

Ministry of Citizens' Services
Fiscal 2020/21 Estimates Briefing
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February 11, 2020

Honourable Anne Kang
Minister of Citizens' Services
Room 236, Parliament Buildings
Victoria, BC V8V 1X4

Dear Minister Kang: *Anne*

Congratulations on your new appointment as Minister of Citizens' Services.

British Columbians expect their government to work for ordinary people, not just those at the top. It is your job to deliver that leadership in your ministry.

Our government made three key commitments to British Columbians.

Our first commitment is to make life more affordable. Too many families were left behind for too long by the previous government. They are counting on you to keep working to make their lives easier.

Our second commitment is to deliver the services that people count on. We've started making progress. Together, we're ensuring children are getting access to the quality public education they need to succeed, that families are getting timely medical attention, and that our senior citizens are able to live their final years with dignity. These and other government services touch the lives of British Columbians every day. It is your job as Minister to work within your budget to deliver quality services that are available and effective.

Our third key commitment is to build a strong, sustainable, innovative economy that works for everyone across B.C., not just the wealthy and the well-connected. Together, we are tackling poverty and inequality, creating good-paying jobs in every corner of the province, and ensuring people from every background have the opportunity to reach their full potential.

These three commitments along with your specific ministerial objectives will guide your work and shape your priorities from day to day. I expect you to work with the skilled professionals in the public service to deliver on this mandate.

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Our Confidence and Supply Agreement with the B.C. Green caucus is critical to the success of our government. Accordingly, the principles of “good faith and no surprises” set out in that document should also guide your work going forward.

As Minister, you are responsible for ensuring signatories of the Confidence and Supply Agreement are appropriately consulted on major policy issues, budgets, legislation and other matters as outlined in our agreement. This consultation should be coordinated through the Confidence and Supply Agreement Secretariat in the Premier’s Office. The Secretariat is charged with ensuring that signatories are provided access to key documents and officials as set out in the agreement. This consultation and information sharing will occur in accordance with protocols established jointly by government and the signatories of the Confidence and Supply Agreement, and in accordance with relevant legislation.

As part of our commitment to true, lasting reconciliation with First Nations in British Columbia, our government passed legislation that will harmonize the province’s laws with the UN Declaration on the Rights of Indigenous Peoples. As Minister, you are responsible for reviewing policies, programs, and legislation to determine how to bring the principles of the Declaration into action in British Columbia.

Our government is also committed to real action on climate change, as outlined in our CleanBC plan. CleanBC is about putting our province on the path to a cleaner, better future – with a low-carbon economy that creates opportunities for all while protecting our clean air, land and water. As Minister, you are responsible for ensuring the actions and goals of this cross-government plan are reflected and implemented in your ministerial work.

To that end, in your role as Minister of Citizens’ Services I expect that you will make substantive progress on the following priorities:

- Continue to expand connectivity to communities throughout the province to support new economic opportunities and improved access to government services.
- Build on the success of government’s new procurement processes to ensure that more local, small and medium-sized companies can do business with government more efficiently while ensuring public funds are spent wisely.
- Continue to improve government’s public sector data security and privacy practices to ensure that British Columbians personal information is safeguarded.
- Work with your cabinet colleagues to ensure that public agencies gathering personal information or working with private service providers who gather public information on behalf of government employ the best possible security and privacy practices.
- Ensure that your ministry makes timely progress on the implementation of the *Declaration of the Rights of Indigenous Peoples Act*, both in identifying priority legislative areas for inclusion in the action plan, and in ensuring that future ministry actions are consistent with the principles set out in the Act.

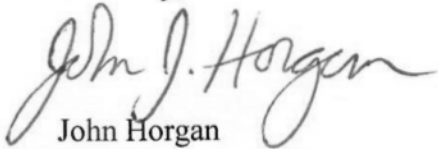
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- Ensure that the process of vetting and awarding government IT contracts is conducted in a manner that saves money, increases innovation, improves competition and helps our technology sector grow and ensure that government IT and software development procurement work better for companies that hire locally, operate sustainably and have a local supply chain.
- Work to maintain government's successful record of providing British Columbians with timely access to information and ensure the system provides public accountability.
- Improve access to information rules to provide greater public accountability.

All members of Cabinet are expected to review, understand and act according to the Members' Conflict of Interest Act and to conduct themselves with the highest level of integrity. Remember, as a minister of the Crown, the way you conduct yourself will reflect not only on yourself, but on your Cabinet colleagues and our government as a whole.

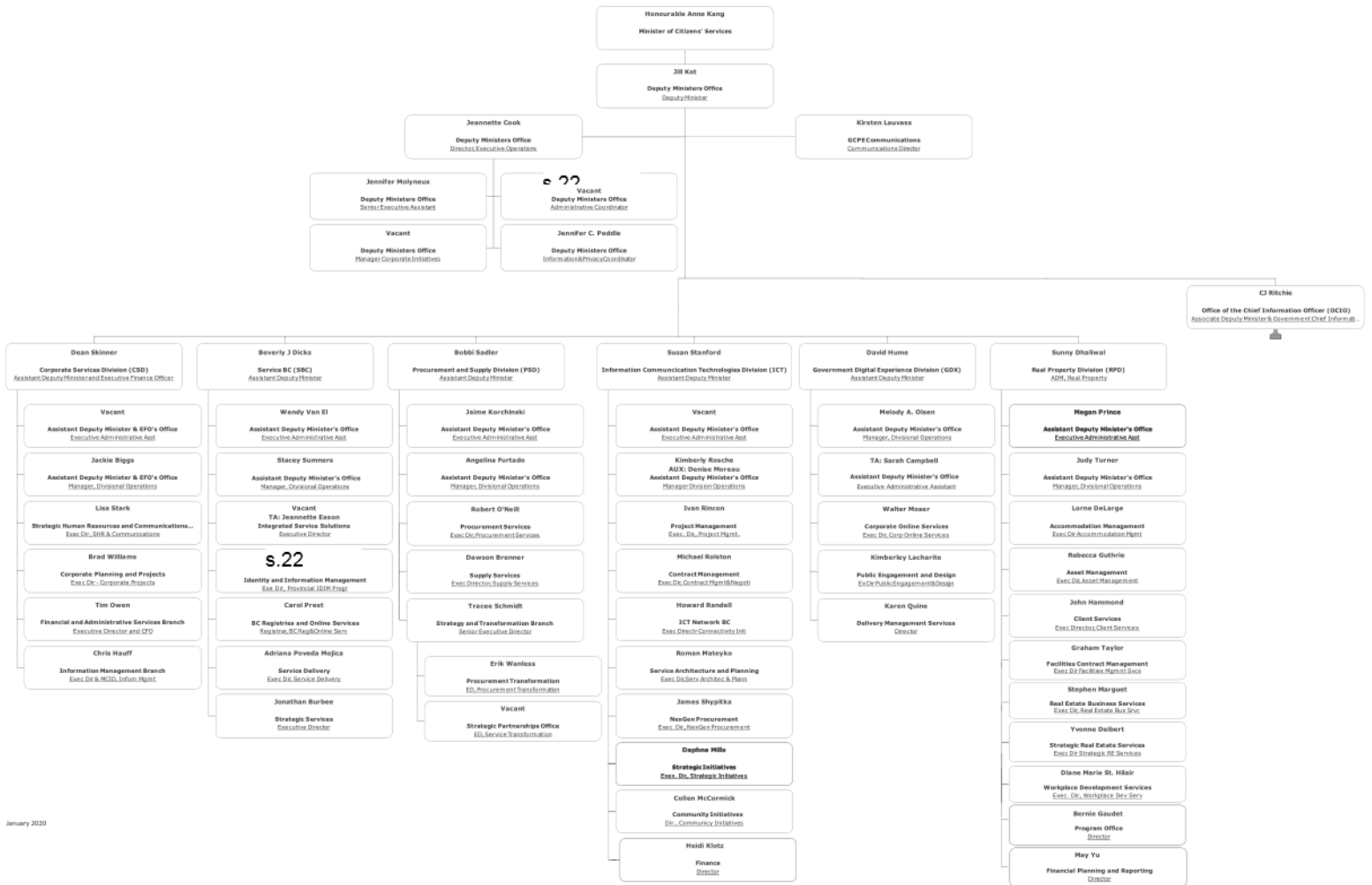
I look forward to working with you in the coming weeks and months ahead. It will take dedication, hard work, and a real commitment to working for people to make it happen, but I know you're up to the challenge.

Sincerely,



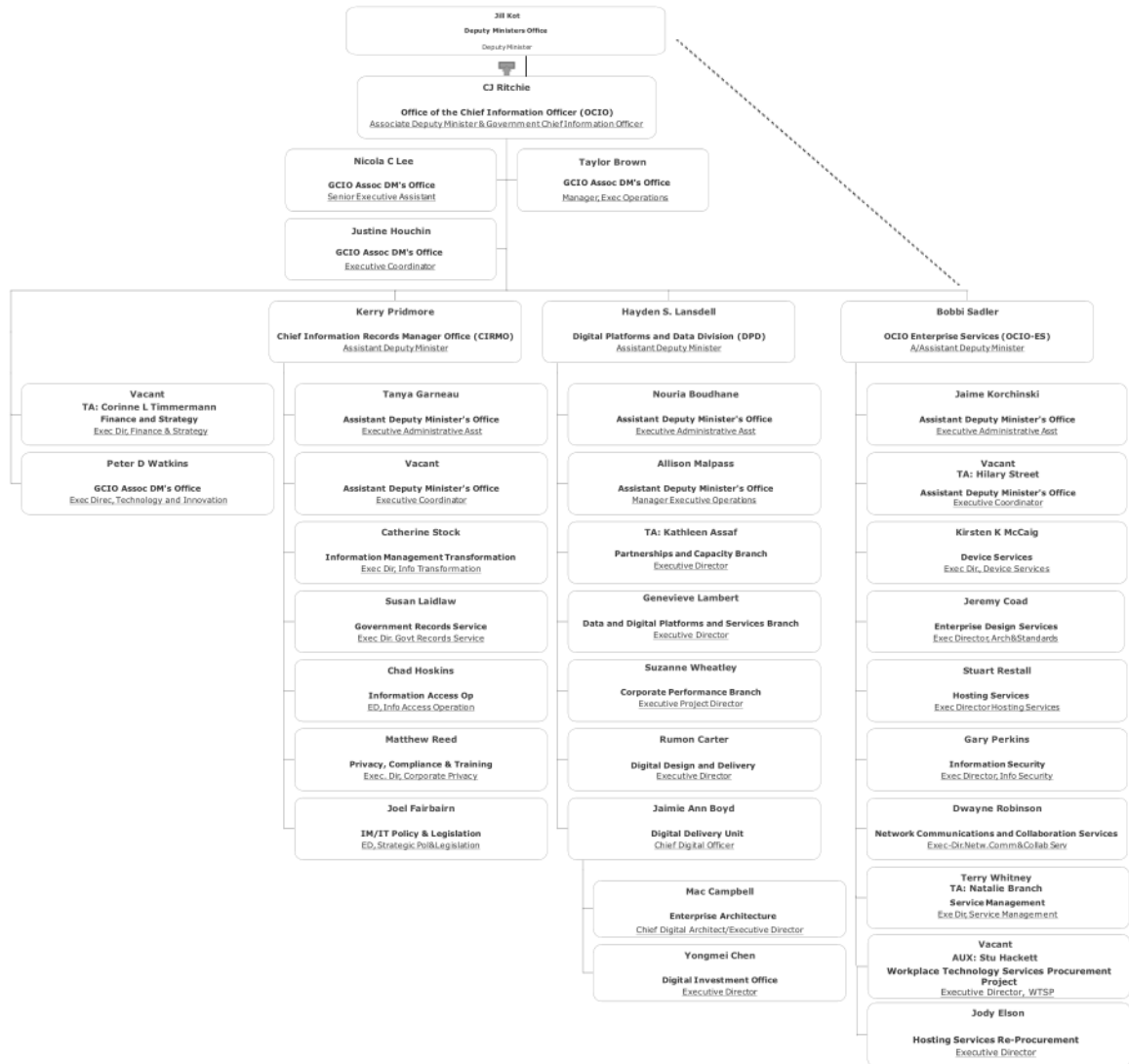
John Horgan
Premier

Ministry of Citizens' Services



January 2020

Ministry of Citizens' Services



MINISTRY OF CITIZENS' SERVICES**BUDGET OVERVIEW****Budget 2020/21**

KEY MESSAGES

- The Ministry of Citizens' Services' 2020/21 operating budget has been tabled at \$551.650 million (net), which represents a decrease of \$9.256 million, or 1.7%, compared to the 2019/20 restated budget of \$560.906 million (net).
- The 2020/21 operating budget includes funding to support:
 - Constructing and operating critical public infrastructure and government facilities, with a focus on environmental sustainability;
 - Improving the delivery of the services citizens count on; and
 - Providing the same level of access to government services and information, while also achieving cost savings.
- The Ministry of Citizens' Services' capital budget for 2020/21 is \$350.266 million, which is a net decrease of 16%, or \$66.974 million, compared to the 2019/20 budget.
 - This decrease is largely caused by reduced cash flow requirements due to the stage of multi-year major projects, including:
 - Capital Park building #2
 - Abbotsford Courthouse Complex
 - Government Workstations Refresh; and
 - Leading Workplace Strategies.
 - Decreases are partially offset by capital increases to fund additional facility infrastructure for government, including:
 - Construction on the Nanaimo Correctional Centre
 - Renovations to support segregation and accommodation in correctional centres
 - Facility improvements for the Ministry of Social Development and Poverty Reduction's service delivery offices
 - Information Management and Information Technology (IM/IT) maintenance and rehabilitation
 - And the Energy Smart Program (CleanBC).

OPERATING FUNDING

- Ministry's updated 2020/21 operating budget has been tabled at \$551.650 million (net), a decrease of \$9.256 million, or 1.7%, compared to the 2019/20 restated budget of \$560.906 million (net), primarily due to:

- Decrease of \$31.732 million to support CITZ's contribution towards Government's overall reduction in operating expenditures, which will be focused in the following areas:
 - Administrative & discretionary spending (e.g. travel, general business expenses); and
 - Operational cost reductions, deferrals, and reprioritizations, while minimizing impacts on services or projects.
 - Increase of \$11.569 million in Real Property to support the amortization, one-time set-ups, taxes, and public-private partnership (P3) annual service payment costs associated with the new Abbotsford Courthouse complex.
 - Increase of \$3.360 million in Real Property to support operating and maintenance costs of the expanded Surrey Courthouse & City Hall.
 - Increase of \$3.517 million in Real Property to fund the operating lease costs for the 2nd Capital Park building.
 - Increase of \$2.014 million associated with ministry-wide pay and benefits increases stemming from the Sustainable Services Negotiating Mandate (BCGEU-ratified collective agreement).

OPERATING BUDGET COMPOSITION

- Ministry's net budget for 2020/21 is \$551.650 million.
- The gross budget before internal/external to government recoverable costs is \$931.309 million, which is offset by \$379.659 million in recoveries, which are primarily shared services recovered from clients to the ministry. Budget detailed below:

Operating Budget (\$millions)	2020/21	% of net budget
Salaries and Benefits	\$ 168.555	31%
Building Occupancy Charges	301.88	55%
Information Technology	190.02	34%
Amortization	92.217	17%
Cost of Goods Sold (inventory within PSS)	107.798	20%
Professional Services	12.091	2%
Legal Services Chargebacks from Ministry of AG	3.48	1%
Travel	1.164	0%
Office and Business Costs	30.206	5%
Other	23.898	4%
Gross Operating	168.555	169%
Internal Recoveries	(178.583)	(32%)
External Recoveries	(201.076)	(36%)
Gross Recoveries	(379.659)	(69%)
Net Budget	\$551.650	100%

- SEE OPERATING BUDGET DETAILS IN APPENDIX A & B

CAPITAL FUNDING

- **Treasury Board approved \$350.266 million for 2020/21, a decrease of \$66.974 million over the previous year.**
 - Increases of \$59.510 million are primarily for:
 - Construction costs for the Nanaimo Correctional Centre (\$23.786 million);
 - Renovations to support correctional centre segregation and accommodation strategies (\$17.142 million);
 - Facility improvements to provide greater efficiency and safety, and to improve the delivery of income and disability assistance services to citizens (\$8.553 million);
 - Maintenance and rehabilitation of IM/IT systems and applications (\$2.899 million);
 - Projects focused on improving energy efficiency and installing electric vehicle charging stations (Clean BC) (\$2 million);
 - Courthouse improvements (\$1.630 million)
 - These are offset by decreases of \$126.484 million, funding used primarily to:
 - Complete the Abbotsford Courthouse Project (\$38.079 million) and the 2nd office building at Capital Park (\$40.091 million);
 - Partially complete the Government Workstation Refresh Project (\$15.130 million);
 - Complete the preliminary phase of the Leading Workplace Strategy (\$10 million);
 - Cash flow timing, due to stage of project, for the Legislative Precinct District Energy System (\$8 million).

SEE CAPITAL DETAILS IN APPENDIX C

APPENDIX A

Ministry of Citizens' Services
2020/21 Explanation of Changes in Estimates (Core Business)
(\$ in Millions)

Core Business	Estimates 19/20 Restated	Estimates 20/21	Variance	Explanation of Changes
Services to Citizens and Businesses	32.500	31.083	(1.417)	Budget decrease primarily due to \$1.9M contribution towards Government wide operating budget reductions offset by \$0.5M for salaries and benefits under the Sustainable Services Negotiating Mandate (Note 1).
Office of the Chief Information Officer	17.914	17.003	(0.911)	Budget decreases primarily due to \$1.0M contribution towards Government wide operating budget reductions offset by \$0.1M for salaries and benefits under the Sustainable Services Negotiating Mandate (Note 1).
Information Communication Technologies	1.553	1.486	(0.067)	Budget decrease for CITZ contribution towards Government wide operating budget reductions.
Procurement and Supply Services	4.209	4.313	0.104	Budget increase of \$0.4M for salaries and benefits under the Sustainable Services Negotiating Mandate (Note 1) offset by \$0.3M contribution towards Government wide operating budget reductions.
Real Property	316.354	318.265	1.911	Budget increase primarily due to Courthouse facility costs of \$14.9M, Capital Park 2 lease of \$3.5M, Okanagan Correction Centre for \$0.6M, Strategic Acquisition of Buildings for \$0.5M, and \$0.2M for salaries and benefits under the Sustainable Services Negotiating Mandate (Note 1); offset by \$17.9M contribution towards Government wide operating budget reductions.
Enterprise Services	137.184	130.819	(6.365)	Budget decreases primarily due to \$7.8M contribution towards Government wide operating budget reductions, offset by \$1.0M in IT costs to support government FTE growth and \$0.4M for salaries and benefits under the Sustainable Services Negotiating Mandate (Note 1).
Corporate Information Records Management Office	22.776	21.862	(0.914)	Budget decreases primarily due to \$1.3M contribution towards Government wide operating budget reductions, offset by \$0.3M for salaries and benefits under the Sustainable Services Negotiating Mandate (Note 1).
Government Digital Experience	8.455	8.054	(0.401)	Budget decreases primarily due to TBS Target Reduction of \$0.5M offset by \$0.1M for salaries and benefits under the Sustainable Services Negotiating Mandate (Note 1)
Minister's Office	0.690	0.652	(0.038)	Budget decrease primarily for CITZ contribution towards Government wide operating budget reductions.
Corporate Services	19.271	18.113	(1.158)	Budget decrease primarily for CITZ contribution towards Government wide operating budget reductions.
CITZ Total	560.906	551.650	(9.256)	

Note 1: The BCGEU ratified collective agreement was reached under the Sustainable Services Negotiating Mandate to have a wage increase of 2% per year for the next three years, effective April 1, 2019.

APPENDIX B

Ministry of Citizens' Services 20/21 Explanation of Changes in Estimates (Group Account Classification (GAC) Level) (\$ in Million)					
Expenditure Category	STOB	Estimates 19/20 Restated	Estimates 20/21	Variance	Explanation of Changes
Base Pay & Overtime	50	131.357	132.995	1.638	Budget increases primarily due to the Sustainable Services Negotiating Mandate (Note 1).
Supplemental Salaries	51	1.182	1.182	-	No Change
Employee Benefits	52	33.909	34.324	0.415	Budget increases primarily due to the Sustainable Services Negotiating Mandate (Note 1).
Legislative Salaries	54	0.054	0.054	-	No Change
Salary & Benefits Sub-Total		166.502	168.555	2.053	
Operating Costs	55 - 75	649.048	637.537	(11.511)	Budget decreases primarily due to \$31.7M contribution towards Government wide operating budget reductions, offset by Courthouse facility costs of \$14.9M, Capital Park of \$2.1M, increase in CIRMO recoverable expenditures of \$1M, IT costs to support government FTE growth, Okanagan Correction Center of \$0.6M, and Strategic Acquisition of Buildings of \$0.5M.
Government Transfers	77 - 80	4.076	3.782	(0.294)	Budget decreases primarily due to a change in the multi-year agreement for receipt and disbursement of Federal funding from Indigenous Services Canada to Northern Development Initiative Trust (NDIT) for the Connected Coast Connectivity project.
Other Expenses	84 - 85	120.231	121.433	1.202	Budget increases primarily due to interest cost on Capital Park.
Gross Expenditure Total		939.857	931.307	(8.550)	
Internal Recoveries	88	(177.633)	(178.583)	(0.950)	Recovery budget increase primarily due to increased recoverable service within CIRMO.
External Recoveries	89 - 90	(201.318)	(201.074)	0.244	Recovery budget decrease primarily due change in the annual funding level for Federal funding from Indigenous Services Canada for the Connected Coast Connectivity project.
Recoveries Total		(378.951)	(379.657)	(0.706)	
CITZ Net Expenditure Total		560.906	551.650	(9.256)	

Note 1: The BCGEU ratified agreement was reached under the Sustainable Service Negotiating Mandate to have a wage increase of 2% per year for the next three years, effective April 1, 2019.

