter, Executive Director, (250) 896-2329

What:

Facility tour of the Continuous Service Improvement Lab, where the BC Government is piloting world-leading tools and approaches to citizen-centered technology development and service delivery.

When:

Date TBD. Proposed duration: 45-60 minutes (proposed agenda below totals 45 minutes).

Who:

- Premier John Horgan and PO Staff;
- Minister of Citizens' Services Jinny Sims and MO Staff;
- CITZ Staff: DM Jill Kot, Associate DM/GCIO CJ Ritchie, Executive Lead Hayden Lansdell, ED Rumon Carter, ED Peter Watkins, ED John Jordan;
- Other Staff: ADM David Hume (GCPE), ED Jillian Carruthers (ENV/EMPR)

Executive Summary:

The Ministry of Citizens' Services (CITZ) is Government's driver of digital innovation, supporting priority cross-government service development and delivery at the Continuous Service Improvement (CSI) Lab. Premier Horgan was introduced to some of the world-leading initiatives being created and enabled by the teams at the CSI Lab – for example: Lightning Strike / Wildfire Prediction Virtual Reality, Greenhouse Gas Emissions reporting (CleanBC), Procurement Modernization tools, etc. – when he visited the Lab's booth at the BCTECH Summit in Vancouver in March. The proposed tour will extend and deepen this introduction, providing demonstrations illustrating how the approaches to Digital Government being piloted at the CSI Lab are integral to fulfilling the goals of the BC Government.

BRIEFING NOTE

Premier John Horgan CSI Lab Tour

Proposed Agenda (45 Minutes):

1. **Digital Government – What It Is; Why It Matters** (Presentation, 5 Minutes)

Introduction to why the work of the CSI Lab – part of a broader approach to Digital Government being spearheaded and supported by the Ministry of Citizens' Services – is key to the BC Government delivering on its priorities.

2. **Delivering Services People Count On – Medical Services Plan Modernization & Verifiable Organizations Network / OrgBookBC** (Demonstrations, 10 Minutes)

The Medical Services Plan (MSP) is a cornerstone of British Columbians' access to the medical services they count on. However, for new applicants, the pre-CSI Lab process took up to hours and had a 40% failure rate, leading to a frustrated public and wasted employee effort that could have been spent on higher value tasks. Starting by meeting citizens and researching their needs, a CSI Lab team turned the application into a frictionless online process with near-zero failure rates.

Small business is a driver of local economies. However, the red tape required to gain and maintain business licence requirements has been a convoluted bureaucratic process. Powered by Blockchain technology, OrgBookBC is making it easier – and more trusted, via digital verification – to do business in BC.

Next up, the Lab team is leading collaboration across the Ministries of Health, Education, Citizens' Services and GCPE to deliver on Minister Dix's commitment to provide children's immunization status reporting by this autumn.

3. **Building a Strong, Sustainable Economy – Trust & Transparency in Natural Resource Management** (Demonstration, 10 Minutes)

When the Mount Polley Mine tailings pond dam ruptured in 2014, it led to public outcry over Government's mining compliance & enforcement practices and the extent to which mines monitoring information was unavailable to the public. In collaboration with

BRIEFING NOTE

Premier John Horgan CSI Lab Tour

the Environmental Assessment Office, the first team into the CSI Lab, the Ministry of Energy, Mines & Petroleum Resources was able to respond – in weeks rather than years; and at a fraction of the cost of traditional government technology project – to calls from the BC Office of the Auditor General to make information better available to the public, thereby enhancing trust and support in BC's natural resource management practices. This work continues in the Lab, now supported by, for example, Artificial Intelligence tools enabling more responsive and accurate processing of public comments on regulatory processes.

Other services built in the Lab supporting innovation and sustainability in the Natural Resource economic sector: Ground water quality measurement and reporting, range management, greenhouse gas emissions tracking and reporting (in support of CleanBC).

4. Making Life More Affordable – Supporting the Emerging Economy Through Digital Procurement Modernization (Demonstration, 10 Minutes)

Simply put, there are two approaches to increasing affordability for the public: (1) Lower costs; (2) increase earnings. The latter is key to a sustainable, shared economy based on inclusive growth. In British Columbia, we have a unique opportunity to drive inclusive growth and the emerging economy through support and expansion of our technology sector. However, despite the BC Government spending \$1/2 billion per year on technology, the vast majority of that expenditure has traditionally gone to a small handful of large companies based outside British Columbia. Via digital procurement tools built in the Lab – tools that are both gaining global attention for their innovations, as well as growing local economies by enabling a broader cross-section of start-up and small tech companies to access government contracts – British Columbia is shifting that paradigm.

5. Facility Tour & Questions (10 Minutes)

A tour through the Lab, meeting teams in action, sharing their stories, asking and answering questions.