APPENDIX C

CITZ 10-YEAR CAPITAL PLAN - BUDGET 2020 (ESTIMATES)

(\$ millions)	19/20 Budget	20/21 Budget	Change
REAL PROPERTY			
South Block Capital Leases (Capital Park)	\$40.09	-	(\$40.09)
Abbotsford Courthouse Project	\$66.93	\$28.85	(\$38.08)
Nanaimo Correctional Centre	\$18.82	\$42.61	\$23.79
Legislative Precinct District Energy System	\$9.00	\$1.00	(\$8.00)
Leading Workplace Strategy (LWS)	\$10.00	-	(\$10.00)
Strategic Acquisition of Buildings	\$10.00	\$11.50	\$1.50
Energy Smart Program	\$8.50	\$10.00	\$1.50
Electric Vehicle Charging Stations	-	\$0.50	\$0.50
Courthouse Improvements	\$2.05	\$3.68	\$1.63
BC Corrections Segregation Strategy Renovations	\$6.00	\$17.23	\$11.23
BC Corrections Accommodation Strategy	\$0.63	\$6.54	\$5.91
MCFD MYAP - Port Moody - 220 Brew Street	\$1.36	\$1.29	(\$0.07)
MCFD MYAP - Duncan - 15 Craig Street	\$1.71	\$1.68	(\$0.03)
MCFD Childcare - Victoria - 395 Waterfront Street	\$9.71	\$5.34	(\$4.37)
BC Corrections Fire Hose Refurbishment Program	-	\$2.00	\$2.00
SDPR Risk Review related Tenant Improvements	-	\$8.55	\$8.55
Office Furniture	\$1.50	\$1.50	-
Routine Capital Envelope	\$64.98	\$60.35	(\$4.64)
	\$251.29	\$202.62	(\$48.67)
OFFICE OF THE CHIEF INFORMATION OFFICER			
Transformation & Technology Funding	\$113.55	\$110.51	(\$3.04)
	\$113.55	\$110.51	(\$3.04)
OCIO ENTERPRISE SERVICES			
Strategic Transformation & Mainframe Services	\$9.16	\$6.49	(\$2.67)
Workstation Refresh	\$32.93	\$17.80	(\$15.13)
Maintenance and Rehabilitation	\$9.70	\$12.60	\$2.90
	\$51.79	\$36.89	(\$14.90)
PROCUREMENT AND SUPPLY SERVICES			
Special Equipment	\$0.26	\$0.15	(\$0.11)
	\$0.26	\$0.15	(\$0.11)
MINISTRY OPERATIONS			
Office Equipment	\$0.01	\$0.01	-
Vehicles	\$0.34	\$0.08	(\$0.26)
	\$0.35	\$0.09	(\$0.26)
CITZ TOTAL ESTIMATES BUDGET	\$417.24	\$350.27	(\$66.97)

MINISTRY OF CITIZENS' SERVICES
ESTIMATES (BLUE BOOK) OPPOSITE PAGE EXPLANATIONS
FOR 19/20 TO 20/21 BUDGET CHANGES

Intended To Be Printed Double Sided

MINISTRY OF CITIZENS' SERVICES

MINISTRY SUMMARY

(\$000)

VOTED APPROPORATION	CHANGES from Restated Estimates 2019/20	EXPLANATION OF CHANGES
Vote 20 - OPERATING EXPENSES	(9,256)	The Ministry's updated 2020/21 operating budget has been tabled at \$551.650M (net), a decrease of \$9.256M, or 1.7%, compared to the 2019/20 restated budget of \$560.906 million (net), primarily due to: A decrease of \$31.7M to support CITZ's contribution towards Government's overall reduction in operating expenditures; partially offset by increases of: \$11.6M in Real Property to support the amortization, one-time set-ups, taxes, and annual service payment costs associated with the new Abbotsford Courthouse complex; \$3.4M in Real Property to support operating and maintenance costs of the expanded Surrey Courthouse & City Hall; \$3.5M in Real Property to fund the operating lease costs for the 2nd Capital Park building; and \$2.0M associated with ministry-wide pay and benefits increases stemming from the Sustainable Services Negotiating Mandate (BCGEU-ratified collective agreement).
CAPITAL EXPENDITURES ¹	(66,974)	Treasury Board approved \$350.266M for 2020/21, a decrease of \$66.974M over the previous year. Plan increases of \$59.5M are primarily for: Construction costs for the Nanaimo Correctional Centre \$23.8M; renovations to support correctional centre segregation and accommodation strategies \$17.1M; facility improvements to provide greater efficiency and safety, and to improve the delivery of income and disability assistance services to citizens through the Ministry of Social Development and Poverty Reduction \$8.6M; maintenance and rehabilitation of IM/IT systems and applications \$2.9M; projects focused on improving energy efficiency and installing electric vehicle charging stations (Clean BC) \$2.0M; Courthouse improvements \$1.6M. These are offset by decreases of \$126.5M, primarily due to: completion of the Abbotsford Courthouse Project \$38.1M and the 2nd office building at Capital Park \$40.1M; partial completion of the Government Workstation Refresh Project \$15.1M; completion of one phase of the Leading Workplace Strategy \$10M; and cash flow timing, due to stage of project, for the Legislative Precinct District Energy System \$8M.
LOANS, INVESTMENTS AND OTHER REQUIREMENTS	1,100	Funding has been provided to the ministry to offset costs associated with the preparation of assets for disposition. The costs are being offset by revenue from sales in the current year. In fiscal 20/21, the net sales proceeds are forecasted to be \$1.4M while costs will be \$3.0M.

Note 1: P3 liability is included in the total capital expenditures.

MINISTRY OF CITIZENS' SERVICES

The mission of the Ministry of Citizens' Services is to enable cost-effective, accessible, and responsive service delivery to the public through multiple access points and provide efficient services to government.

MINISTRY SUMMARY

(\$000)

	Estimates 2019/20 ¹	Estimates 2020/21
VOTED APPROPRIATION		
Vote 20 — Ministry Operations.....	560,906	551,650
OPERATING EXPENSES	<u>560,906</u>	<u>551,650</u>
CAPITAL EXPENDITURES ²	417,240	350,266
LOANS, INVESTMENTS AND OTHER REQUIREMENTS ³	500	1,600
REVENUE COLLECTED FOR, AND TRANSFERRED TO, OTHER ENTITIES ⁴	—	—

NOTES

¹ For comparative purposes, figures shown for the 2019/20 operating expenses; capital expenditures; loans, investments and other requirements; and revenue collected for, and transferred to, other entities are restated to be consistent with the presentation of the 2020/21 *Estimates*. A reconciliation of restated operating expenses and capital expenditures resulting from transfers between ministries is presented in Schedule A.

² A listing of estimated capital expenditures by ministry is presented in Schedule C.

³ A summary of loans, investments and other requirements by ministry is presented in Schedule D.

⁴ A summary of revenue collected for, and transferred to, other entities by ministry is presented in Schedule E.

MINISTRY OF CITIZENS' SERVICES

SUMMARY BY CORE BUSINESS

(\$000)

OPERATING EXPENSES	CHANGES from Restated Estimates 2019/20	EXPLANATION OF CHANGES
Core Business		
Services to Citizens and Businesses	(1,417)	Net decrease primarily due to \$1.9M contribution towards Government-wide operating budget reductions offset by \$0.5M for salaries and benefits under the Sustainable Services Negotiating Mandate (Note 2).
Office of the Chief Information Officer	(911)	Net decrease primarily due to \$1.0M contribution towards Government-wide operating budget reductions offset by \$0.1M for salaries and benefits under the Sustainable Services Negotiating Mandate (Note 2).
Information Communication Technologies	(67)	Net decrease for CITZ contribution towards Government-wide operating budget reductions.
Procurement and Supply Services	104	Net increase of \$0.4M for salaries and benefits under the Sustainable Services Negotiating Mandate (Note 2) offset by \$0.3M contribution towards Government-wide operating budget reductions.
Real Property	1,911	Net increase primarily due to Courthouse facility costs of \$14.9M, Capital Park 2 lease of \$3.5M, Okanagan Correction Center for \$0.6M, Strategic Acquisition of Buildings for \$0.5M, and \$0.2M for salaries and benefits under the Sustainable Services Negotiating Mandate (Note 2); offset by \$17.9M contribution towards Government-wide operating budget reductions.
Enterprise Services	(6,365)	Net decrease primarily due to \$7.8M contribution towards Government-wide operating budget reductions, offset by \$1.0M in IT costs to support government FTE growth and \$0.4M for salaries and benefits under the Sustainable Services Negotiating Mandate (Note 2).
Corporate Information and Records Management Office	(914)	Net decrease primarily due to \$1.3M contribution towards Government-wide operating budget reductions, offset by \$0.3M for salaries and benefits under the Sustainable Services Negotiating Mandate (Note 2).
Government Digital Experience	(401)	Net decrease primarily for CITZ contribution towards Government-wide operating budget reductions.
Executive and Support Services	(1,196)	Net decrease primarily for CITZ contribution towards Government-wide operating budget reductions.
TOTAL OPERATING EXPENSES CHANGES	(9,256)	See earlier page for explanation
CAPITAL EXPENDITURES		
Office of the Chief Information Officer	(3,039)	Decrease in annual budget for the Transformation & Technology funding envelope to support modernization/transformation of information system projects across government. Decrease due to timing of various projects cashflows.
Procurement and Supply Services	(110)	Minor decrease due higher amount of replacements in prior year of specialized warehouse supply and distribution equipment.
Real Property	(48,665)	Decrease primarily for: completion of the Abbotsford Courthouse Project \$38.1M and the 2nd office building at Capital Park \$40.1M; partial completion of the Government Workstation Refresh Project \$15.1M; completion of one phase of the Leading Workplace Strategy \$10M; and cash flow timing, due to stage of project, for the Legislative Precinct District Energy System \$8M. These are partially offset by increases for: construction costs for the Nanaimo Correctional Centre \$23.8M; renovations to support correctional centre segregation and accommodation strategies \$17.1M; facility improvements to provide greater efficiency and safety, and to improve the delivery of income and disability assistance services to citizens through the Ministry of Social Development and Poverty Reduction \$8.6M; projects focused on improving energy efficiency and installing electric vehicle charging stations (Clean BC) \$2.0M; and Courthouse improvements \$1.6M.
Enterprise Services	(14,899)	Decrease primarily due to significant completion of the Government-wide Workstation Refresh Project \$15.1M
Executive and Support Services	(261)	Decrease in vehicle purchase requirements for the ministry.
TOTAL CAPITAL EXPENDITURES CHANGES	(66,974)	See earlier page for explanation
LOANS, INVESTMENTS AND OTHER REQUIREMENTS		
Real Property	1,100	Funding has been provided to the ministry to offset costs associated with the preparation of assets for disposition. Property sales have been significantly reduced starting in 2018/19 with the change in direction from the government related to property sales and a focus on holding the properties for future use and for social infrastructure. Assets are now considered for affordable housing, schools, child care facilities, health care facilities and commitment to transforming our relationship with First Nations and Indigenous peoples in the spirit of United Nations Declaration on the Rights of Indigenous Peoples. In fiscal 20/21, the net sales proceeds are forecasted to be \$1.4M while costs will be \$3.0M.
TOTAL LOANS, INVESTMENTS AND OTHER REQUIREMENTS CHANGES	1,100	

Note 2: The BCGEU ratified collective agreement was reached under the Sustainable Services Negotiating Mandate to have a wage increase of 2% per year for the next three years, effective April 1, 2019.

MINISTRY OF CITIZENS' SERVICES

SUMMARY BY CORE BUSINESS

(\$000)

	2019/20	2020/21 ESTIMATES		
OPERATING EXPENSES	Net	Gross	External Recoveries	Net
Core Business				
Services to Citizens and Businesses.....	32,500	43,613	(12,530)	31,083
Office of the Chief Information Officer.....	17,914	17,005	(2)	17,003
Information Communication Technologies.....	1,553	8,632	(7,146)	1,486
Procurement and Supply Services.....	4,209	55,504	(51,191)	4,313
Real Property.....	316,354	424,127	(105,862)	318,265
Enterprise Services.....	137,184	153,782	(22,963)	130,819
Corporate Information and Records Management Office.....	22,776	23,205	(1,343)	21,862
Government Digital Experience.....	8,455	8,056	(2)	8,054
Executive and Support Services.....	19,961	18,800	(35)	18,765
TOTAL OPERATING EXPENSES	560,906	752,724	(201,074)	551,650

CAPITAL EXPENDITURES	Capital Expenditures	Capital Expenditures	Receipts and P3 Liabilities	Net
Core Business				
Office of the Chief Information Officer.....	113,550	110,511	—	110,511
Procurement and Supply Services.....	260	150	—	150
Real Property.....	251,286	202,621	(16,348)	186,273
Enterprise Services.....	51,792	36,893	—	36,893
Executive and Support Services.....	352	91	—	91
TOTAL	417,240	350,266	(16,348)	333,918

LOANS, INVESTMENTS AND OTHER REQUIREMENTS	Net	Disbursements	Receipts	Net
Core Business				
Real Property.....	500	3,000	(1,400)	1,600
TOTAL LOANS, INVESTMENTS AND OTHER REQUIREMENTS	500	3,000	(1,400)	1,600

MINISTRY OF CITIZENS' SERVICES

VOTE DESCRIPTIONS

(\$000)

CHANGES
from Restated
Estimates
2018/19

EXPLANATION OF CHANGES

SERVICES TO CITIZENS AND BUSINESSES

Voted Appropriations

Service BC Operations	(1,370)	Net decrease primarily due to \$1.9M contribution towards Government-wide operating budget reductions offset by \$0.5M for salaries and benefits under the Sustainable Services Negotiating Mandate (Note 2).
BC Online	(47)	Net decrease primarily due to contribution towards Government-wide operating budget reductions
BC Registry Services	0	

OFFICE OF THE CHIEF INFORMATION OFFICER

Voted Appropriation

Office of the Chief Information Officer	(911)	Net decrease primarily due to \$1.0M contribution towards Government-wide operating budget reductions offset by \$0.1M for salaries and benefits under the Sustainable Services Negotiating Mandate (Note 2).
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INFORMATION COMMUNICATION TECHNOLOGIES

Voted Appropriation

Information Communication Technologies	(67)	Net decrease for CITZ contribution towards Government-wide operating budget reductions.
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MINISTRY OF CITIZENS' SERVICES

VOTE DESCRIPTIONS

(\$000)

Estimates
2019/20

Estimates
2020/21

VOTE 20 — MINISTRY OPERATIONS

This vote provides for the programs, operations, and other activities described in the voted appropriations under the following core businesses: Services to Citizens and Businesses, Office of the Chief Information Officer, Information Communication Technologies, Procurement and Supply Services, Real Property, Enterprise Services, Corporate Information and Records Management Office, Government Digital Experience, and Executive and Support Services.

SERVICES TO CITIZENS AND BUSINESSES

Voted Appropriations

Service BC Operations.....	31,663	30,293
BC Online.....	836	789
BC Registry Services.....	1	1
	<u>32,500</u>	<u>31,083</u>

Voted Appropriations Description: This sub-vote provides for service delivery to the public through multiple access points, including over-the-counter, telephone, and online; and implementation of cross-government service delivery initiatives to improve service delivery to citizens and businesses. In addition, this sub-vote provides for corporate, personal property, manufactured home, identity and credential management, and business registry services for citizens and the business community. Costs may be recovered from ministries, Crown agencies, boards and commissions, the federal government, other public sector organizations, public and private organizations, and the public for products and activities described within this sub-vote.

OFFICE OF THE CHIEF INFORMATION OFFICER

Voted Appropriation

Office of the Chief Information Officer.....	<u>17,914</u>	<u>17,003</u>
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Voted Appropriation Description: This sub-vote provides for strategic planning and technology governance and direction for government. This includes the development of strategy, standards, enterprise architecture, policies, and programs to support government information management/information technology initiatives; review and prioritization of government information management/information technology initiatives and investments; and the promotion and integration of information management/information technology to improve citizen-centred service delivery. This sub-vote also includes services, advice, and support to government in relation to digital services and the transformation of information management/information technology and business processes, and funding may be provided to other organizations to support these initiatives. This sub-vote includes the province's suite of corporate data services, which includes advice, technology, support, planning, and capacity building for data-driven policy, initiatives, and programming across government and among key external partners. Costs may be recovered from ministries, Crown agencies, boards and commissions, and other parties both internal and external to government for activities described within this sub-vote.

INFORMATION COMMUNICATION TECHNOLOGIES

Voted Appropriation

Information Communication Technologies.....	<u>1,553</u>	<u>1,486</u>
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Voted Appropriation Description: This sub-vote provides leadership and expertise for the planning, sourcing, policies, and strategies for telecommunications infrastructure across all levels of government, agencies, organizations, private sector partners, and other jurisdictions on behalf of the province. This includes the planning, development, funding, and coordination of programs, initiatives, and investments related to the access to, and expansion of, internet connectivity, cellular services, and other telecommunication services throughout British Columbia, including rural, remote, and Indigenous communities. In addition, the sub-vote provides for the development of the province's position on telecommunications policy and regulations, and cross-ministry sponsorship for response actions in a catastrophic emergency event. Project funding may be supplemented by other levels of government, the private sector, and other parties. Costs may be recovered from ministries, Crown agencies, boards and commissions, and other parties both internal and external to government for activities described within this sub-vote.

MINISTRY OF CITIZENS' SERVICES

VOTE DESCRIPTIONS

(\$000)

CHANGES
from Restated
Estimates
2019/20

EXPLANATION OF CHANGES

PROCUREMENT AND SUPPLY SERVICES

Voted Appropriation

Procurement and Supply Services	104	Net increase of \$0.4M for salaries and benefits under the Sustainable Services Negotiating Mandate (Note 2) offset by \$0.3M contribution towards Government-wide operating budget reductions.
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REAL PROPERTY

Voted Appropriation

Real Property	1,911	Net increase primarily due to Courthouse facility costs of \$14.9M, Capital Park 2 lease of \$3.5M, Okanagan Correction Center for \$0.6M, Strategic Acquisition of Buildings for \$0.5M, and \$0.2M for salaries and benefits under the Sustainable Services Negotiating Mandate (Note 2); offset by \$17.9M contribution towards Government-wide operating budget reductions.
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ENTERPRISE SERVICES

Voted Appropriation

Enterprise Services	(6,365)	Net decrease primarily due to \$7.8M contribution towards Government-wide operating budget reductions, offset by \$1.0M in IT costs to support government FTE growth and \$0.4M for salaries and benefits under the Sustainable Services Negotiating Mandate (Note 2).
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CORPORATE INFORMATION AND RECORDS MANAGEMENT OFFICE

Voted Appropriation

Corporate Information and Records Management Office	(914)	Net decrease primarily due to \$1.3M contribution towards Government-wide operating budget reductions, offset by \$0.3M for salaries and benefits under the Sustainable Services Negotiating Mandate (Note 2).
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Note 2: The BCGEU ratified collective agreement was reached under the Sustainable Services Negotiating Mandate to have a wage increase of 2% per year for the next three years, effective April 1, 2019.

MINISTRY OF CITIZENS' SERVICES

VOTE DESCRIPTIONS

(\$000)

	Estimates 2019/20	Estimates 2020/21
PROCUREMENT AND SUPPLY SERVICES		
Voted Appropriation		
Procurement and Supply Services.....	4,209	4,313
<p>Voted Appropriation Description: This sub-vote provides for procurement and supply services as outlined under the <i>Procurement Services Act</i>, including warehousing, product distribution, asset disposition services, mail distribution, print and publications, and intellectual property services to ministries and certain external customers. This sub-vote also provides for procurement transformation and advisory services to government ministries as well as support to a portfolio of strategic contracts and other complex, high-value service contracts across government and, as applicable, broader public sector entities. Costs may be recovered from ministries, Crown agencies, boards and commissions, other public sector organizations, public and private organizations, and the public for products and activities described within this sub-vote.</p>		
REAL PROPERTY		
Voted Appropriation		
Real Property.....	316,354	318,265
<p>Voted Appropriation Description: This sub-vote provides for the delivery of property and real estate services, accommodation, client services, strategic infrastructure planning, supply management, and project coordination services related to facilities, including property management, construction, development, environmental, and technical services. Activities may include the acquisition of land on behalf of government, disposal of or making available land, and provision of services to public agencies in relation to land, as set out in the <i>Public Agency Accommodation Act</i>. This sub-vote also provides for directly-related accommodation to Indigenous peoples resulting from the rental, lease, or disposal of Crown land or other related property. Costs associated with the successful disposal of property are recovered from the proceeds of disposal. Costs may be recovered from revenues from the rental, lease, or disposal of Crown land or other related property. Costs may also be recovered from ministries, public agencies, and other public or private sector organizations or other parties for activities described within this sub-vote.</p>		
ENTERPRISE SERVICES		
Voted Appropriation		
Enterprise Services.....	137,184	130,819
<p>Voted Appropriation Description: This sub-vote provides for strategic infrastructure planning, supply management, operational support and governance; programs in support of digital government and project coordination services related to information technology; corporate business application management; and information technology infrastructure, including network services, device services, security policy and operations, voice and data communications, application hosting, data services, and technical stewardship and standards. Costs may be recovered from ministries, Crown agencies, boards and commissions, and other parties both internal and external to government for products and activities described within this sub-vote.</p>		
CORPORATE INFORMATION AND RECORDS MANAGEMENT OFFICE		
Voted Appropriation		
Corporate Information and Records Management Office.....	22,776	21,862
<p>Voted Appropriation Description: This sub-vote provides for advising government on information management, including information access, information security, records management, and privacy protection. It also provides for strategic corporate information management governance and the general operations of the Corporate Information and Records Management Office, including the administration of the <i>Freedom of Information and Protection of Privacy Act</i>, the <i>Personal Information Protection Act</i>, the <i>Information Management Act</i>, and related standards, policies, and operational tools. This may also include the development of new legislation, executive direction of all legislation for the ministry, and administrative tools to support government's strategic initiatives in information management. This sub-vote also provides for government's information management, including records management services, privacy protection, and information access services to government and government organizations; as well as activities to assure compliance with legislation, standards, policies, programs, and practices; and leading continuous improvement in government's information management practices. Costs may be recovered from ministries, Crown agencies, boards and commissions, other levels of government, and other parties both internal and external to government for activities described within this sub-vote.</p>		

MINISTRY OF CITIZENS' SERVICES

VOTE DESCRIPTIONS

(\$000)

CHANGES
from Restated
Estimates
2018/19

EXPLANATION OF CHANGES

GOVERNMENT DIGITAL EXPERIENCE Voted Appropriation

Government Digital Experience	(401)	Net decrease primarily for CITZ contribution towards Government-wide operating budget reductions.
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EXECUTIVE AND SUPPORT SERVICES Voted Appropriation

Minister's Office	(38)	Net decrease primarily for CITZ contribution towards Government-wide operating budget reductions.
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Corporate Services	(1,158)	Net decrease primarily for CITZ contribution towards Government-wide operating budget reductions.
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VOTE 20 - MINISTRY OPERATION:	(9,256)
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MINISTRY OF CITIZENS' SERVICES

VOTE DESCRIPTIONS

(\$000)

	Estimates 2019/20	Estimates 2020/21
GOVERNMENT DIGITAL EXPERIENCE		
Voted Appropriation		
Government Digital Experience.....	8,455	8,054
Voted Appropriation Description: This sub-vote provides for corporate leadership, cross-government planning, policy development, and innovation in the delivery of common web services for government; service design; and citizen engagement activities. Costs may be recovered from ministries, organizations within the government reporting entity, and parties external to government for activities described within this sub-vote.		
EXECUTIVE AND SUPPORT SERVICES		
Voted Appropriations		
Minister's Office.....	690	652
Corporate Services.....	19,271	18,113
	19,961	18,765
Voted Appropriations Description: This sub-vote provides for the office of the Minister of Citizens' Services and for executive direction of the ministry and administrative support services, including legislative and policy support, corporate planning, performance management, corporate human resource strategies, including employee engagement and employee communications; and other administrative services, including financial, information technology, information management, and facility and security management. Costs may be recovered from ministries, Crown agencies, boards and commissions, and other parties both internal and external to government for activities described within this sub-vote.		
VOTE 20 — MINISTRY OPERATIONS	560,906	551,650

MINISTRY GROUP ACCOUNT CLASSIFICATION SUMMARY

GROUP ACCOUNT CLASSIFICATION

Salaries and Benefits	166,502	168,555
Operating Costs	649,048	637,537
Government Transfers	4,076	3,782
Other Expenses	120,231	121,433
Internal Recoveries	(177,633)	(178,583)
External Recoveries	(201,318)	(201,074)
TOTAL OPERATING EXPENSES.....	560,906	551,650

MINISTRY OF CITIZENS' SERVICES
LOANS, INVESTMENTS AND OTHER REQUIREMENTS BY CORE BUSINESS
(\$000)

CHANGES
from Restated
Estimates
2019/20

EXPLANATION OF CHANGES

REAL PROPERTY

Disbursements	1,000	
Receipts	100	
Net Cash Requirements (Source) Change	1,100	Funding has been provided to the ministry to offset costs associated with the preparation of assets for disposition. Property sales have been significantly reduced starting in 2018/19 with the change in direction from the government related to property sales and a focus on holding the properties for future use and for social infrastructure. Assets are now considered for affordable housing, schools, child care facilities, health care facilities and commitment to transforming our relationship with First Nations and Indigenous peoples in the spirit of United Nations Declaration on the Rights of Indigenous Peoples. In fiscal 20/21, the net sales proceeds are forecasted to be \$1.4M while costs will be \$3.0M.

MINISTRY OF CITIZENS' SERVICES

LOANS, INVESTMENTS AND OTHER REQUIREMENTS BY CORE BUSINESS

(\$000)

	Estimates 2019/20	Estimates 2020/21
REAL PROPERTY		
STRATEGIC REAL ESTATE SERVICES — Disbursements represent expenditures associated with the development and sale of surplus properties and/or buildings on behalf of the province. Receipts represent the proceeds of the sale of the properties and/or buildings applied to costs. Administration costs are funded through the ministry's voted appropriations.		
Disbursements.....	2,000	3,000
Receipts.....	<u>(1,500)</u>	<u>(1,400)</u>
Net Cash Requirement (Source).....	<u>500</u>	<u>1,600</u>

MINISTRY OF CITIZENS' SERVICES

The mission of the Ministry of Citizens' Services is to enable cost-effective, accessible, and responsive service delivery to the public through multiple access points and provide efficient services to government.

MINISTRY SUMMARY

(\$000)

	Estimates 2019/20 ¹	Estimates 2020/21
VOTED APPROPRIATION		
Vote 20 — Ministry Operations.....	560,906	551,650
OPERATING EXPENSES	<u>560,906</u>	<u>551,650</u>
CAPITAL EXPENDITURES ²	417,240	350,266
LOANS, INVESTMENTS AND OTHER REQUIREMENTS ³	500	1,600
REVENUE COLLECTED FOR, AND TRANSFERRED TO, OTHER ENTITIES ⁴	—	—

NOTES

¹ For comparative purposes, figures shown for the 2019/20 operating expenses; capital expenditures; loans, investments and other requirements; and revenue collected for, and transferred to, other entities are restated to be consistent with the presentation of the 2020/21 *Estimates*. A reconciliation of restated operating expenses and capital expenditures resulting from transfers between ministries is presented in Schedule A.

² A listing of estimated capital expenditures by ministry is presented in Schedule C.

³ A summary of loans, investments and other requirements by ministry is presented in Schedule D.

⁴ A summary of revenue collected for, and transferred to, other entities by ministry is presented in Schedule E.

MINISTRY OF CITIZENS' SERVICES

SUMMARY BY CORE BUSINESS

(\$000)

	2019/20	2020/21 ESTIMATES		
OPERATING EXPENSES	Net	Gross	External Recoveries	Net
Core Business				
Services to Citizens and Businesses.....	32,500	43,613	(12,530)	31,083
Office of the Chief Information Officer.....	17,914	17,005	(2)	17,003
Information Communication Technologies.....	1,553	8,632	(7,146)	1,486
Procurement and Supply Services.....	4,209	55,504	(51,191)	4,313
Real Property.....	316,354	424,127	(105,862)	318,265
Enterprise Services.....	137,184	153,782	(22,963)	130,819
Corporate Information and Records Management Office.....	22,776	23,205	(1,343)	21,862
Government Digital Experience.....	8,455	8,056	(2)	8,054
Executive and Support Services.....	19,961	18,800	(35)	18,765
TOTAL OPERATING EXPENSES	560,906	752,724	(201,074)	551,650

CAPITAL EXPENDITURES	Capital Expenditures	Capital Expenditures	Receipts and P3 Liabilities	Net
Core Business				
Office of the Chief Information Officer.....	113,550	110,511	—	110,511
Procurement and Supply Services.....	260	150	—	150
Real Property.....	251,286	202,621	(16,348)	186,273
Enterprise Services.....	51,792	36,893	—	36,893
Executive and Support Services.....	352	91	—	91
TOTAL	417,240	350,266	(16,348)	333,918

LOANS, INVESTMENTS AND OTHER REQUIREMENTS	Net	Disbursements	Receipts	Net
Core Business				
Real Property.....	500	3,000	(1,400)	1,600
TOTAL LOANS, INVESTMENTS AND OTHER REQUIREMENTS	500	3,000	(1,400)	1,600

MINISTRY OF CITIZENS' SERVICES

VOTE DESCRIPTIONS

(\$000)

Estimates
2019/20

Estimates
2020/21

VOTE 20 — MINISTRY OPERATIONS

This vote provides for the programs, operations, and other activities described in the voted appropriations under the following core businesses: Services to Citizens and Businesses, Office of the Chief Information Officer, Information Communication Technologies, Procurement and Supply Services, Real Property, Enterprise Services, Corporate Information and Records Management Office, Government Digital Experience, and Executive and Support Services.

SERVICES TO CITIZENS AND BUSINESSES

Voted Appropriations

Service BC Operations.....	31,663	30,293
BC Online.....	836	789
BC Registry Services.....	1	1
	<u>32,500</u>	<u>31,083</u>

Voted Appropriations Description: This sub-vote provides for service delivery to the public through multiple access points, including over-the-counter, telephone, and online; and implementation of cross-government service delivery initiatives to improve service delivery to citizens and businesses. In addition, this sub-vote provides for corporate, personal property, manufactured home, identity and credential management, and business registry services for citizens and the business community. Costs may be recovered from ministries, Crown agencies, boards and commissions, the federal government, other public sector organizations, public and private organizations, and the public for products and activities described within this sub-vote.

OFFICE OF THE CHIEF INFORMATION OFFICER

Voted Appropriation

Office of the Chief Information Officer.....	<u>17,914</u>	<u>17,003</u>
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Voted Appropriation Description: This sub-vote provides for strategic planning and technology governance and direction for government. This includes the development of strategy, standards, enterprise architecture, policies, and programs to support government information management/information technology initiatives; review and prioritization of government information management/information technology initiatives and investments; and the promotion and integration of information management/information technology to improve citizen-centred service delivery. This sub-vote also includes services, advice, and support to government in relation to digital services and the transformation of information management/information technology and business processes, and funding may be provided to other organizations to support these initiatives. This sub-vote includes the province's suite of corporate data services, which includes advice, technology, support, planning, and capacity building for data-driven policy, initiatives, and programming across government and among key external partners. Costs may be recovered from ministries, Crown agencies, boards and commissions, and other parties both internal and external to government for activities described within this sub-vote.

INFORMATION COMMUNICATION TECHNOLOGIES

Voted Appropriation

Information Communication Technologies.....	<u>1,553</u>	<u>1,486</u>
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Voted Appropriation Description: This sub-vote provides leadership and expertise for the planning, sourcing, policies, and strategies for telecommunications infrastructure across all levels of government, agencies, organizations, private sector partners, and other jurisdictions on behalf of the province. This includes the planning, development, funding, and coordination of programs, initiatives, and investments related to the access to, and expansion of, internet connectivity, cellular services, and other telecommunication services throughout British Columbia, including rural, remote, and Indigenous communities. In addition, the sub-vote provides for the development of the province's position on telecommunications policy and regulations, and cross-ministry sponsorship for response actions in a catastrophic emergency event. Project funding may be supplemented by other levels of government, the private sector, and other parties. Costs may be recovered from ministries, Crown agencies, boards and commissions, and other parties both internal and external to government for activities described within this sub-vote.

MINISTRY OF CITIZENS' SERVICES

VOTE DESCRIPTIONS

(\$000)

	Estimates 2019/20	Estimates 2020/21
PROCUREMENT AND SUPPLY SERVICES		
Voted Appropriation		
Procurement and Supply Services.....	4,209	4,313
<p>Voted Appropriation Description: This sub-vote provides for procurement and supply services as outlined under the <i>Procurement Services Act</i>, including warehousing, product distribution, asset disposition services, mail distribution, print and publications, and intellectual property services to ministries and certain external customers. This sub-vote also provides for procurement transformation and advisory services to government ministries as well as support to a portfolio of strategic contracts and other complex, high-value service contracts across government and, as applicable, broader public sector entities. Costs may be recovered from ministries, Crown agencies, boards and commissions, other public sector organizations, public and private organizations, and the public for products and activities described within this sub-vote.</p>		
REAL PROPERTY		
Voted Appropriation		
Real Property.....	316,354	318,265
<p>Voted Appropriation Description: This sub-vote provides for the delivery of property and real estate services, accommodation, client services, strategic infrastructure planning, supply management, and project coordination services related to facilities, including property management, construction, development, environmental, and technical services. Activities may include the acquisition of land on behalf of government, disposal of or making available land, and provision of services to public agencies in relation to land, as set out in the <i>Public Agency Accommodation Act</i>. This sub-vote also provides for directly-related accommodation to Indigenous peoples resulting from the rental, lease, or disposal of Crown land or other related property. Costs associated with the successful disposal of property are recovered from the proceeds of disposal. Costs may be recovered from revenues from the rental, lease, or disposal of Crown land or other related property. Costs may also be recovered from ministries, public agencies, and other public or private sector organizations or other parties for activities described within this sub-vote.</p>		
ENTERPRISE SERVICES		
Voted Appropriation		
Enterprise Services.....	137,184	130,819
<p>Voted Appropriation Description: This sub-vote provides for strategic infrastructure planning, supply management, operational support and governance; programs in support of digital government and project coordination services related to information technology; corporate business application management; and information technology infrastructure, including network services, device services, security policy and operations, voice and data communications, application hosting, data services, and technical stewardship and standards. Costs may be recovered from ministries, Crown agencies, boards and commissions, and other parties both internal and external to government for products and activities described within this sub-vote.</p>		
CORPORATE INFORMATION AND RECORDS MANAGEMENT OFFICE		
Voted Appropriation		
Corporate Information and Records Management Office.....	22,776	21,862
<p>Voted Appropriation Description: This sub-vote provides for advising government on information management, including information access, information security, records management, and privacy protection. It also provides for strategic corporate information management governance and the general operations of the Corporate Information and Records Management Office, including the administration of the <i>Freedom of Information and Protection of Privacy Act</i>, the <i>Personal Information Protection Act</i>, the <i>Information Management Act</i>, and related standards, policies, and operational tools. This may also include the development of new legislation, executive direction of all legislation for the ministry, and administrative tools to support government's strategic initiatives in information management. This sub-vote also provides for government's information management, including records management services, privacy protection, and information access services to government and government organizations; as well as activities to assure compliance with legislation, standards, policies, programs, and practices; and leading continuous improvement in government's information management practices. Costs may be recovered from ministries, Crown agencies, boards and commissions, other levels of government, and other parties both internal and external to government for activities described within this sub-vote.</p>		

MINISTRY OF CITIZENS' SERVICES

VOTE DESCRIPTIONS

(\$000)

	Estimates 2019/20	Estimates 2020/21
GOVERNMENT DIGITAL EXPERIENCE		
Voted Appropriation		
Government Digital Experience.....	8,455	8,054
Voted Appropriation Description: This sub-vote provides for corporate leadership, cross-government planning, policy development, and innovation in the delivery of common web services for government; service design; and citizen engagement activities. Costs may be recovered from ministries, organizations within the government reporting entity, and parties external to government for activities described within this sub-vote.		
EXECUTIVE AND SUPPORT SERVICES		
Voted Appropriations		
Minister's Office.....	690	652
Corporate Services.....	19,271	18,113
	19,961	18,765
Voted Appropriations Description: This sub-vote provides for the office of the Minister of Citizens' Services and for executive direction of the ministry and administrative support services, including legislative and policy support, corporate planning, performance management, corporate human resource strategies, including employee engagement and employee communications; and other administrative services, including financial, information technology, information management, and facility and security management. Costs may be recovered from ministries, Crown agencies, boards and commissions, and other parties both internal and external to government for activities described within this sub-vote.		
VOTE 20 — MINISTRY OPERATIONS	560,906	551,650

MINISTRY GROUP ACCOUNT CLASSIFICATION SUMMARY

GROUP ACCOUNT CLASSIFICATION

Salaries and Benefits	166,502	168,555
Operating Costs	649,048	637,537
Government Transfers	4,076	3,782
Other Expenses	120,231	121,433
Internal Recoveries	(177,633)	(178,583)
External Recoveries	(201,318)	(201,074)
TOTAL OPERATING EXPENSES.....	560,906	551,650

MINISTRY OF CITIZENS' SERVICES

LOANS, INVESTMENTS AND OTHER REQUIREMENTS BY CORE BUSINESS

(\$000)

	Estimates 2019/20	Estimates 2020/21
REAL PROPERTY		
STRATEGIC REAL ESTATE SERVICES — Disbursements represent expenditures associated with the development and sale of surplus properties and/or buildings on behalf of the province. Receipts represent the proceeds of the sale of the properties and/or buildings applied to costs. Administration costs are funded through the ministry's voted appropriations.		
Disbursements.....	2,000	3,000
Receipts.....	<u>(1,500)</u>	<u>(1,400)</u>
Net Cash Requirement (Source).....	<u>500</u>	<u>1,600</u>

MINISTRY OF CITIZENS' SERVICES
(\$000)

VOTE 20 Ministry Operations

Description	Total 2019/20 Operating Expenses	50	51	52	54	Total Salaries and Benefits	55	57	59	60	63	65	67	68	69
Services to Citizens and Businesses	32,500	24,851	207	6,393	—	31,451	—	390	184	961	11,436	1,036	—	20	45
Service BC Operations	31,663	20,351	173	5,250	—	25,774	—	347	88	529	7,635	546	—	—	22
BC Online	836	2,286	2	581	—	2,869	—	10	85	432	2,999	108	—	—	—
BC Registry Services	1	2,214	32	562	—	2,808	—	33	11	—	802	382	—	20	23
Office of the Chief Information Officer	17,914	8,232	75	2,091	—	10,398	—	123	242	1,232	4,513	222	—	—	—
Information Communication Technologies	1,553	2,127	—	540	—	2,667	—	46	107	672	2,375	39	—	—	—
Procurement and Supply Services	4,209	22,126	597	5,620	—	28,343	—	130	935	1,005	5,418	1,108	—	—	2,544
Real Property	316,354	15,864	34	4,029	—	19,927	—	234	286	334	177	363	—	—	23,520
Enterprise Services	137,184	24,897	159	6,758	—	31,814	—	75	909	3,181	161,012	744	—	—	—
Corporate Information and Records Management Office	22,776	17,155	44	4,357	—	21,556	—	39	769	4,432	1,596	338	—	—	—
Government Digital Experience	8,455	6,204	55	1,577	—	7,836	—	44	18	7	798	62	—	—	—
Executive and Support Services	19,961	11,539	11	2,959	54	14,563	—	83	30	267	2,695	185	—	—	—
Minister's Office	690	339	1	106	54	500	—	38	—	—	16	11	—	—	—
Corporate Services	19,271	11,200	10	2,853	—	14,063	—	45	30	267	2,679	174	—	—	—
Total	560,906	132,995	1,182	34,324	54	168,555	—	1,164	3,480	12,091	190,020	4,097	—	20	26,109

70	72	73	75	Total Operating Costs	77	79	80	Total Govt Transfers	81	83	85	Total Other Expenses	86	88	Total Internal Recoveries	89	90	Total External Recoveries	Total 2020/21 Operating Expenses
—	—	3,027	242	17,341	—	—	—	—	—	—	892	892	—	(6,071)	(6,071)	(400)	(12,130)	(12,530)	31,083
—	—	1,822	—	10,989	—	—	—	—	—	—	801	801	—	(6,071)	(6,071)	(400)	(800)	(1,200)	30,293
—	—	5	237	3,876	—	—	—	—	—	—	9	9	—	—	—	—	(5,965)	(5,965)	789
—	—	1,200	5	2,476	—	—	—	—	—	—	82	82	—	—	—	—	(5,365)	(5,365)	1
—	—	885	39	7,256	—	—	—	—	—	—	4	4	—	(653)	(653)	(1)	(1)	(2)	17,003
—	—	—	—	3,239	—	—	3,782	3,782	—	—	—	—	—	(1,056)	(1,056)	(943)	(6,203)	(7,146)	1,486
6,422	—	44	4,353	21,959	—	—	—	—	—	—	75,514	75,514	—	(70,312)	(70,312)	(17,092)	(34,099)	(51,191)	4,313
30	—	63,059	297,237	385,240	—	—	—	—	—	—	43,710	43,710	—	(24,750)	(24,750)	(66,932)	(38,930)	(105,862)	318,265
—	—	24,739	—	190,660	—	—	—	—	—	—	304	304	—	(68,996)	(68,996)	(13,871)	(9,092)	(22,963)	130,819
—	—	155	—	7,329	—	—	—	—	—	—	45	45	—	(5,725)	(5,725)	(913)	(430)	(1,343)	21,862
—	—	264	9	1,202	—	—	—	—	—	—	15	15	—	(997)	(997)	(1)	(1)	(2)	8,054
7	—	44	—	3,311	—	—	—	—	—	—	949	949	—	(23)	(23)	(4)	(31)	(35)	18,765
—	—	2	—	67	—	—	—	—	—	—	85	85	—	—	—	—	—	—	652
7	—	42	—	3,244	—	—	—	—	—	—	864	864	—	(23)	(23)	(4)	(31)	(35)	18,113
6,459	—	92,217	301,880	637,537	—	—	3,782	3,782	—	—	121,433	121,433	—	(178,583)	(178,583)	(100,157)	(100,917)	(201,074)	551,650

Ministry of Citizens' Services

2020/21 Budget Tracking (\$ millions)

2019/20 Estimates	\$551.640
Budget 2019 Restatements:	
<ul style="list-style-type: none"> Transfer-in for Government Digital Experience from the Ministry of Finance (July 11, 2019: OIC 427) 	\$8.655
<ul style="list-style-type: none"> Transfer-out for Government Digital Experience's corporate support back to the Ministry of Finance 	(\$0.200)
<ul style="list-style-type: none"> Transfer-in for Real Property for building occupancy costs from ministries 	\$0.781
<ul style="list-style-type: none"> Transfer-in of FTE funding to Service BC from the Ministry of Health 	\$0.030
2019/20 Restated Estimates	\$560.906
Adjustments:	
<ul style="list-style-type: none"> Decrease to support CITZ's contribution towards government's overall reduction in operating expenditures 	(\$31.732)
<ul style="list-style-type: none"> Increase to fund amortization, one-time set-ups, taxes and public-private partnership (P3) annual service payment costs associated with the new Abbotsford Courthouse complex 	\$11.569
<ul style="list-style-type: none"> Increase to fund the operating and maintenance costs of the expanded Surrey Courthouse and City Hall 	\$3.360
<ul style="list-style-type: none"> Increase to fund the lease costs for the Capital Park 2 building 	\$3.517
<ul style="list-style-type: none"> Increase to fund the operating costs associated with the Okanagan Correctional Centre 	\$0.600
<ul style="list-style-type: none"> Increase to fund the operating costs associated with buying buildings in strategic locations to provide government services 	\$0.485
<ul style="list-style-type: none"> Increase for Information Technology (IT) operating costs to fund cross-government FTE growth 	\$1.033
<ul style="list-style-type: none"> Increases associated primarily with ministry-wide pay and benefits lifts stemming from the Sustainable Services Negotiating Mandate (BCGEU agreement) 	\$2.014
<ul style="list-style-type: none"> Miscellaneous minor changes in year-over-year costs for government-wide leases, records management and employee support costs 	(\$0.102)
Total Net Adjustments	(\$9.256)
2020/21 Estimates	\$551.650

Resource Summary

Core Business Area	2019/20 Restated Estimates ¹	2020/21 Estimates	2021/22 Plan	2022/23 Plan
Operating Expenses (\$000)				
Services to Citizens and Businesses	32,500	31,083	31,528	31,528
Office of the Chief Information Officer	17,914	17,003	17,115	17,115
Information Communication Technologies	1,553	1,486	1,505	1,505
Procurement and Supply Services	4,209	4,313	4,665	4,665
Real Property	316,354	318,265	318,381	318,545
Enterprise Services	137,184	130,819	131,737	131,737
Corporate Information and Records Management	22,776	21,862	22,146	22,146
Government Digital Experience	8,455	8,054	8,136	8,136
Executive and Support Services	19,961	18,765	18,939	18,939
Total	560,906	551,650	554,152	554,316
Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000)				
Office of the Chief Information Officer	113,550	110,511	94,980	94,980
Procurement and Supply Services	260	150	150	150
Real Property	251,286	202,621	160,452	142,602
Enterprise Services	51,792	36,893	11,120	11,120
Executive and Support Services	352	91	91	91
Total	417,240	350,266	266,793	248,943
Other Financing Transactions (\$000)				
Strategic Real Estate Services program				
Receipts	(1,500)	(1,400)	(1,000)	(700)

Core Business Area	2019/20 Restated Estimates ¹	2020/21 Estimates	2021/22 Plan	2022/23 Plan
Disbursements	2,000	3,000	2,500	2,500
Net Cash (Requirements)	500	1,600	1,500	1,800
Total Receipts	(1,500)	(1,400)	(1,000)	(700)
Total Disbursements	2,000	3,000	2,500	2,500
Total Net Cash Source (Requirements)	500	1,600	1,500	1,800

¹ For comparative purposes, amounts shown for 2019/20 have been restated to be consistent with the presentation of the 2020/21 Estimates.

* Further information on program funding and vote recoveries is available in the [Estimates and Supplement to the Estimates](#).

Major Capital Projects

The Abbotsford Courthouse Project and Nanaimo Correctional Centre Project are reported by the Ministry of Attorney General and Ministry of Public Safety and Solicitor General respectively, as these are ministry project leads for reporting purposes. The capital budget for these projects resides with the Ministry of Citizens' Services.

Hosting Capital Spend

KEY MESSAGES

- The Ministry of Citizens' Services operates and maintains the data centres that securely process and store government data on behalf of British Columbians.
- The hosting services contract provides the data centre and related equipment that support ministry applications.
- Capital is used for server, mainframe, storage, backup and data centre networking infrastructure.

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KEY FACTS

- Capital is used for infrastructure to support managed hosting services and is required for new hardware and to refresh existing hardware including servers, network equipment, security equipment, storage and backup.
- Fluctuations in capital are due to the lifecycle of data-centre equipment, client demand for services,^{s.13} Fluctuations are similar year over year.

HOSTING SERVICE CONTRACT CAPITAL SPEND (Core Government Only)

- The last five years of spend for core government (not including the broader public sector) is as follows:

Fiscal Year 15/16	Fiscal Year 16/17	Fiscal Year 17/18	Fiscal Year 18/19	Fiscal Year 19/20
\$12.2 M	\$9.4 M	\$8.1 M	\$8.3 M	\$9.9 M

Critical Systems Standard Review

KEY MESSAGES

- The Province has a standard in place to help ensure that – in the case of an emergency or outage – government’s mission critical information is able to recover and continue to operate.
- In February 2019, the Comptroller General completed a review of the standard, and set compliance goals for government.
- The Office of the Chief Information Officer (OCIO) accepted all thirteen recommendations and developed a plan to enact them.
- As of January 15, 2020, nine of the thirteen recommendations have been fully implemented and work is underway on the remaining four, which are ongoing in nature.
- Notably, the OCIO has revised the standard to focus exclusively on mission critical systems.
- These include but are not limited to systems that deliver critical services in the social sector, justice sector and government email systems, such as Community and Residential Information System, Integrated Case Management and Exchange
- The OCIO team is exploring linkages with other disaster management entities (e.g., Federal Government Treasury Board Secretariat) to share lessons learned and best practices.
- The Office of the Auditor General has also initiated discussions with the OCIO team towards planning a further review of government’s ability to recover its critical systems should an emergency or outage arise.

KEY FACTS

- The purpose of the Critical Systems Standard is to ensure that government-wide systems that are mission critical to the province will be able to meet recovery-time objectives in the event of an outage, and continue business operations.
- Mission critical systems in B.C. include systems that support the delivery of front line services in the Social and Justice Sector as well as systems such as the government email systems.
- The standard was developed, in collaboration with ministry teams, in 2015, and implemented in 2016;
- OCIO jointly planned a review by Internal Audit and Advisory Services (Comptroller General), which ran from mid-2018, to early 2019.

- The Office of the Chief Information Officer (OCIO) is working with Assistant Deputy Ministers and Ministry Chief Information Officers (MCIOs) across government, to adhere to standards to ensure that critical systems are recoverable.
- Through 2016-2018, 185 information systems were declared to be critical systems. There was not a distinction made between a mission critical and business priority systems. There was a need to make a further distinction to ensure only truly critical systems were listed.

BACKGROUND

- As recommended by Comptroller General, OCIO revised the standard in 2019 to focus exclusively on mission-critical systems, thereby increasing alignment with Core Policy (Ch 16) on Business Continuity Management;
- The OCIO has worked with ministry teams to ensure accurate identification of mission critical systems. As of Jan 2020, there are now 65 systems declared to be critical;
- The OCIO has worked with ministry teams to increase compliance with the Critical Systems Standard by:
 - Working closely with the IM/IT Policy team to develop policy-change recommendations for Core Policy and Procedures Manual, Chapter 12;
 - Creating a community of practice to ensure collaboration between business programs and IT support teams from each ministry and key central agencies, including OCIO and Emergency Management BC;
 - Formalizing the governance of the ministries' critical systems list by working with MCIOs and Ministry Critical Systems Coordinators to obtain ADM approval for each critical system listed (a process that will be repeated annually);
 - Working with OCIO executives to inform Deputy Ministers of the status of their portfolios of critical systems;
 - Implementing an annual health-check process to ensure that ministry executives are fully informed on the status of their portfolio of critical systems.

Information Security

KEY MESSAGES

- **The protection of government data and networks is a top priority for this government, especially where it concerns British Columbians' personal information.**
- **Governments must take steps to protect themselves from online attacks no matter the source or the strategy.**
- **Cyber criminals are becoming increasingly sophisticated and that requires us to be ever vigilant and up to date with technology.**
- **In British Columbia, we have the Office of the Chief Information Officer, which provides government with strategic leadership in IT security.**
- **Our staff of experts have systems to protect our networks that operate 24 hours a day, 7 days a week, including:**
 - **Firewalls**
 - **Intrusion Prevention systems**
 - **And anti-virus software.**
- **It is important for us to be vigilant because many government records hold sensitive information, including the personal information associated with citizens and businesses.**
- **While my ministry works hard to protect the valuable information and work of government...**
- **... I want to remind all British Columbians to be just as careful about cyber threats and to protect their online information.**
- **By working together, we can help reduce cyber-crime throughout the year.**

KEY FACTS

- The Office of the Chief Information Officer (OCIO) is committed to strong privacy and security controls and to increasing the overall awareness of best practices for information technology.
- The OCIO and every ministry have dedicated staff to monitor and respond to security issues.
- Individual ministries have responsibility for day-to-day security in their respective areas; the OCIO sets the protocols and standards for IT security across government.
- The OCIO is constantly evaluating potential threats, with systems monitoring 24 hours per day, seven days a week.
- The OCIO thwarts 308 million unauthorized attempts to access the government daily – this equates to 3,565 attempts per second.
- The OCIO holds regular events throughout the year that are aimed at increasing awareness of the importance of information security. For example, the annual Privacy and Security Conference in Victoria in February each year.
- OCIO has 51 employees who are dedicated to protecting government systems from intrusions and security risks, with additional security staff residing in ministries.

BACKGROUND

- Government networks are regularly targeted by cyber-attacks.
- On any given day, the Ministry's Security Operations Centre will field hundreds of millions of unauthorized attempts to access our networks, system, and data.
- In addition, spam and phishing emails are increasing in sophistication and issues associated with cyberattacks across North America have significantly raised the profile of systems security in the media.
- The OCIO provides security through leadership and services to core government in addition to the broader public sector and greater public sector.
- The OCIO is regularly called on to help other organizations with their security challenges.

APPENDIX A: Information Security Budget Overview

Information Security	Budget FY 19/20 (\$)	Forecast FY 19/20 (\$)	Actuals FY 18/19 (\$)
Operating	12,244,017	11,366,203	11,650,465
Capital	1,146,000	1,464,404	2,665,575
IMIT Capital	1,130,000	1,141,722	477,010
	14,520,017	13,972,329	14,793,050

Net change to Security Spend fiscal 19/20 (\$)		-820,721
FTE Count	Apr-19	Jan-20
	51.22	50.89
Net change to Security Spend fiscal 19/20		-0.33

1. Notable that we have not reduced the FTE Count
2. We allocated additional operating budget to the Branch; however, procurement challenges prevented ISB from spending
3. We anticipate the need to replace expensive firewalls next year, which will increase the traditional capital spends
4. These are typical swings in spends

Workstation Refresh

KEY MESSAGES

- It is important that government staff have the tools they need to deliver the high-quality services that British Columbians count on.
- Currently, 10% of government's workstations and laptops don't meet our business needs and are no longer eligible for manufacturer warranty support.
- In 2018, we began replacing outdated computers and deploying more laptops to help support today's mobile workforce and accommodate more flexible, individual work styles.
- Laptops also help the Province with business continuity in emergency situations, such as the one we are experiencing with COVID-19...
- ...because employees have the equipment, they need to securely log in to their systems from anywhere in B.C.
- We have completed three workstation refresh projects (in 2007, 2010 and 2014) as part of our current contract with IBM Canada.
- In 2019/20, the ministry received \$33 million as part of the \$56-million total budget to undergo the fourth refresh.
- Since January 2018, 26,000 new devices have been deployed across government.
- Due to the onset of COVID-19 priorities, refresh work has been put on pause.
- A new completion date is still to be determined for the remaining 4,000 workstations.

KEY FACTS

- Since January 2018, 26,000 devices have been deployed across government.
- There are 4,000 still to be replaced.
- The initial completion for device deployments was scheduled for March 2020. However, to align with changing fiscal priorities and COVID-19 priorities, refresh work was paused and a new completion date is still to be determined.

- Once complete, it is estimated that more than 80% – up from 50% after the previous refresh – of government devices will be laptops. This will allow staff to be productive anywhere, anytime, and will better support a diverse and mobile workforce.
- Laptops also help the Province with business continuity in emergency situations such as extreme weather conditions and the current COVID-19 pandemic. Their portability ensures employees have the equipment they need to securely log into their systems from anywhere in B.C.
- In fiscal year 2019/2020, the Ministry recommended moving away from a periodic workstation refresh (e.g. every five years) to a rolling refresh program (where a percentage of the device fleet is replaced each year).
- A rolling refresh model will provide ministries and staff with regular and consistent access to modern work tools and smooth the capital and operating costs out over multiple years.
- In October 2019, the OCIO submitted a request to Treasury Board to implement a rolling workstation refresh cycle of five years beginning in FY20/21 and ending in FY24/25. The four-year refresh cycle would then begin in FY25/26.
- Treasury Board staff endorsed a rolling refresh model. The Office of the Chief Information Officer (OCIO) continues to work with Treasury Board on aligning this new model to ongoing funding constraints.

BACKGROUND

- It is important that government staff have the tools they need to deliver the high-quality services that British Columbians count on.
- The last workstation refresh within government began in September 2013 and completed in December 2014.
- Devices distributed under the previous refresh are now more than six years old, no longer eligible for manufacturer warranty support, and unable to meet the business needs of government staff.
- The Ministry of Citizens' Services purchases workstations and laptops via the existing Workstation Support Services contract with IBM.
- The current Workstation Refresh project began in January 2018 to replace the outdated workstations in use by government staff.
- The new devices run the Microsoft 10 operating system and Office 2016 office suite.

Huawei Equipment on Government Networks

KEY MESSAGES

- Maintaining the security of our networks is vital to government's operations throughout the province.
- People and public servants depend on our networks for everything from education and healthcare, to managing our forests, highways and parks.
- Telecommunications security is a national responsibility and we are working closely with the federal government to assess all risks associated with foreign technology suppliers.

If asked whether the B.C. government uses Huawei equipment on its networks:

- We are aware that concerns have been raised about the use of Huawei devices internationally.
- Huawei equipment is not used on the B.C. government core network.

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If asked re: provincial government policy on use of Huawei devices:

- Telecommunications is federally regulated, and we are awaiting direction from Ottawa on the use of Huawei devices moving forward.
- Our staff meet regularly with the federal government to assess security risks as part of normal business and continue to discuss the use of foreign telecommunications equipment in Canada.

If asked re: provincially funded connectivity projects using Huawei:

- Telecommunications are federally regulated by the Canadian Radio-television and Telecommunications Commission.
- Canada does not currently prohibit the use of Huawei equipment.
- The private sector network equipment is subject to federal regulations.

KEY FACTS

- Huawei is a global provider of telecommunications equipment, networking equipment and consumer electronics.
- Ministry staff have confirmed Huawei equipment is not used on the B.C. government core network, which includes connections between public sector offices and data centres. However, an employee using their cellphone could still send information through a Huawei device if it's used in telecommunications infrastructures that are owned by the private sector.
- A decision by the federal government to remove Huawei equipment may have cost impacts to service providers in British Columbia and could negatively impact their investment to extend internet access to underserved rural and remote communities.
- Founded in 1987, Huawei is a private company fully owned by its employees. Employees' shares do not, however, entitle them to make management decisions.
- The company employs 180,000 people worldwide and is headquartered in Shenzhen, Guangdong, China.
- The company's products and services have been deployed in over 170 countries and regions, serving more than one-third of the world's population.
- Huawei Canada, operating since 2008, employs 1,000 people across the country. The Huawei Canada Research Centre is based in Ottawa.
- The University of British Columbia received a 3-year, \$3-million commitment from Huawei in October 2017 for research and development and communications research, on top of earlier donations, for computing work in science and engineering faculties.
- Simon Fraser University selected Huawei as the provider for the Huawei Cloud Engine to interconnect SFU's existing network.
- In 2015, Huawei signed a memorandum of understanding with TELUS to establish a 5G Living Lab. The announcement was made when former Premier Christy Clark visited Huawei's headquarters in Shenzhen.
- On December 1, 2018, Huawei vice-chairwoman and CFO Meng Wanzhou, was arrested in Canada at the request of United States authorities. She faces extradition to the U.S. on fraud charges alleging that she misrepresented the relationship between Huawei and an unofficial subsidiary, Skycom, to banks. A week-long hearing regarding extradition is scheduled for January 20th, 2020.
- On February 1, 2019, ABC Communications, a service provider in British Columbia, announced plans to conduct a trial providing higher bandwidth to citizens in Lac La Hache by partnering with Huawei.
- On June 2, 2020, following a similar announcement from Bell, TELUS announced plans to use Ericsson and Nokia to build its 5G network rather than Huawei.

BACKGROUND

- On Feb. 1, 2019, Huawei Technologies Co. and ABC Communications, a B.C.-based internet service provider, announced a trial project in Lac La Hache to bring next-generation broadband service (called Massive Multiple Input, Multiple Output (MIMO) units) to rural communities.
- The equipment allows for data to be transmitted at higher speeds for greater coverage than traditional equipment offers.

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- The demand for additional connectivity in rural areas is why this technology is being trialled.
- The Province is not involved in this trial project, which is expected to offer speeds of up to 100 Megabits per second (Mbps) to the community.
- Separately, ABC Communications has received provincial funding under the Connecting British Columbia program for eight projects. The Province's share totals \$3,851,002 out of total project value of \$9,718,993, benefitting more than 17,500 homes and businesses.
- In addition, although the Province works primarily through TELUS for internet services for government buildings and K-12 schools, there are some smaller internet service providers that provide service in specific areas, including ABC Communications, which provides service to 18 schools in the Prince George/Peace Region and one FLNRORD location near Lake Cowichan.
- ABC Communications has confirmed that none of the Province's data is going through Huawei equipment.
- Ongoing media reports have highlighted a diplomatic issue involving Huawei's Chief Financial Officer who was arrested in Vancouver on a U.S. extradition request on Dec. 1, 2018. Media have also reported on security concerns with Huawei's potential involvement in future 5G wireless networks in Canada, suggesting this could result in the inappropriate collection of Canadian data in China.
- This issue may raise questions to the Province about whether it allows Huawei or Chinese telecommunications equipment to be used in B.C.; however, this is a federal responsibility.
 - The federal government is actively working on this issue and has yet to communicate a decision.
 - The Province is working with the federal government to stress the importance.
 - Telecommunications is federally regulated and this is a federal decision to be made.
- The U.S., Australia and New Zealand have taken steps to block the use of Huawei equipment in 5G networks, citing possible security risks. Canada and Britain have not done so; however, federal Minister of Public Safety Ralph Goodale said in September 2018 that the government is conducting a national security analysis to minimize cyberthreats from equipment made by foreign telecommunications companies, including Huawei.
- TELUS, Bell, and Rogers are federally regulated organizations.

Freedom of Information and Protection of Privacy Act Amendments

KEY MESSAGES

- The privacy of British Columbians is extremely important to me and to staff within the Ministry of Citizens' Services.
- British Columbia is a leader among the Canadian provinces in terms of requiring public data to be stored in Canada and subject to our laws.
- We have the strictest data-residency requirements in the country, and recent updates to the *Freedom of Information and Protection of Privacy Act* (FOIPPA) were needed to make the legislation compatible with basic office technologies.
- These changes ensure that British Columbians' information is protected when government uses tools like email or spam filtering.

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KEY FACTS

- Bill 35 received royal assent October 31, 2019. The Ministry is currently conducting training sessions to ensure that public bodies know how to apply and interpret the new provisions under FOIPPA.
- The Office of the Information and Privacy Commissioner (OIPC) issued a public letter expressing concerns with the amendments before they passed into law.
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- The Freedom of Information and Privacy Association (FIPA), an advocacy group for privacy and access issues in BC has also published an open letter to the Minister, which raised concerns with the proposed amendments.
- FIPA echoed the concerns raised by the OIPC and expressed disappointment in the lack of broader changes to FOIPPA.
- Some public bodies have shared concerns that the amendments did not go far enough in terms of addressing broader concerns about restrictions on access and disclosure of personal information outside Canada.
- Many more organizations have expressed support for the amendments.

BACKGROUND

- FOIPPA sets out the access and privacy rights of individuals as they relate to public bodies and is a critical component supporting public sector accountability.
- FOIPPA amendments were tabled on October 7, 2019 as part of Bill 35 - Miscellaneous Statutes Amendment Act (No. 2) 2019 and received royal assent on October 31, 2019 so are now in force.
- The purpose of these amendments was to ensure that B.C.'s public sector could continue to use modern digital services while maintaining B.C.'s robust privacy protections. B.C. has the strictest data-residency requirements in the country; these amendments do not change these requirements.
- The amendments were designed to enable some of the features associated with using Canadian-based cloud technology, including those that are necessary for digital transformation and to support the public sector in using modern, Canadian-based tools and systems, when it is appropriate — and with the required due diligence. The amendments do not broadly authorize the use of all cloud services — only those that operate in Canada and otherwise meet the requirements of FOIPPA.
- Prior to these amendments, the BC public sector could not legally use common technology, which was impacting the ability of public bodies to provide services to citizens. No other jurisdiction in Canada is restricted from using these technologies. The amendments:
 - Enable the disclosure of personal information for temporary processing and the disclosure and storage of metadata outside of Canada.
 - Place conditions on these disclosures in order to ensure privacy is protected. For example, where possible, personal information in individually identifiable form in the metadata must be removed or destroyed, and vendors will be prohibited from using or disclosing the information further.
- The amendments are designed to minimize the privacy impacts, while permitting the use of email, Canadian cloud applications, word processing and other software.
- The Information and Privacy Commissioner called the intent of the bill laudable, but warned that the provisions may be broader than necessary and suggested changes to the wording. The OIPC reacted to the changes by proposing different wording for some aspects of the legislation: <https://www.oipc.bc.ca/public-comments/2343>
- Stakeholders like FIPA reacted by saying the changes show a willingness to update the legislation, but the group remains disappointed that changes promised by the current government have not yet materialized: <https://fipa.bc.ca/statement-on-section-22-of-bill-35-fippa-reform/>

Improving Access to Information Rules (Mandate Commitment)

KEY MESSAGES

- **British Columbians expect and deserve improvements to the Province's Freedom of Information (FOI) system.**
- **We have already made significant progress towards achieving the ministry's mandate commitments regarding FOI.**
- **We have been hard at work to improve the system and help people get their records faster:**
 - **Since we formed government, timeliness has increased by close to 10%, despite a 32% increase in request volume over the last two fiscal years.**
 - **This resulted in an on-time performance rate of nearly 90% in 2017-18 and 2018-19, after several years at 80% or below.**
 - **In fiscal 2019/20, government responded to 83% of FOI requests on time.**
 - **Processing times in 2019/20 were impacted by the increase and complexity of requests.**
- **A number of improvements have been made to FOI rules to make government more accountable, including:**
 - **Addressing eight of 11 recommendations in Ms. Denham's 'Access Denied' report and taking action on the remaining three.**
 - **Bringing amendments to the *Information Management Act* into force that formalize the obligation for all government employees to document their decisions.**
 - **And service improvements mean journalists have more exclusive time with the records they request and can file FOIs without worry that others will see what they're searching for.**
- **Professionals throughout B.C. depend on the FOI system to do their jobs – everyone from media and political parties, to researchers, lawyers, businesses and private citizens.**
- **We also have to consider that the legislation impacts the operations of more than 2,900 public bodies in B.C.**
- **The *Freedom of Information and Protection of Privacy Act* (FOIPPA) impacts thousands of public-sector entities around the province, including**

health authorities, Crown corporations, school boards and local governments.

- **We need to take a whole-of-government approach to ensure that citizens can access information in a timely, consistent manner.**

KEY FACTS

- The mandate letter issued to the Minister of Citizens' Services by Premier Horgan directs the Minister to make substantive progress on improving access to information rules to provide greater public accountability.
- To address this mandate priority and increase access, the ministry has undertaken work to:
 - review legislation, policy and practice; and
 - engage in consultation with stakeholders.
- The ministry is carefully examining the policies, regulation and legislation related to access to information.
- The ministry will identify opportunities for improvement, with the goal of enhancing government's access to information regime and increasing public accountability.
- British Columbia receives more FOI requests per year than Alberta, Saskatchewan and Manitoba combined.
- As these FOI requests continue to grow in number, size and complexity, government must continue to look for ways to strengthen its capacity to respond effectively.
- In addition to evaluating current policies and procedures to enhance performance, government is exploring new technologies to make responding to FOI requests more efficient and secure.

BACKGROUND

One of the eight commitments in the Minister of Citizens' Services mandate letter is specific to information management and the Corporate Information and Records Management Office.

It is:

- Improve access to information rules to provide greater public accountability

The B.C. Freedom of Information and Privacy Association (FIPA) renewed calls for reform in the summer of 2019. FIPA circulated a petition in July that asked for the following changes: 'Duty to document' in *FOIPPA*, addition of public body subsidiaries to *FOIPPA* coverage, mandatory breach notification and increased powers for the Privacy Commissioner.

Improving Response and Processing Time for Freedom of Information Requests (Mandate Commitment)

KEY MESSAGES

- This government is committed to improving response and processing times for Freedom of Information (FOI) requests.
- People need to know that they can receive information from government – often their own personal records – in a timely manner.
- Government has been hard at work to improve the system and help people get their records faster.
- However, there are some challenges:
 - British Columbia receives a high volume of FOI requests – more than Alberta, Saskatchewan and Manitoba combined.
 - These requests continue to grow in number, size and complexity.
 - The Province saw a 41% increase in request volume over the last three fiscal years, with over 13,000 requests received in 2019/20, the highest year on record.
 - And, in the fiscal years, 2018/19 and 2019/20),^{s.13} submitted more than 10,700 requests (68% of all general requests) at an approximate cost of \$32 million to process.
- All of this has led to an overall drop in our on-time FOI response rate, from 89% in fiscal 2018-19 to 83% in fiscal 2019-20.
- However, the ministry will continue to find ways to improve FOI services for citizens to help ensure they have fast and efficient access to information.

KEY FACTS

- In 2016/17, government's rate of on-time FOI responses was 80%.
- The significant improvements in 2017/18 and 2018/19 reflect a focus on process improvements, organizational and staff development, and the application of new technologies.
- Those efforts also allowed government to maintain high levels of timeliness in 2019/20, despite request volumes continuing to increase.
- Going forward, the ministry is exploring ways to improve FOI services for citizens even further.
- Key areas of focus include:
 - New technologies to improve response times.
 - Legislation, policies, processes and regulations to increase public accountability.
 - Building on a culture of committed and professional staff focused on upholding respect for freedom of information rules and our 'duty to assist' applicants, and
 - Maintaining our record of high staff retention through ongoing professional development.
- Information Access Operations (IAO) is exploring new technologies to make responding to FOI requests more efficient and secure.

BACKGROUND

Freedom of Information in B.C. is administered by IAO. In 2017/18, British Columbia closed about 9,363 FOI requests with an on-time rate of 90%. In 2018/19, the Province closed approximately 11,789 requests with an on-time rate of 89%. In 2019/20, B.C. closed 12,920 requests at an on-time rate of 83%.

Government is committed to improving response and processing times for requests.

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

Processing times in fiscal 2019/20 were impacted by the increases and complexity of requests. There were also 615 requests that went immediately overdue when the Office of the Information and Privacy Commissioner denied governments application to disregard requests for records sent or received from personal email accounts.

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

- In 2017/18, ministries received 10,471 requests.
- That number was eclipsed in 2018/19, when ministries received 12,247 requests.
- In 2019/20, ministries received a record high of 13,062 requests.

Speculation and Vacancy Tax

KEY MESSAGES

- The Ministry of Citizens' Services (CITZ) is committed to providing timely, high-quality supports and services for British Columbians, businesses and government ministries.
- Our staff worked to ensure people filling out their Speculation and Vacancy Tax (SVT) declaration had help when and where they needed it...
- ...either in-person at any Service BC centre or by calling the Service BC Contact Centre.
- There is a website set up for people to fill out declarations, and most of the people who completed the form did so online.
 - On average, it took people less than six minutes to complete their online declarations. It was fast, easy and secure.
- Due to high call volumes, some callers experienced longer than average wait times when requesting help from the contact centre last year.
- Additional staff have been hired and trained to ensure that people are receiving the support they need to complete the declaration and apply for an exemption from the SVT.
- Our privacy experts worked with the Ministry of Finance and the Office of the Information and Privacy Commissioner to assess the privacy implications of the SVT and its administration.
- We are confident the SVT is fully compliant with B.C.'s privacy legislation.
- Tax administrators only collect enough personal information as is necessary – for example, to verify the exemptions being claimed, or to calculate amounts owing.

KEY FACTS

- The SVT program completed Privacy Impact Assessments on both the legislation and the administration of the program
- Some took issue with the collection of social insurance numbers (SIN), and filed complaints both with government's Privacy, Compliance and Training branch, and the Office of the Information and Privacy Commissioner (OIPC).
- SINs were collected because they were required to calculate taxes owing, and their absence can indicate whether an individual pays taxes in Canada.
- Government is confident that this program is operating in compliance of the *Freedom of Information and Protection of Privacy Act* (FOIPPA).
- The OIPC has confirmed that the program operates in compliance with FOIPPA; the office is currently reviewing a complaint regarding whether the Ministry of Finance is authorized to collect personal information from the Canada Revenue Agency (CRA) for the purpose of administering the speculation and vacancy tax.

BACKGROUND

- CITZ has played a key role in helping the Ministry of Finance implement the new SVT declaration and exemption process. The Service BC Contact Centre worked with the Ministry of Finance Contact Centre to provide support for British Columbians, ensuring people's privacy was protected throughout the information-gathering process, and BC Mail Plus printed and distributed letters to homeowners.
- Last year, which was the inaugural year for SVT, the Service BC Contact Centre and Ministry of Finance implemented:
 - Training for more than 150 agents to respond to SVT related calls.
 - A dedicated toll-free phone number specific to SVT.
 - Extended hours of operation during periods of peak demand:
- **Privacy Protection:** The *Speculation and Vacancy Tax Act* (SVTA) sets a higher threshold for the protection of personal information than FOIPPA, heavily restricting the reasons for use and disclosure. This is consistent with other tax acts in the Province. A Privacy Impact Assessment was completed to support implementation of the SVT.
- Complaints about the collection of SIN and other information on the declaration form were brought to government and the Office of the Information and Privacy Commissioner (OIPC). The OIPC conducted an inquiry into the collection, use and disclosure of the personal information of property owners who are required to make a declaration under the SVTA. The inquiry found that the Ministry of Finance's collection, use and disclosure were compliant with FOIPPA. The OIPC has since opened a new investigation into the authorization by the Ministry of Finance to collect personal information from the CRA for the purpose of administering the speculation and vacancy tax. This investigation is currently underway.
- **Printing/Mailing:** Starting January 21, 2019, BC Mail Plus printed approximately 500,000 notices per week to ensure there was a steady stream of notices being mailed out. This continued until the estimated 1.6 million notices were completed.

Documenting Government Decisions

KEY MESSAGES

- I am committed to ensuring British Columbians have access to information about how their government is making decisions.
- The new and amended provisions of the Information Management Act (IMA) were brought into force on March 31, 2019.
- The obligation to create government records supports openness and transparency, preserves corporate memory, helps accurately report decisions, and ensures documentation for future generations.
- We are undertaking a significant culture shift to ensure government employees place a high priority on transparency and accountability.
- We have found that almost all issues of non-compliance with the IMA can be corrected through training and providing additional support and guidance to staff.
- This is why we are taking a positive approach, with tools like mandatory training that all public servants are required to take.

IF ASKED ABOUT TRAINING PROCESS:

- My ministry consulted with other ministries and key government organizations prior to bringing these provisions into force.
- Every ministry and public body subject to IMA has an executive-level champion to lead this change within their organization.
- These champions, and their teams, have received training. The Ministry of Citizens' Services continues to provide resources and on-going, hands-on support from records management experts.
- Mandatory information management training for public servants was updated in 2019 to include a module about documenting government decisions.
- Public servants are required to update this training every two years to

ensure their knowledge of these obligations remains front of mind.

KEY FACTS

- This bill made British Columbia the first jurisdiction in Canada to introduce a requirement to document government decisions in its information management legislation.
- The new and amended provisions in the IMA that were introduced in that bill was brought into force on March 31, 2019.
- The requirement to adequately document key government decisions is supported by robust guidance and a legally-binding directive issued by the Chief Records Officer.

BACKGROUND

- In 2017, the now-opposition, while in government, introduced a bill to amend the IMA by
 - creating a legislated obligation to document government decisions;
 - expanding the powers of the Chief Records Officer (CRO); and
 - adding a requirement for the CRO to prepare an annual report for the Minister, to be tabled in the Legislative Assembly.
- These legislative updates are an important step towards fulfilling government's commitment to meet or exceed the 27 recommendations made by former Information and Privacy commissioner David Loukidelis.
- Leading information and privacy expert, David Loukidelis, has reviewed our approach to implementing a requirement to document government decisions and has stated, "When properly implemented, the directive and guidelines will result in a leading-edge framework for the documentation of government decisions that meets or exceeds requirements in other jurisdictions around the world."

Digital Framework

KEY MESSAGES

- Governments around the world are embracing digital tools to better serve citizens.
- Technology has created new opportunities, as well as new expectations, for how governments provide services.
- The Covid-19 pandemic has reinforced the importance of providing simple, reliable digital services to the people of British Columbia.
- A digital government is a government that uses modern technology to provide excellent services to people. It also uses the culture and practices of the modern age to deliver services that are deserving of people's trust.
- The Government of British Columbia is actively investing in digital government to improve the services that people count on.

KEY FACTS

- With support and leadership from the Ministry of Citizens' Services (CITZ), the Government of British Columbia is progressively adopting digital tools and practices. It has achieved good progress in aligning with digital best practices, including providing many services online and investing in digital identity.
- BC's Digital Framework represents an effort to accelerate the transition towards digital government. It focuses on the priorities of delivering excellent digital services, providing sound stewardship of data and information, becoming digital inside, and being connected outside.
- CITZ has worked with partners across government and the broader technology sector to advance digital change. It has, for example, developed digital principles to guide government's digital services and projects. Going forward, CITZ will continue to lead digital change, including through efforts to: (i) review government's operating model for information management and information technology; (ii) review the funding model for enterprise technology services; and (iii) institute a sign off process for the Office of the Chief Information Officer for funding requests for technology.
- The Government of BC's investments in digital government align with global best practices. Governments around the world are prioritizing digital change, including through the work of the Digital 9 (the 9 leading digital global nations) and through multilateral bodies like the Organization for Economic Cooperation and Development (OECD).

BACKGROUND

- The Government of BC has made strong progress in embracing digital government in certain areas (e.g., accelerating digital projects through the Exchange Lab; improving the design of online services). There continue to be opportunities for more systematic, government-wide digital change in support of excellent service delivery to British Columbians.
- In the face of the Covid-19 pandemic, digital service units across government have been instrumental in supporting a coherent government response. Government leveraged digital tools to quickly launch numerous new services for the people of British Columbia.
- With partners across government, CITZ launched an initial version of the Digital Framework in May 2019. Updates are available on digital.gov.bc.ca, a citizen-facing portal that provides insight into digital government in BC.
- Initial priorities under the Digital Framework include: modernizing the way technology is funded; updating the digital policy framework; modernizing tools and infrastructure for public servants, including cloud; maturing the platform for modern application development; developing digital principles; and investing in easy-to-use digital components.

DataBC Program

KEY MESSAGES

- **Government has long recognized the importance of data for improving transparency and making evidence-based decisions.**
- **Data is integral to delivering the services citizens count on: it enables citizens to find out where to access services, and it provides public servants with the information they need to provide these services.**
- **Using data can be as simple as creating a map that helps parents find new child care options near their home or workplace.**
- **It can also be as complex as providing the vital information like wind direction to emergency response teams in a wildfire situation.**
- **My ministry's DataBC program works with stakeholders across the public service to make important data available so that it can be used to benefit people and improve the supports and services they count on.**

KEY FACTS

- DataBC, established in 2010, provides the services and infrastructure that enable the public sector to manage, share and leverage geographic and open data to improve transparency and service delivery.
- DataBC is responsible for implementation of B.C.'s Open Data Policy, which provides access to more than 1,700 open datasets through the BC Data Catalogue.
- DataBC has an annual budget of \$4M including more than \$700k in annual recoveries from the broader public service.
- DataBC serves up more than 250,000 data downloads per year.
- DataBC services are used in more than 200 online public sector systems.
- Data BC fulfills more than 800 million map service requests annually and has provided the exact physical location of nearly 900 million address lookups since 2013.

BACKGROUND

- Services and resources offered by the DataBC program enable government data to be discovered, accessed and used. These resources include:
 - *BC Data Catalogue* – A single hub of 3,200 government datasets that allows users to locate, view, download, analyze and use data.
 - *BC Geographic Warehouse* – A data repository that hosts geographic and other public sector data to support data use.
 - *Mapping Services* – Helps the public, industry and government to visualize, share and analyze geographic data.
 - *Location Services* – Supports the public sector, industry and citizens in improving the quality of address data and providing routing capabilities.
 - *API Management* – Enables the public sector to share and integrate data in secure and consistent ways.
- Key government applications using DataBC services include:
 - BC Centre for Disease Control's COVID-19 Dashboard
 - Wildfire mapping
 - Child Care Finder Map
 - Open 511-Drive BC
 - Elections BC
 - Mental Health Hub
 - BC Map Hub
 - Community Health Atlas
 - Economic Atlas
 - BritishColumbia.ca (the Province's international marketing site).
- DataBC staff are members of the Canadian Council of Geomatics (CCOG) and the Canadian Open Government Working Group (COGWG) and sit on the boards of the Integrated Cadastral Information Society (ICI Society) and GeoAlliance Canada.
- DataBC is also responsible for co-chairing the BC Data Council, a cross-government body that works to improve data management and use and improve data maturity in the Province. In October 2018, the BC Data Council developed an 18-month roadmap, which is a foundational piece of the Province's Digital Framework.

Data Innovation Program and Data Science Service

KEY MESSAGES

- **Data is critical in helping find solutions to pressing challenges.**
- **In the past, data was shared on an ad-hoc basis between ministries and it was often analyzed with personal information included.**
- **The Data Innovation Program puts public sector data to work for people by providing a trusted platform for safe access and use.**
- **The Data Innovation Program improves privacy protection of British Columbians and empowers data-driven decision-making and policy innovation.**
- **The program brings together data and applies robust privacy and security protections including:**
 - **transparent, consistent rules about who can access data and for what research purposes;**
 - **sensitive information like names, birthdates and street addresses are removed;**
 - **all analysis takes place inside a secure environment that has strong technology, process and legal controls.**
- **The program is being delivered in partnership with UBC's Population Data BC.**
- **The Data Science Partnerships Program (DSP) helps ministries share data to better understand complex challenges.**

- **The program can evaluate whether or not government programs have an impact, such as those supporting people with mental health or substance use challenges, and services for children with special needs.**
- **This program adds data science capacity to government and supports data projects on challenges facing British Columbians.**
- **The Province has also launched a Data Science Fellowship program to recruit new talent with high-demand skills.**

KEY FACTS

- B.C. has high-value data that can be harnessed by the Data Innovation Program and the Data Science Partnerships Program to bring evidence-based solutions to our most pressing social issues.
- The Data Innovation Program's first research project was approved in May 2018.
- Seven ministries have contributed data to date (AEST, AG, EDUC, HLTH, MCFD, PSSG, SDPR) as well as BC Housing. These person-centred data files have been brought together, de-identified and made ready for analysis under the care and control of government.
- Twelve projects are underway in the secure environment. Actionable insights from these projects will inform key priorities, such as BC's Poverty Reduction Strategy.
- Projects are approved based on an access framework agreed to by all relevant ministries.
- All projects are in the public good (never for commercial purpose) and projects that identify or target individuals are not permitted by the program.
- The program is currently available for use by government and broader public sector analysts. Access for academic researchers is being piloted in support of COVID response.

BACKGROUND

- The Data Innovation Program is a priority action of the Digital Framework.
- The Data Innovation Program is enabled by the *BC Statistics Act*, which prohibits the identification or targeting of individuals.
- The Data Innovation Program is built around a Privacy and Security Framework, based on the internationally recognized Five Safes Framework.
- The Data Innovation Program's Privacy Impact Assessment has been reviewed by BC's Office of the Information and Privacy Commissioner.
- The Data Science Partnerships Program responds to several change drivers:

- Increasing expectation for evidence-based government services and policy informed by data
- A wide range of capability and capacity across government for data science
- Need for cross-ministry partnerships to address the complex challenges that span ministry mandates
- Call from ministries for support recruiting data science capacity and supporting integrated data projects
- Data projects supported by the Data Science Partnerships Program have focused on strategic needs and policy topics, including:
 - Child and youth mental health
 - Guaranteed basic income
 - Special needs of K-12 students
 - The needs of children and youth in care
- Services under the Data Science Partnerships Program have been developed in consultation with ministries and designed to address the needs they have identified.
- The Data Science Fellowship Program has been developed in consultation with some of B.C.'s research universities to target hiring early career data scientists that are in very high demand in the labour market.

Exchange Lab

KEY MESSAGES

- The Exchange Lab is a public sector innovation lab created in late 2016 to pilot approaches to delivering digital-era solutions to government challenges.
- Teams at the Lab, modeled after leading private sector approaches, apply modern tools, methods, and ways of working to accelerate and enhance the way government delivers the public services the people of BC rely on.
- The work of the Labs responds to multiple reviews of the way the BC Government delivers value through IT (information technology), including the 2016 B.C. Office of the Auditor General's Report "Getting IT Right."
- The Lab has delivered demonstrated successes, building digital public services that better meet the needs of the people and priorities of BC – often at 10 times the pace and one tenth of the cost of traditional approaches.
- Lab teams represent a new way of working, typically composed of agile delivery teams with members drawn from both government and the BC technology sector, all working as a single team with the shared mission of creating solutions to government challenges, designed and delivered in partnership with citizens.
- Many of these teams, established pre-COVID-19, have proven the value of their ways of working by leading the Province's digital response to the pandemic. Redeployed to COVID response, Lab teams have been responsible for, for example, establishing the Province's approach to managing PPE supply and demand; and building digital solutions to enable enhanced travel screening, and the orphan wells remediation program, amongst others.

KEY FACTS

- The Exchange Lab and its teams solve priority public challenges, including:
 - **Industrial Greenhouse Gas Emission Data:** Supporting CleanBC's mandate to measure outcomes of emission reduction programs.
 - **Health Gateway:** Providing patients with a single window into all their health records across providers.

- **Mines Digital Services:** Addressing mining lifecycle information to improve the transparency, certainty and efficiency of the provincial environmental assessment and mines regulatory processes for citizens and stakeholders.
- **Verifiable Organizations Network:** Empowering B.C. businesses with a locally issued, trusted digital identity that can be used globally, thus streamlining processes and mitigating fraudulent activity.
- The innovative procurement instruments developed and operated by the Lab, Code With Us and Sprint With Us, which have received international awards, have increased access for B.C.'s innovative technology start-ups to partner with government to solve public challenges:
 - **Code With Us (CWU)** makes it possible for individual developers and technology small-medium businesses to support government by solving discrete technology challenges valued at \$70,000 or less – to-date, BC has issued nearly **80 such opportunities**, representing in aggregate over **\$1.5M** of value to B.C.'s startup technology sector.
 - CWU opportunities take only days to fulfil and have been used to address important public challenges such as Freedom of Information requests and Predictive Analysis for responding to Wildfires.
 - **Sprint With Us (SWU)** allows government to procure an entire agile delivery team for terms up to two years and \$2M. These procurements are taking as little as 17 days from start to finish. To date, BC has issued **15 such opportunities** for a total of more than **\$12M** injected into BC's economy via the technology sector.
 - SWU opportunities have been used to establish teams inside and beyond the Lab, enabling government to get to work addressing priority challenges in days as opposed to the months it typically takes – challenges such as Cannabis Licensing, CleanBC implementation, Health information access, Education systems modernization, and providing communities in all parts of the province with decision supports for making digital investments.

BACKGROUND

- The Lab is funded by the OCIO with services such as training, facilitation and procurement supports provided free of charge to those teams working within it.
- The Lab is an example of cross-agency collaboration. Its operations and the services it provides are staffed by a small (<20) team of BC Public Servants, augmented by a handful (<6) of vendor partners from leading companies.
- The Lab is located in downtown Victoria, BC, but its impacts are growing: In the past year, new Lab offshoots, focused on particular program areas, have emerged in the Natural Resource Ministries, Ministry of Health, and Ministry of Justice.
- Additionally, a former FLNRORD Lab team has moved to Kamloops, BC, where the team now works at and in collaboration with the Kamloops Innovation Center.

Digital Architecture Service

KEY MESSAGES

- **The Government of British Columbia is investing in digital government to improve the services that people count on.**
- **One way that government is improving digital services is by modernizing its approach to technology, including its digital architecture.**
- **We expect that modernizing our digital architecture will improve the efficiency, quality and sustainability of government's digital assets. These assets relate to information management (IM) and information technology (IT), such as payment and identity systems.**
- **We are focusing on making modern technology, such as cloud services, readily available to Government. This effort helps Ministries deliver services quickly and cost effectively.**
- **The Hosting and Application Development Framework is a key deliverable. It will set our desired future state for delivering and operating information systems that support the services British Columbians rely on.**

KEY FACTS

- The Digital Architecture Service is being provided by the Ministry of Citizen Services (CITZ) to partners across government. It is expected to advance the Government of BC's overall maturity in relation to digital solutions. In particular, it is expected to help provide cost-effective, shared technology assets that can be readily expanded and reused to address common business needs across government.
- Consistent with global best practices in digital government, aligning the Government of BC with common digital architectural standards aims to improve IM/IT decision making. Research from leading think tanks reveals that governments around the world struggle to consistently deliver value through large IT projects (e.g., Healthcare.gov in the United States; the Phoenix Pay System in Canada). Consistent application of standards for digital architecture can help mitigate risks and deliver value for British Columbians.

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The work is expected to support sound,

sustainable investments in digital government.

BACKGROUND

- As the Government of BC embraces digital government, CITZ continues to support a holistic all-of-government approach, effectively managing its technology portfolio while supporting partner ministries across government.

- In support of a collaborative, government-wide approach to digital change, the Digital Architecture Service aims to support the quality, efficiency and sustainability of government's IM/IT assets and the services that they enable. Tools that it uses to align digital assets with government-wide architecture include official standards and directives, informal guidance, and access to a community of practice made up of subject matter experts.

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- This work supports the Digital Framework and contributes to the goals of providing:
 - Digital services that meet the expectations of British Columbians;
 - Common experience of government services for citizens; and
 - Digital teams that deliver services quickly and cost effectively.

Secure Cloud

KEY MESSAGES

- **Cloud technology represents the next great shift in government's digital transformation.**
- **Cloud computing is the on-demand delivery of services entirely over the Internet – including storage, servers, applications and databases.**
- **Adopting the cloud would allow government to use modern tools and systems to help improve how we deliver the supports and services British Columbians count on.**
- **Over the next few years, we can expect cloud usage to accelerate across the public sector, as cloud solutions and storage become the new norm in the market.**
- **In fact, some of the most common tools we currently use for communicating with citizens, as well as improving and streamlining government processes, will soon migrate to cloud technology – if they haven't already.**
- **The Province is taking a coordinated approach to cloud by empowering B.C.'s ministries and organizations to work together in the open.**
- **This will help us explore cloud solutions, when appropriate, and with the necessary due diligence – and always with the needs of citizens at the core.**

KEY FACTS

- Cloud solutions pose a number of benefits, including:
 - Enhanced security – Offers the most advanced security features to make sure that government's data is protected. Organizations can only access services that meet strict security regulations, so the information they store will remain safe and secure.
 - Cost savings – Eliminates the need to buy expensive technology, such as servers and desktop computers. Additionally, cloud services are offered on-demand and organizations pay for only what they use. This gives them the ability to scale services up or down to meet the needs of users.
 - Increased productivity – Provides employees with access to data and services that they need, when they need it. This means that employees can be productive when they are mobile or working remotely.
 - Efficient service delivery – Provides quick and easy access to self-service resources. This means that it's faster and easier for government to build citizen-focused services.

BACKGROUND

- Cloud computing is the delivery of computing services – including storage, databases, etc. – over the Internet to offer faster innovation, flexible resources and economies of scale. The term is generally used to describe data centers that are available to many users over the Internet.
- Cloud computing represents a fundamental shift in the delivery of Information Technology (IT) services. Adopting cloud computing will help the BC government to maintain IT service excellence during a period of increasing demand for digital services and timely access to emerging technologies.
- Enabling cloud will improve service delivery to citizens and supports our commitment to become a digital government. The demand for cloud services comes from ministries, but also from the broader public sector – from health authorities, to school districts, municipalities to contracted social service providers.
- The Office of the Chief Information Office (OCIO) is leading the BC Cloud Initiative – a collaboration between all relevant areas of CITZ, including Privacy, Security, Procurement, Architecture and Enterprise Design, that aims to develop and implement a corporate approach to cloud adoption. A centralized approach under the OCIO is required in order to ensure there is a coherent approach to adopting cloud across government, as well as within the broader public sector.
- Adoption of cloud is progressing across the BC government and the broader public sector. An exponential growth of cloud adoption in government is expected over the next few years as business areas explore business solutions, and cloud storage and solutions become the new norm in the market.
- Ministries and public bodies expect the OCIO to provide the leadership, guidance and support required to maximize the benefits of cloud and manage and mitigate any potential risks. Data security and privacy protection is of paramount importance in BC.
- The BC Cloud Initiative conducted a cloud service design project that allowed us to better understand our clients' needs and make evidence-based decisions. The service design findings confirmed the need for a corporate approach, including procurement, to cloud adoption across the Government of BC.

- The Freedom of Information and Protection of Privacy Act (FOIPPA) was amended in October 2019, which made it possible for any B.C. public sector organization to explore and purchase cloud solutions if those solutions meet all business, privacy, security and system requirements.
- In response to COVID-19, Minister signed a temporary order in March 2020 to support government in accessing cloud-based services to support public health and emergency response.
 - Government's business and service agreement with Microsoft was amended in April to align with FOIPPA amendments and remove restrictions related to the use of personal information in cloud services.

IM/IT Capital Investment Budget

KEY MESSAGES

Purpose and Governance Structure

- More and more, citizens and businesses expect government to deliver services digitally. Whether it's childcare benefits or responding to the COVID-19 pandemic, we deliver many services through digital channels.
- Each year, government makes significant investments in information management and information technology (IM/IT) to support the services and programs British Columbians count on.
- We have processes in place to maximize the value for our investments. The IM/IT capital budget for government is managed by a Deputy Ministers' committee, chaired by the Deputy Minister of Citizens' Services, which has cross-government representation.

Budget to Support Digital Government

- The minor IM/IT capital investment budget for 2020/21 is \$110 million.
- IM/IT investments have enabled government to replace aging systems with improved technology. These systems support ministries in delivering the supports and services British Columbians need.
- The IM/IT budget funds the delivery of digital solutions, as well as technology for government priorities such as:
 - Climate Change Ecosystem Stress Index to measure environmental stress from climate changes on vegetation
 - Centralization of Home Owner Grant administration
 - Emergency Support Services Transformation for evacuee support
 - Forestry Revitalization and Modernization for a changing sector
 - DataBC to improve the use of data for informed decision-making
 - Employment Standards & Temporary Foreign Worker Registry
 - Transportation Ride-Sharing Initiative
 - Benefits Companies & Business Registration

- **The IM/IT budget has also funded elements of government's efforts to support the continuity and accessibility of essential services to all British Columbians during the COVID-19 pandemic, such as:**
 - **BC Emergency Benefits for Workers – to enable online applications and financial relief to workers who lost income due to COVID-19**
 - **Mental Health and Substance Use Virtual Care – to support emergency responders and youth, two particular groups impacted by COVID-19**

KEY FACTS

- Investing in information systems across government strengthens the Province's ability to deliver services to citizens and businesses.
- The Ministry of Citizens' Services' (CITZ) Office of the Chief Information Officer (OCIO) supports a Deputy Ministers' committee in managing the minor IM/IT capital investment budget on behalf of government. Minor IM/IT capital projects are those that are less than \$10 million in a fiscal year and up to \$20 million in total. Capital projects above these thresholds are major projects and go through Treasury Board for approval.
- The IM/IT capital supports service improvements for citizens and ensures efficient government operations across ministries. Comprehensive quarterly reviews and reporting are in place to ensure project challenges are identified and risks are addressed early in the project cycle.
- Citizens expect to be able to access government services through many different channels, including online. Examples of investments and achievements to date include:
 - Creating online web access and a self-service digital interface to help implement Childcare BC, providing accessible, quality and affordable child care.
 - Establishing online self-serve portals to facilitate transition for the new Speculation and Vacancy Tax and the Employer Health Tax.
 - Launching the Pill Press Website and Online Registry, created to combat the manufacturing of counterfeit pills – particularly those containing opioids – by ensuring that equipment is only accessed by legitimate owners and businesses.
 - Developing public-facing applications relating to cannabis that allow for: (i) citizens and businesses to apply for cannabis (non-medical) private retail licences; and (ii) worker security verification for private cannabis retail store workers.
 - Launching a mobile app for Drive BC to provide residents with updates on road events and road conditions.
 - Improving technologies, tools and data to support wildlife incident management.
 - Improving the system that supports the delivery of medical supplies to approximately 3,000 children and 6,000 adults that rely on direct life sustaining and quality of life medical products.
 - Continuing the capital maintenance of approximately 1,400 applications used in ministries to manage operations and deliver services to citizens.

BACKGROUND

- In December 2012, Treasury Board mandated the Deputy Ministers' Committee on Public Service Innovation with responsibility for all government's Consolidated Revenue Fund (CRF) IM/IT capital investments.
- Government manages IM/IT minor capital investments through a funding envelope, the amount of which is set through Treasury Board. The envelope is overseen, managed and distributed by a Deputy Ministers' Committee.
- Priorities for the projects funded through the IM/IT minor capital envelope include:
 - Delivering innovative, secure and privacy-enhancing identity services for citizens and businesses to support access to government services and information.
 - Modernizing systems to improve response to policy change, reduce maintenance costs, and enhance current functionality to provide better services to vulnerable citizens.
 - Using new tools and ways of working to provide online services that respond to citizens' increase expectations.
 - Accelerating transformation towards digital government, keeping the focus squarely on people: our employees, our partners and our citizens.
- In becoming a digital government, we are focused on four priority areas:
 1. **Service Delivery:** designing and delivering simple, easy-to-use online services for British Columbians;
 2. **Data and Information:** accessible, reliable data that can be used to inform research and decision-making;
 3. **Tools Processes and Practices:** digital transformation is being driven by BC Public Service employees, so we need to ensure they are empowered with modern processes, tools and practices to do their best work; and
 4. **External Partners:** partnering with academic institutions and companies, government can co-develop new products and services for citizens and help grow B.C.'s digital economy

Citizen Engagement

KEY MESSAGES

- The B.C. government is committed to improving the programs and services people count on.
- One of the ways we do that is through citizen engagement – talking directly to people to find out what they need, how they access government services and how we can improve those services to make their lives better.
- The Citizen Engagement Team ensures the B.C. government has a high-quality, consistent approach to public engagement that is secure, accessible to all, and easy to understand and participate in.
- In 2019/20, the Citizen Engagement Team supported 82 public engagements (includes opened in previous fiscal, ongoing and new).
- Key engagements in 2019/20 included:
 - CleanBC (plastics recycling, climate and job readiness and active transportation)
 - Daylight Savings Time
 - Child Care
 - And Forestry (Old Growth, Interior Forest Sector Renewal, Private Managed Forest Land, *Forest and Range Practices Act*)
- At the conclusion of each engagement, government publishes summaries of citizens' input, themes and ideas in the form of "What We Heard" reports.

Role of CITZ in engagement processes:

- Ministries that pursue public engagements must coordinate with the Citizen Engagement Team in the Government Digital Experience division of the ministry.
- The Citizen Engagement Team supports ministries through all aspects of the engagement process, from planning and design to delivery and analysis of feedback and delivery of the final report back to the public.

- **The Citizen Engagement Team ensures the province has a high-quality, consistent approach to public engagement that is secure, accessible to all and easy to understand and participate in.**

KEY FACTS

- The Citizen Engagement Team operates on a cost-recovery basis.
- For the 2019/20 fiscal year:
 - Total recoveries: \$1,773,424
 - Total number of contracts awarded: 44
 - Total GDX recovered, minus contracts: \$341,900

BACKGROUND

- British Columbia is committed to transparent, inclusive and responsive government.
- To that end, the province publishes all government public engagement opportunities and their results online at govTogetherBC.
- Core Policy chapter 22 sets out expectations around public engagement.
- Methods for engagement vary across topics and audiences and include online tools like discussion forums and surveys, as well as face-to-face processes like open houses and regional meetings.
- Since 2012, government has engaged on over 424 topics and received over 1.1 million pieces of feedback from citizens.
- 2019/20 was a record year, with the most public engagements delivered by government to date within one year.
- The growing public engagement practice shows that government is committed to listening to people from all over the province to build policy, programs and services that reflect the diversity and interests of the whole province.

Year	# of engagements
2019/20	82
2018/19	60
2017/18	57
2016/17	39
2015/16	38
2014/15	26
2013/14	15
2012/13	23

Government Digital Experience (GDX) Q & A's

- 1. As the minister that oversees implementation of public consultations, why is government consulting on the economic recovery when it should be acting? How much will this economic recovery consultation cost?**
 - We want to hear people's ideas and priorities to help ensure the recovery plan works for everyone. This is not a delay – it's making sure people have a say in how we build B.C.'s recovery, together. And as we've learned through COVID-19, we are at our best when we work together.
 - Government Digital Experience Division, the division that supports public consultation by all ministries, works on a cost recovery basis.
 - So far, the total costs anticipated to be recovered by GDX is approximately \$225 000, including website hosting (\$2400), support for analysis of the input (\$50k), and costs associated with virtual town halls and telephone town halls around the province (approximately \$170k).
- 2. GDX moved this past fiscal year from Government Communications and Public Engagement. Does GDX continue to work on behalf of GCPE?**
 - GDX was transferred from GCPE to Citizens' Services because of the strong alignment between Citizens' Services and GDX's mission to improve services for people. GCPE remains a client of GDX.
 - Since its transition GDX continues to meet its mandate of ensuring British Columbians have the best experience possible of using gov.bc.ca, and that ministries are supported in engaging with the public to improve policies and programs.
 - In the course of their work, GDX staff regularly interact with GCPE staff to ensure quality public information is available that supports service delivery and public engagement.
 - GDX provides specific services to GCPE. The services include software development, support in the area of privacy and security, and service desk supports.
- 3. Do you hand personal information gathered in public engagements to GCPE so it can be used to target advertising?**
 - All information gathered through public engagements is managed under FOIPPA
 - That means that all information is gathered and used consistent with the purpose it was collected.
 - As such, information gathered for the purpose of public engagement is not used for another purpose as suggested.
- 4. Why isn't BC Stats running this survey, given it has extra protections around personal information?**
 - The program responsible for this effort was created in 2009 under the previous government.
 - Since then, the unit has run over 300 consultations across government and regularly collects personal information in a responsible way.
 - The team's privacy practices are excellent and well suited to the needs of this questionnaire.

Ministerial Orders - Managing Personal Information on Behalf of Ministries

KEY MESSAGES

- Protecting the privacy of British Columbians and ensuring records are secure is a top priority for this government.
- The *Freedom of Information and Protection of Privacy Act (FOIPPA)* sets clear rules for when and how government can collect, use and disclose British Columbians' personal information.
- These Ministerial Orders ensure that key government agencies can deliver the programs and services British Columbians count on in a way that also respects their privacy rights.
- For example, one of the orders enables ministries to provide British Columbians' contact info to BC Mail.
- This helps ensure that citizens get vital information on services like health care and access to supports like the child care benefit.

If asked – how the orders work:

- The orders ensure that personal information is collected, used and disclosed in a manner that is consistent with privacy principles and authorized by *FOIPPA*.
- These Ministerial Orders support working across government to improve services for people, while also ensuring we protect their personal information in a manner that is compliant with the legislation.
- The orders provide public transparency into the handling of personal information by government's shared services.

If asked – how is collecting personal information allowed?

- It's important to note that these four orders simply codify longstanding practices in these ministries.
- They are not an indication of a policy change or any new government programs or activities.

- The Office of the Information and Privacy Commissioner (OIPC) has reviewed these Ministerial Orders and has not stated any opposition to them.
- Under *FOIPPA*, the OIPC must receive early notification that a program will be designated as a ‘common program’.
- The OIPC also reviews any related Privacy Impact Assessments, which provide an additional layer of oversight and helps further ensure that any personal information collected will be used appropriately under the legislation.

If asked – what about engagement/personal information on social media?

- Without these Ministerial Orders, GCPE would not be permitted to facilitate conversations with British Columbians on Facebook, Twitter or other social media sites on behalf of ministries.
- All ministries must still complete Privacy Impact Assessments to determine whether the collection of information from these sources is appropriate.

KEY FACTS

- Under the *Freedom of Information and Protection of Privacy Act (FOIPPA)*, a ministry or program area must have an appropriate authority to collect, use or disclose personal information.
- Public bodies may only collect personal information that is directly related to, and necessary for fulfilling, a legitimate government purpose.
- Generally, public bodies may only use personal information for the reason it was collected in the first place (or a reason that has a direct connection to the original reason).
- Using a British Columbian's information for a different purpose would require a legal authority under *FOIPPA* to do so (e.g. with the individual's consent).
- The Act provides specific authority for agencies that provide centralized services – known as “common or integrated programs or activities.”
- In order to rely on these authorities, these agencies must first be confirmed as a “common or integrated program or activity” through the use of either:
 - A common or integrated program agreement, or
 - A Ministerial Order issued by the Minister responsible for *FOIPPA* (the Minister of Citizens' Services).
- Regardless of how these programs are confirmed, a Privacy Impact Assessment must be conducted, and is required to be submitted to the OIPC for their review and comment.

BACKGROUND

- Ministerial Orders were signed on February 14, 2018, confirming four government entities as “common programs”:
 - Corporate Information and Records Management Office (CIRMO)
 - Government Communications and Public Engagement (GCPE)
 - Office of the Chief Information Officer (OCIO)
 - BC Mail Plus
- As common programs, these four entities are permitted to use specific authorities in *FOIPPA* that permit the collection, use and disclosure of specified types of personal information when it is required to deliver programs or services for the public.
- Information can also be collected when it is needed for use internally by government or on behalf of other ministries.

• s.14

- The Ministerial Orders do not authorize the collection, use or disclosure of personal information.
- The Ministerial Orders list the “types of personal information” that can be collected, used, and disclosed to provide this service.
- During the 2018 Estimates debates, the Minister was asked about the purpose of *FOIPPA* Ministerial Orders. While the questions asked were technical in nature, the Ministerial Orders cover a topic of interest to British Columbians that may be raised in future debates.
- In July 2019, the Government Digital Experience Division (GDX), formerly part of Government Communications and Public Engagement (GCPE), was moved to the Ministry of Citizens' Services. The move did not change the working relationship between GDX and GCPE.

- Accordingly, in September 2019, the Ministerial Order covering GCPE was rescinded and replaced by two Ministerial Orders that established GCPE and GDX, separately, as common or integrated programs or activities.

Multi-Language Program Proposal

KEY MESSAGES

- This government is committed to improving the services people count on.
- B.C.'s population is increasingly diverse, and government recognizes the need to ensure that non-English speaking British Columbians can access information about government services online.
- As a result, in 2019, government directed the Ministry of Citizens' Services to develop a proposal for a program that would deliver online information about government services in multiple languages.
- The proposal did not result in a new program; however, the work to date has informed recent actions to create public information about COVID-19, online, in multiple languages.

KEY FACTS

From June to September 2019, the Government Digital Experience (GDX) Division, in partnership with Service BC and Government Communications and Public Engagement (GCPE), conducted comprehensive qualitative and quantitative research to better understand how diverse language communities access government service information. GDX also worked to identify program models for delivering government-service information in languages other than English.

User research demonstrated:

- Mandarin (3.2%), Punjabi (3.0%), and Cantonese (2.9%) are the most common languages spoken at home other than English and French in BC;
- There is low awareness of government services among speakers in languages other than English, and a lack of confidence in the information provided online indicates there is a significant service gap that needs to be addressed;
- People most need information about services and supports related to basic human needs, such as health, housing and employment; and
- If information is translated into other languages, French translation must also be provided.

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

- BC's ad-hoc approach to translation is ineffective and costly;
- The service gap extends beyond high number groups (Mandarin, Punjabi and Cantonese) to new, growing immigrant communities (e.g., Arabic-speaking refugees);
- Community service organizations are stepping in to fill the gap, but they aren't seen as authoritative and are not expert interpreters or translators; and
- Simple, clear and curated service information in English is a critical foundation to creating good service information in other languages.

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

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

Future program options are being considered, subject to funding being provided. These options include:

s.13

BACKGROUND

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

s.12; s.13

Accessibility of the Government website

KEY MESSAGES

- Nearly a quarter of British Columbians identify as having a disability.
- Many others face technology, internet connection and language barriers.
- The B.C. government is taking action to address government website accessibility so we can better help citizens connect to the supports and services they count on – no matter where they live in the province.

Specific Steps:

- In order to meet the needs of citizens with disabilities, we need to better understand their needs around receiving information.
- We have met with public servants, both with and without disabilities, to inform the development of the Accessibility and Inclusion Toolkit.
- To improve how we provide information and services – both online and through our front-line service centres – we need to ensure a consistent approach across government.
- Part of this work led to the development of an accessibility toolkit, which includes materials to help ministries build digital products, services and work places that are accessible and inclusive.
- The toolkit was developed by the Digital Accessibility Working Group in collaboration with the Employee Accessibility Advisory Council and included input relating to inclusion and cultural safety from the Ministry of Indigenous Relations and Reconciliation and the Gender Equity Office.
- This move marks another step forward in the B.C. government's work to make it easier for all British Columbians to access the information that they need and to build a better B.C. for people with disabilities.

KEY FACTS

- The 2014 Accessibility 2024 report outlines the Province's accessibility commitments, including the need to "Upgrade government website (gov.bc.ca) to meet international web standards: Web Content Accessibility Guidelines [WCAG 2.0 (AA)] standard by 2016."
- Web Content Accessibility Guidelines [WCAG 2.0 (AA)] are an evolving, internationally recognized web accessibility standard. They are used worldwide, including by the UK and Canadian federal governments.
- WCAG 2.0 (AA) includes 38 guidelines. Hundreds of web authors across government contribute content to gov.bc.ca, which currently meets about half of the guidelines.
- In June 2019, Federal Accessibility Legislation received Royal Assent.
- To address the outstanding accessibility guidelines, Government Digital Experience (GDX) has:
 - Designated staff to build a digital accessibility program and execute on further accessibility work. This includes developing training and preparing for the upcoming accessibility legislation and regulations.
 - Founded a cross-ministry Digital Accessibility Working Group.
 - Founded a cross-ministry Digital Accessibility Community of Practice to share knowledge and collaboratively evolve best practices.
 - Released the Accessibility and Inclusion Toolkit to raise awareness and provide a guide for public servants to follow.
 - Presented on web accessibility to hundreds of public servants, including at the public service learning event Region to Region (Surrey) and the Human-Centred Design Community of Practice.

BACKGROUND

- Through extensive research, GDX determined that:
 - 20.5% of British Columbians between the ages of 15 and 64 live with a disability.
 - 70% of people with disabilities report more than one disability.
 - 41.7% of British Columbians over the age of 65 live with a disability.
 - 45.9% of British Columbians are considered functionally illiterate (level 2) (ages 16-65).
 - Level 3 literacy is considered the minimum required for coping with everyday life.
- In 2010, the federal government was sued by a Toronto woman, Donna Jodhan, who is blind, for having inaccessible websites. They were given 15 months to update their sites. The court found the government "has not implemented existing accessibility standards and that some of the standards are obsolete."

Outcomes and Success

- GDX has provided audit services to over 21 different development projects
- GDX has had featured panelists in Alberta's Global Accessibility Awareness Day (GAAD) and PSA's Region to Region conference
- GDX led @Work's GAAD and its Accessibility Challenge, which had over 450 participants.
- GDX has been recognized by Alberta and New South Wales for its accessibility standards work.

Sources:

- Canadian Survey on Disability, 2017
- Persons with and without disabilities aged 15 years and over, by age group and sex, Canada, provinces and territories
- Literacy – Comparative distributions of proficiency levels of population aged 16 to 65, countries, provinces and territories, 2012
- Literacy — Description of proficiency levels

Supplementary Estimates

KEY MESSAGES

- **Supplementary Estimates are a fiscal planning tool that allows government to use fiscal surplus to: (1) fund some new initiatives that would otherwise be funded in Budget 2019 or future budgets, removing pressure from the fiscal plan in future years; and (2) move some already approved funding being held in the “Contingencies vote” by the Minister of Finance to Ministry-specific appropriations, in order to manage the Contingencies envelope.**
- **During 2018/19 additional surplus was identified by government, after Budget 2018 was tabled. This provided the fiscal room to table supplementary estimates.**
- **Citizens’ Services was provided with \$50 million in 2018/19 Supplementary Estimates to support expansion of high-speed internet in British Columbia.**
- **The Minister of Finance leads on these matters and would advise on any plans to utilize Supplementary Estimates again. I am not currently aware of any proposed use of Supplementary Estimates.**

BACKGROUND

- Ministry’s 2018/19 operating budget was tabled at \$524.149 million (net) in February 2018. The Ministry’s Revised Estimates is stated as \$579.740 million, an increase of \$55.591 million, or 10.6%, compared to the 2018/19 original operating budget of \$524.149 million (net), primarily due to:
 - Increase of \$50 million in Information Communication Technologies for the expansion of high speed internet to rural and remote areas of BC.
 - Increase of \$5.591 million in the Office of the Chief Information Officer related to the Integrated Data Office that transferred to Citizens’ Services in July 2018.
- See Appendix A for Summary of Changes.
- The ministry recognized the \$50 million expenditure in fiscal 2018/19 as planned.

Appendix A

MINISTRY OF CITIZENS' SERVICES Supplementary 2018/19 Estimates - Summary of Changes (\$millions)		
Voted Appropriations	2018/19 Estimates	Explanation of Changes
Vote 19 - Ministry Operations - Original Estimates	\$ 524.149	
Vote 33 - Ministry Operations	\$ 5.591	Due to the government reorganization that occurred in July 2018, the Integrated Data Office (IDO) was transferred to CITZ from the Ministry of Jobs, Tourism and Technology (JTT). Therefore, the CITZ 2018/19 Estimates have been increased by \$5.591m for this program transfer, which represents the prorated portion of the annual program budget, with JTT holding the remainder of the IDO budget. The full IDO budget resides within the CITZ Estimates budget for Fiscal 2019/20.
Vote 19 - Ministry Operations - Restated Main Estimates	\$ 529.740	
Vote 19 - Ministry Operations - Supplementary Estimates	\$ 50.000	As connectivity is essential for people, businesses, and government to operate and interact today, government is investing \$50 million in fiscal 2018/19 for the Connecting British Columbia program to improve the high-speed internet access between rural and urban areas.
Vote 19 - Ministry Operations - Revised Estimates	\$ 579.740	

Connected Communities BC

KEY MESSAGES

- **Connectivity has the potential to unlock a new era of economic growth, environmental sustainability and social well-being in our communities.**
- **As we work to connect all British Columbians to high-speed internet, it is critical that we explore how connectivity can improve lives and make our province more competitive.**
- **We have made the Province's largest-ever investment in connectivity with a \$50-million contribution to the Connecting British Columbia program.**
- **This is an incredible opportunity for rural and Indigenous communities to move forward on projects to connect their homes and businesses.**
- **The Province is ready to support communities in this important work, whether they are in the beginning stages of planning or have one final step to be connected.**

Community Information Tool (CIT)

- **The Ministry has created a new Community Information Tool (CIT) that will provide unprecedented opportunities to engage across all levels of government.**
- **Diversifying economies, establishing health and social services, or enabling learning all require communities to integrate digital capabilities and capacity into their plans—especially if they are rural.**
- **We recognize the need for communities to have the information to do this planning at their fingertips.**
- **We've heard from communities that are trying to take advantage of economic opportunities, whether resource-based or through tourism or the growth of technology companies.**
- **The new Community Information Tool (CIT) is one of several tools that will be made available to communities.**

- **What makes it unique is that it brings together rich data sources that will provide helpful information in a visual, or map, format that can inform investment and policy decisions.**
- **The tool was available for delegates to try on the tradeshow floor at UBCM in September 2019.**
- **We plan to launch an online version for all communities next year.**
- **The Ministry of Citizens' Services has also developed a digital planning framework with communities to realize greater value from access to connectivity.**
- **This framework will help BC communities maximize the potential of high-speed internet and achieve greater economic, social and environmental benefits using connectivity.**
- **In this way, we can position our province to be at the forefront of the connected future and ensure British Columbians enjoy all the benefits of the digital era.**

KEY FACTS

- In rural B.C., reliable and affordable high-speed internet is critical to enabling new opportunities, addressing climate change impacts, and improving health, educational and social outcomes.
- Connectivity is fundamental to B.C.'s ability to provide rapid emergency alerting and response services. Early notification is essential for community preparedness to deal with disasters. Connectivity allows for instant communication and access to necessary resources, such as GPS mapping, sharing images and monitoring natural disasters. These resources are needed not only by first responders and front-line workers, but also by citizens and business affected by disasters like wildfires.
- Communities benefit most from access to high-speed connectivity when they take a holistic and integrated planning approach to community development, using digital tools as a catalyst to explore new opportunities.
- Given the Ministry's connectivity mandate, Connected Communities is collaborating with provincial colleagues, local governments, regions and communities to better leverage and optimize digital infrastructure investments; this ensures wellbeing benefits are derived more quickly.
- The need for this initiative was identified during community engagement for the Connecting BC high-speed infrastructure program.
- The Connected Communities planning framework was co-created with B.C. communities who re-envisioned their communities through a digital lens, finding opportunities to achieve more social, economic and environmental benefits that can be propelled by connectivity.
- The planning framework was well received at UBCM 2018. More than 160 community representatives attended the workshop. This work was further showcased at UBCM 2019 as part of the Connected Communities panel discussion, attended by more than 130 delegates.

- Together, these tools position communities to develop community-specific digital action plans that refine and drive their connectivity investments and help them to leverage connectivity to achieve digital benefits more quickly.

BACKGROUND

The Ministry of Citizens' Services Connected Communities program collaborates with all levels of government and Indigenous communities to help communities better leverage and optimize digital infrastructure investments. Connected Communities fills a critical digital-capacity gap by helping communities better understand the changing digital landscape, learn how to leverage connectivity in transformative ways, and build stronger connectivity plans to attract investments. The knowledge, advice, facilitation and tools provided by Connected Communities enables communities to assume a strategic leadership role in local connectivity development and drive local connectivity planning in ways that best address the public goals of the community and region.

BC's Connectivity Status

KEY MESSAGES

- Working to connect all people in British Columbia – regardless of where they live – is a priority for Citizens' Services.
- Everyone in British Columbia deserves to have affordable and reliable high-speed internet access.
- People depend on high-speed internet access to learn, do business, access services and stay in touch with loved ones; it can also help diversify local economies.

Connecting British Columbia:

- In 2019, the Province launched the Connecting British Columbia program's largest-ever funding opportunity for connectivity projects in rural, remote and Indigenous communities.
- This \$50-million expansion, provided for in the 2018/19 budget, is an exciting opportunity for communities to benefit from high-speed internet projects.
- The additional funding, we have committed to this program will move us closer to a future where all people in B.C. have reliable and affordable broadband.
- We have seen the Connecting British Columbia program become a great success by bringing benefits in hundreds of locations all over the province.
- Funds are available right now to help internet service providers bring expanded high-speed internet access to rural, remote and Indigenous communities.
- The program also introduced a temporary short-term opportunity for internet service providers to immediately upgrade equipment on their existing network to improve internet speed as part of the COVID-19 response.

Underserved areas:

- Our government is working towards a future where all people in B.C. enjoy the benefits broadband provides.
- B.C. has some of the most rugged and diverse terrain in Canada and our province is home to many difficult-to-service areas.
- We are working with all levels of government and the private sector to explore opportunities to improve internet access throughout B.C.

Indigenous access to funding:

- Bridging the digital divide for Indigenous peoples is a critical component of our commitment to the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP).
- Internet connectivity improves access to online education, health care services, economic development and training opportunities.
- A lack of high-speed internet access creates barriers for rural and Indigenous communities to participate in the digital economy.
- The Pathways to Technology project, supported by federal and provincial government funding, has a mandate to expand connectivity for all 203 First Nations in B.C.
- An estimated 38% of rural Indigenous communities have access to 50/10 Mbps.

KEY FACTS

- In June 2019, the federal government announced Canada's Connectivity Strategy. Provincial and territorial governments are working with Canada on new costing models for the expansion of broadband and cellular connectivity.
- The Ministry of Jobs, Economic Development and Competitiveness (JEDC) is working with the federal government to coordinate connectivity funds, including:
 - The \$50-million funding expansion of the Connecting British Columbia program, first announced on March 8, 2019, as part of 2018/19 budget; the new funding intake opened on December 2, 2019.
 - The federal Innovation, Science and Industry's 10-year, \$1.7-billion funding plan, announced on March 19, 2019, along with a Universal Broadband Fund that is expected to launch in Spring 2020.
 - The Canadian Radio-television Telecommunications Commission's (CRTC) five-year, \$750-million funding, which opened its second call for applicants on November 13, 2019. The intake closes on June 1, 2020.
 - The All Nations Trust Company's (ANTCO) Pathways to Technology project, which is supporting the expansion of connectivity to Indigenous communities across the province. The program has received a total of \$70 million in federal and provincial funding.
- The ministry does not have a program dedicated to cellular expansion at this time.

BACKGROUND

- Connectivity is the ability to affordably connect to the internet and access the information and services you need when you need them.
- In general, rural and remote communities have less connectivity than the Lower Mainland or Victoria due to lower population densities and higher infrastructure costs than in urban centres.
- The provincially funded Connecting British Columbia program supports the expansion of broadband infrastructure and works to leverage funding opportunities from various national programs and the private sector.
 - In March 2019, the Province committed an historic \$50 million to the program (during Supplementary Estimates), bringing the total investment in the program to \$100 million.
 - In Budget 2017, the Province committed \$40 million to the program.
 - In Budget 2015, the Province committed \$10 million to the program.
 - Since July 2017, the program has invested in projects to improve high-speed internet connectivity benefitting approximately 45,000 households.
 - See ATT-1 for a map illustrating project impacts.
- The federal government has announced the following new internet connectivity target: 95 per cent of Canadian homes and businesses will have access to internet speeds of at least 50/10 Megabits per second (Mbps) by 2026 and 100 per cent by 2030.
- **Digital Infrastructure Facts:**
 - **Broadband:**
 - 36% of rural communities in BC meet the target speed of 50/10 Mbps.
 - 38% of rural Indigenous communities in BC meet the target speed.

- Refer to ATT-2 Status of broadband internet connectivity in BC
- **Cellular:**
 - There are 15,000km primary and secondary highways and major roads in BC.
 - 6,100km (41per cent) do not have cellular service.
 - Of the 6,100km, approximately 4,100km (67 per cent) do not have access to commercial power.
 - Access to commercial power is a necessary requirement to deploy cellular or other connectivity-related technology (e.g., for WiFi at rest areas).
 - Highway 16 (Highway of Tears) is a 715km corridor between Prince George and Prince Rupert.
 - 537km (75%) have cellular coverage
 - 178km (25%) do not have cellular coverage. Of 178km, 172km do not have available power for connectivity.
 - The main cellular providers in BC are TELUS, Rogers and Shaw.
 - Refer to ATT-3 Status of Cellular Coverage in BC.

Connectivity – Connecting British Columbia Program

KEY MESSAGES

- Working to connect all people in British Columbia – regardless of where they live – is a priority for the Province.
- Everyone in British Columbia deserves to have affordable and reliable high-speed internet access.
- People depend on high-speed internet access to learn, do business, access services and stay in touch with loved ones; it can also help diversify local economies.

Connecting British Columbia Program

- We have launched the Connecting British Columbia program's largest-ever funding opportunity for connectivity projects in rural, remote and Indigenous communities.
- This \$50-million expansion of the program is an exciting opportunity for communities to benefit from high-speed internet projects.
- This funding phase is focused on expanding connectivity to underserved rural, remote and Indigenous communities throughout the province.
- It also allows for some transport fibre funding to help lay the foundation for other technologies, like cellular service.
- We have seen the Connecting British Columbia program become a great success by bringing benefits in hundreds of locations all over the province.

Maintaining momentum:

- Maintaining strong relationships is key to expanding connectivity throughout the province.
- That's why we are working with other levels of government and the private sector, including large and small internet service providers, to:

- **Help British Columbians in underserved rural and remote communities to access affordable high-speed internet services.**

KEY FACTS:**Internet investments:**

- The Connecting British Columbia program is effective at leveraging federal funding and private sector capital investment to expand access to high-speed internet in rural communities. The program is administered by Northern Development Initiative Trust.
- In March 2019, the Province committed an historic \$50 million to the program.
 - In Budget 2017, the Province committed \$40 million to the program.
 - In Budget 2015, the Province committed \$10 million to the program.
- Previously, the Province committed \$40 million in Budget 2017 and \$10 million in Budget 2015.
 - More than \$50 million has been committed to projects since the beginning of the Connecting British Columbia program in 2015. The total value of all projects is nearly \$173 million.
 - Since July 2017, projects to improve high-speed internet connectivity are underway or completed to benefit approximately 45,000 households.
- Summary of \$40 million allocated in Budget 2017:
 - \$40 million committed by the program to date, leveraging approximately \$103 million from other sources, totaling more than \$143 million in partner funding towards internet projects across the province.
 - The program does not provide direct funding for cellular services.
 - Project announcements include:
 - In March 2018, the Province, the federal government and private-sector organizations announced \$38 million in funding for four connectivity projects throughout the province.
 - In November 2018, the Province and the private sector announced nearly \$1 million in funding for three local connectivity projects in the Cariboo region.
 - In March 2019, the Province and the private sector announced nearly \$10.2 million in funding for two connectivity projects in the Kootenay region.
 - In June 2019, the Province, the federal government and the private sector announced approx.\$18 million in funding for four connectivity projects throughout the province.
- Summary of \$10 million allocated in Budget 2015:
 - \$10 million committed by the program, leveraging \$20 million from other sources, totalling \$30 million in partner funding toward internet projects.

Cellular investments:

- The ministry does not have a cellular funding program at this time. It is working with the federal department of Innovation, Science and Industry to develop a financial costing model.
- Cellular coverage on Highway 16 – also known as the Highway of Tears – has been unresolved for years and is an issue directly tied to reconciliation and to the calls to action

under the *Missing and Murdered Indigenous Women and Girls* report. The ministry has worked with the private sector over several years to increase cellular coverage along the Highway 16 stretch from Prince Rupert to Prince George, bringing cellular coverage to 75%.

- Separate from the Connecting British Columbia program, the ministry announced the completion of a project to bring cellular service to Witset First Nation along Highway 16. This was a one-time pilot project initiated by the former government and no further funding has been allocated to expand cellular networks.
- The lack of distribution power along the remaining stretches of Highway 16 – and other rural and remote corridors –^{s.17}

s.17

Strategic Investment Fund (SIF)

KEY MESSAGES

- **The Strategic Investment Fund aims to create transformative technology projects that benefit the citizens of British Columbia.**
- **The fund was established as part of the Strategic Relationship Agreement signed between the Province and TELUS in 2011.**
- **The amount of available funds is anticipated to be approximately \$100 million over the 10-year period of the TELUS deal, which expires in 2021.**
- **To date, \$60 million of the fund has been accessed, and funding for 16 projects have been approved over the contract term.**

KEY FACTS

- The Strategic Investment Fund (SIF) is intended for strategic, ambitious and transformative projects with significant positive impacts for the citizens of British Columbia.
- The Strategic Investment Fund is defined by the Strategic Relationship Agreement between the Province and TELUS and is one of three agreements that make up the Telecommunications Deal signed on July 15, 2011. The signatories include The Province, the Health Authorities and several of the largest crown corporations.
- The Ministry of Citizens' Services, through Strategic Investment Fund, is supporting Greater Public Sector (GPS) Telecommunications Deal signatories' mandates to develop new and ambitious technology-based projects (in partnership with TELUS) that are designed to improve the services that the government provides to BC citizens.
- The value of the Strategic Investment Fund is based on a percentage of the revenue TELUS earns through the Telecommunications Deal for services provided to and purchased by government and the broader public sector.
- The Strategic Investment Fund is currently estimated at \$99.2M over the 10-year term of the TELUS deal, which expires July 2021.
- As of December 2019, \$60.2M of Strategic Investment Fund funding has been committed.
- The Strategic Investment Fund funding must be spent with TELUS on new services developed.
- Personal privacy is paramount in the Province's vision for e-government. Explicit contractual obligations ensure TELUS complies with all aspects of BC's *Freedom of Information and Protection of Privacy Act*.
- Where the Province uses vendors to provide services to citizens, legally binding contracts protect the privacy and security of personal information. Contract language enables the Province to explicitly control collection, storage, use, disposal, and security of personal and private information, as governed by the *Freedom of Information and Protection of Privacy Act*.

- The Ministry's Information Communication Technologies (ICT) Division manages the fund on behalf of the 12 Greater Public Sector Signatories who manage the implementation and development of projects directly. The investment has funded the following projects:
 1. Home Health Monitoring (Ministry of Health)
 2. Mental Health and Substance Abuse Virtual Clinics (Ministry of Health)
 3. Health Innovation Hub (Ministry of Health)
 4. Communication as a Service (Provincial Health Services Authority/FA)
 5. ShareED BC (Ministry of Education)
 6. Integrated Analytics Centre (Ministry of Education)
 7. All Hazards Communications Investment Roadmap (Ministry of Citizens Services)
 8. Open Innovation Collider Space (Ministry of Citizens Services)
 9. Provincial Security Operations Centre (Ministry of Citizens Services)
 10. Connected Consultation for a Sustainable BC (Ministry of Energy Mines and Petroleum Resources)
 11. Social Sector Service Delivery Transformation (Ministry of Children and Family Development)
 12. BCIB Authentication Initiative (Public Service Agency)
 13. BC Hydro Dam Safety and IoT (BC Hydro)
 14. TELUS Insight Data Pilot (Insurance Corporation of BC)
 15. Hazard Perception Testing, Training and Awareness (Insurance Corporation of BC)
 16. Keeping Young Adults Connected (Ministry of Children and Family Development)

*Complete
- Where appropriate, projects are broken into smaller sub-projects with gated funding approvals so projects must prove benefit realization for each deliverable before receiving additional funding.

Telecommunications Coordination

KEY MESSAGES

- **Telecommunications plays a significant role in the social and economic lives of British Columbians.**
- **Telecommunications is also important in the day-to-day operations of government and the services we provide.**
- **Staff in my ministry work across government, as well as with health authorities, school districts and major Crowns, to ensure the best value is obtained from telecommunication services, including cell phones and internet access.**

My ministry also works with the federal government to ensure our voice is heard on a national level.

KEY FACTS

- Government relies on telecommunications to carry out its day-to-day work and to extend digitally based services to residents (e.g. telemedicine, video-based learning).
- Telecommunication services are being integrated into more ministry programs and processes.
- The ministry's mandate for telecommunications coordination ensures that the province's telecommunication services and assets are efficiently utilized.
- The Information Communication Technologies (ICT) division leads the following coordination efforts:
 - Telecommunications Sourcing: The ICT division leads telecommunications sourcing and supply arrangements for government and the broader public sector.
 - Telecommunications Regulation: The ICT division responds to Canadian Radio-television and Telecommunications Commission (CRTC) and federal Ministry of Innovation Science Economic Development (ISED) consultations on behalf of the Province to ensure that BC has a voice in the telecommunications regulatory process in Canada. Responses include: Broadcasting and Telecommunications Legislative Review Panel's Call for Comments; review of basic telecommunications services; comments on the development of the Commission's broadband funding regime; review of mobile wireless services.
 - Telecommunications Support: As part of Telecom Coordination, ICT has been supporting the Ministry of Attorney General in (1) addressing the actions stated in the Throne speech regarding billing transparency, consultations, legislative review and affordable cellphone options and (2) the development of the strategy for Next Generation 9-1-1 services in BC. In addition, ICT is supporting Emergency Management BC (EMBC) to develop a Public Sector Broadband Network (PSBN) and other telecommunications-related emergency management services.

The Telecommunications Coordination mandate for the ICT division resulted from a recommendation in the 2014 BC government core review.

The BC government recognized it could derive benefits by coordinating public-sector telecommunications. Examples of telecommunication coordination follow:

Sourcing Telecommunications Services for the public sector. The Telecommunications Services Master Agreement which was signed in 2011, resulted from the ICT division sourcing telecommunications services for a buyers' group composed of core government, the major Crowns, school districts and health authorities. The ICT division coordinated the requirements and demands of this buyers' group to achieve price and service value.

Submissions to the Canadian Radio-Television and Telecommunications Commission (CRTC) on behalf of the province and individual ministries. In addition to making submissions to the CRTC on telecommunication regulatory matters on behalf of the Province, the ICT division coordinates telecommunication regulatory interests of Ministries when they arise. This has been done on behalf of Emergency Management BC (EMBC) for alerting, Public Safety and Solicitor General (PSSG) for Next Generation 911 and most recently PSSG for consumer protection associated with cellular service contracts. By making these submissions, the ICT division ensures that the regulatory concerns of the province and individual ministries are known at the federal level.

Providing telecommunications expertise to ministries. The ICT division, through its coordination efforts, identifies and helps Ministries who have government services that rely on telecommunications. These Ministries depend on the telecommunication expertise of the ICT division to help them understand how to best use these services. For example, the ICT division has been supporting Public Safety Solicitor General (PSSG) in its 911 legislation.

Identifying and working to remove obstacles (imposed by public sector bodies) to the timely provision of Internet services to rural and remote communities. The provision of modern telecommunication services (e.g. internet) is important to the economic well-being of BC communities. Telecommunications service providers encounter obstacles to timely provision of these services, such as lengthy and expensive right-of-way permitting along highways and pole attachments. The ICT division is developing policy to deal with these.

Procurement - BC Bid Replacement

KEY MESSAGES

- **The Ministry of Citizens' Services is leading the work to modernize government procurement, and replacing the BC Bid system is a key goal under the *British Columbia Procurement Strategy*.**
- **BC Bid is the virtual 'face' of government procurement, but the system is over 20 years old and needs an overhaul.**
- **Businesses have told us that the limitations of the current BC Bid system are among the biggest challenges of working with government.**
- **We're taking action to fix this.**
- **Work is underway to replace the aging system.**
- **CGI's Western Business Unit, which is based in B.C., is leading the BC Bid replacement project; the majority of their staff is based in Victoria.**
- **Once complete, the new BC Bid will make it easier for all users to navigate the system and will allow suppliers to respond to government opportunities more quickly, while also being more transparent.**
- **Information security is a high priority for this government, so all data in the new BC Bid system will be hosted in a Canadian facility.**
- **We expect the new BC Bid to be ready for launch in 2021.**

KEY FACTS

- The B.C. government spends nearly \$7 billion annually procuring a wide range of goods and services that are an integral part of public-sector service delivery, supporting the B.C. government to deliver the high-quality programs that people count on. BC Bid is government's web-based procurement system and is over 20 years old.
- For many years, vendors have complained about B.C.'s complex and outdated procurement processes, and have cited BC Bid as a barrier to doing business with government.
- There are technical risks associated with continuing to operate the current BC Bid system, including system instability, security and privacy deficiencies, and limited search and navigation functionality.
- This context supported government's decision to replace the BC Bid system.
- On December 6, 2017, the Ministry of Citizens' Services issued a Negotiated Request for Proposals (**NRFP**) to replace the **BC Bid application**.
- The NRFP closed on February 8, 2018, and awarded the contract to CGI on December 11, 2018.

- A foundational enabler of the transformation goals of the BC Procurement Strategy the new BC Bid system will modernize how vendors access and respond to government procurement opportunities. Other benefits will include:
 - Greater automation and process improvements within the system will standardize and improve the experience of suppliers viewing and bidding on government procurement opportunities.
 - An expected reduction in the time required to process procurement transactions will make it easier for businesses of all sizes to work with government.
 - Increased access to information and data will improve government's ability to manage procurement strategically, directly aligning with our goal of generating best value from BC government procurements.
- Work on the new BC Bid application began in January 2019.
- In Fall 2019, government completed a successful pilot of the new BC Bid system that informed implementation and identified additional issues and complexities that will be addressed before implementation.
- Initial project timelines had the new BC Bid system launching in 2020; however, an unprecedented global pandemic and the complexity associated with changing decades-old processes and procedures have shifted implementation to 2021.
- There will be no impact to vendors while we are working on implementation – the existing BC Bid will stay in place.

CGI Contract

- As the system integrator for the BC Bid replacement project, CGI is implementing the new system using modules of the Ivalua Procure to Pay application.
- The contract with CGI is for \$8.9 million over three years.
- CGI is a Canadian Company:
 - CGI's Western Business Unit is based in BC and is leading the project, with the majority of staffing and resources based in Victoria;
 - CGI's Ivalua Centre of Excellence and CGI's Help Desk are in Ontario.
- Ivalua provides industry-leading solutions for procurement technology.
 - Ivalua has sub-contracted with Cogeco to host BC's application in Montreal.

Current BC Bid facts

- In 2018/19, the Province posted 10,095 opportunities to BC Bid.
- Current users of BC Bid include all ministries, over 900 Broader Public Sector organizations, 6,700 suppliers and the public.
- BC Bid collects revenue from vendors from subscription and registration fees.
- The Ministry of Citizens' Services Annual Service Plan includes a performance measure for the "number of suppliers registered with the Province's BC Bid sourcing application."

Highway Cellular

KEY MESSAGES

- The Province recognizes the importance of cellular connectivity along our highways and in rural and remote communities, especially for public safety.
- Emergencies on our highways underscore the importance of people being able to connect with first responders quickly, from anywhere in the province.
- We continue to work with other levels of government and the private sector to find new ways to expand cellular coverage in British Columbia.

Current status:

- B.C. has about 15,000 kilometers of primary and secondary highways and major roads, and cell service is unavailable along approximately 41% – or 6,100 kilometers – of this distance.
 - About 4,100 kilometers, or 67%, of these roads are also without access to electricity, a necessary requirement for cell towers to operate.
- Completed in 2016, the non-monetary Connecting British Columbia Agreement with a private-sector company resulted in cell service being expanded on 18 B.C. highways, adding more than 1,700 kilometres of service to provincial roads.
- The Province provided one-time support to the Northern Development Initiative Trust for its “Cellular Expansion Along Highway 16” program. This resulted in the construction of a cell tower along Highway 16 in Witset First Nation.
 - Every Indigenous community along Highway 16 – the Highway of Tears – now has access to cellular coverage.
 - Today, cell service is available along 73% of Highway 16 between Prince George and Prince Rupert.

- **The Ministry of Transportation and Infrastructure has also added Wi-Fi to 12 highway rest areas throughout the province since 2017.**

Federal support:

- **Telecommunications in Canada is regulated by the Canadian Radio-television and Telecommunications Commission.**
- **The expansion of cellular services is being studied as part of the federal government's recently launched national connectivity strategy.**
- **My ministry continues to work with other levels of government and the private sector to find new ways to expand cellular coverage in British Columbia.**
- **This includes:**
 - **Working with the federal government to develop a costing model for the expansion of cellular coverage along Canadian highways.**
 - **And regularly reaching out to cellular service providers to convey the need to expand cell service in rural, remote and Indigenous communities in B.C.**
 - **Studying how local infrastructure might be used more effectively to accelerate the deployment of cellular and broadband infrastructure.**

KEY FACTS

- The Ministry of Citizens' Services has the mandate to provide broadband connectivity to rural and Indigenous communities through the Connecting British Columbia program. Connectivity to unpopulated areas, including highways and roads, is not currently in the scope of this mandate, nor is providing cellular service (this is the responsibility of private companies and is overseen by the Government of Canada).
- There are approximately 15,000 kilometres of primary and secondary highways and major roads throughout BC.
 - 14,300 kilometres, or 95% are outside of urban areas.
 - 69% of all Provincial highways have cellular coverage; this number drops to 57% for rural highways due to all urban highways having cellular coverage.
 - A total of 6,100 kilometres of highway is without connectivity, placing BC 9th out of 13 provinces and territories in cellular coverage along highways:
 - 4,100 kilometres, or 67%, are also without available power—a necessary requirement to deploy cellular or other connectivity-related technology (e.g. wifi at rest stops);
 - From 2013 to 2017, there were 749 vehicle crashes where 18 people died;
 - There are 153 rest stops of which 81 have no connectivity at all; and
 - There are 449 rural and Indigenous communities within 10 kilometres that do not have access to basic internet.

BACKGROUND

- Although government cannot direct cellular providers where to make their infrastructure investments, the Province has conveyed the need to expand service in B.C.
- Recently, the national telecommunications regulator acknowledged that all Canadians should have access to voice services and internet access services on both fixed and cellular wireless networks.
- The Cellular Highway Expansion Program, an obligation under a non-monetary agreement (Connecting British Columbia Agreement) between government and TELUS concluded December 2016. Through this agreement, TELUS provided more than 1,700km of added cellular service along unconnected primary and secondary highway segments at its own expense.
 - The Connecting British Columbia Agreement resulted in cellular service being expanded on more than 18 B.C. highways, covering more than 1,700km of additional provincial roads, increasing cellular coverage to 500km or approximately 71% of Highway 16.
- Having continuous cellular coverage along Highway 16 will promote a safer highway, where 911 calls can be placed. It provides a safer environment for all who travel these routes.
- Despite the progress made to increase cellular connectivity along Highway 16, 25% of Canada's Highway of Tears between Prince George and Prince Rupert still has no cellular service.
- Cellular coverage on Highway 16, has been unresolved for years and is an issue directly tied to Reconciliation and for Missing and Murdered Indigenous Women and Girls.
- On this basis, the Province provided one-time support to Northern Development Initiative Trust for its Cellular Expansion Along Highway 16 Program. Northern Development, through its procurement process, selected Rogers to expand cellular coverage to Witsset First Nation (formerly Moricetown).

- Highway 16 travellers benefitted from 22km of new cellular coverage from the Rogers cellular build underway in Witsat First Nation announced in October 2018.
- So long as there is cellphone coverage in an area, any cellular provider will route a 9-1-1 call to the nearest emergency call centre.
- The Ministry of Transportation has provided Wi-Fi at 12 highway rest areas since 2017:
 - Hunter Creek on Hwy 1 – 11km west of Hope
 - Bradner on Hwy 1 – 53km east of Vancouver
 - Cole Road on Hwy 1 – 73 km east of Vancouver
 - The Last Spike on Hwy 1 – 24km east of Sicamous
 - Taylor River on Hwy 4 – 37km west of Port Alberni
 - Britton Creek on Hwy 5 – 67km south of Merritt
 - Glacier View on Hwy 16 – 7km north of Smithers
 - Slim Creek on Hwy 16 – 120km east of Prince George
 - Mount Terry Fox on Hwy 16 – 6km east of Tête Jaune
 - Boulder Creek on Hwy 16 – 53km west of Hazelton
 - Galena Bay on Hwy 23 – 49km north of Nakusp
 - Loon Lake on Hwy 97C – 40km east of Merritt.

Indigenous Procurement Initiative

KEY MESSAGES

- The Province is committed to meaningful engagement with Indigenous peoples.
- Government is working to develop an approach that will support more Indigenous businesses in B.C. to participate in government procurement opportunities.
- To this end, in 2019, the ministries of Indigenous Relations and Reconciliation and Citizens' Services met with Indigenous partners, businesses, communities and organizations to:
 - Talk about the challenges they face
 - And ask for their insights into how government can make it easier to access procurement opportunities.
- This feedback will help inform the development of a coordinated government approach to Indigenous procurement.
- We carefully and thoughtfully reviewed and compiled the information we gathered and created a draft report on what we heard which was circulated to engagement participants to make sure we accurately captured their input.
- In January, we posted the final *Report on What We Heard* online and emailed it to engagement participants.
- This report will help inform next steps as we continue to work on the Indigenous Procurement Initiative and the broader BC Procurement Strategy.
- Our BC Procurement Strategy Update 2020 outlines actions to:
 - Set a foundation of collaboration between the Province and Indigenous peoples.
 - Lay the groundwork for the development of a coordinated government approach to Indigenous procurement.

KEY FACTS

- The Province spends almost \$7 billion a year procuring a wide variety of goods and services on behalf of British Columbians.
- On June 25, 2018 the Ministry of Citizens' Service (CITZ) launched the *BC Procurement Strategy* (the strategy), which sets goals for the modernization of BC government procurement. These goals are:
 - To realize **best value** and increased benefit to British Columbians by using procurement strategically and promoting innovation.
 - To make it **easier to do business with government** with simpler, more intuitive processes.
 - To create **more opportunity** for businesses of all sizes, adapting practices towards supporting, growing and sustaining a community of suppliers.
 - To build **greater capacity** for procurement in the BC public service through enhanced training and support for practitioners.
- Implementation of the strategy is underway and involves multiple ministries and agencies. Coordinated by CITZ, teams from across government are working to achieve the goals of the strategy and its intended transformational impact.
- Under the first goal of the strategy is a priority action to engage with Indigenous partners and businesses to inform the development of a coordinated government approach to procurement with Indigenous businesses and communities.
- The Ministry of Indigenous Relations and Reconciliation (MIRR) and CITZ are co-leading the Indigenous Procurement Initiative and are actively undertaking engagement with Indigenous partners, organizations, businesses and communities to gather experiences and recommendations to inform the development of the approach and to increase Indigenous participation in government's procurement opportunities.
- From January to March 2019, engagement sessions were held in Nanaimo, Victoria, Prince George, Terrace, Cranbrook, Vancouver, Kelowna, Williams Lake and Surrey.
- A survey was also distributed to Indigenous partners, businesses and communities as another tool for input.
- Information gathered through these engagement activities will inform recommendations to government to improve Indigenous procurement policies, practices and procedures.
- In September, a draft "Report on What we Heard" (the report) summarizing the information gathered during the engagement was sent to participants for review and comments.
- On January 8, 2020, the final report was posted online and distributed via email to internal and external participants who contributed to its creation.
- On March 6, 2020, the BC Procurement Strategy Update 2020 was released. It references the report and includes a commitment to create a foundation for continued collaboration and engagement. This foundation will inform the development of a coordinated government approach to procurement with Indigenous businesses and communities including:
 - Creating a dedicated project office to support the Indigenous Procurement Initiative
 - Establishing an external advisory committee for the development and implementation of specific short-, medium- and long-term actions
 - Delivering cultural competency training to BC Government employees who deliver procurement
 - Establishing or building upon existing Indigenous business directories.

Procurement Concierge Program

KEY MESSAGES

- The *BC Procurement Strategy* takes full advantage of government's buying power to drive economic growth in communities throughout the province, create well-paying jobs and take advantage of made-in-BC innovation.
- We are removing barriers for small and medium-sized businesses and making it easier for companies of all sizes to work with government.
- The Procurement Concierge Program is one of the key actions we are taking to improve the way government buyers and vendors work together.
- The program allows industry experts to propose potential solutions to government business challenges before starting a formal bidding process.
- It gives vendors a clear path to engage with government about innovative solutions that ministries may not be aware of.
- We continue to work closely with the BC business community and other organizations to ensure the Province can take better advantage of made-in-BC technology and services.
- We are also engaging vendors directly – outside of the program – to learn about new products and services that may meet government's needs.
- Since its launch in January 2019, the Program has held six Discovery Day Sessions to learn from vendors what is available in the marketplace to solve specific government business problems.

KEY FACTS

- In June 2018, the ministry launched the *BC Procurement Strategy*, which sets goals for the modernization of BC government procurement. These goals are:
 - To realize **best value** and increased benefit to British Columbians by using procurement strategically and promoting innovation.
 - To make it **easier to do business** with government with simpler, more intuitive processes.
 - To create **more opportunity for businesses of all sizes**, adapting practices towards supporting, growing and sustaining a community of suppliers.
 - To build **greater capacity** for procurement in the BC public service through enhanced training and support for practitioners.
- Feedback gathered from vendors during the development of the *BC Procurement Strategy* highlighted the need for opportunities for collaboration in advance of competitive procurement processes, as well as a method to propose new products and innovations.
- In response to this feedback, the ministry launched the Procurement Concierge Program (the Program) on January 28, 2019 fulfilling one of the key commitments made under the **best value** goal of the *BC Procurement Strategy*.
- Developed in collaboration with vendors, the Program matches suppliers (vendors) with buyers (government ministries) and provides a mechanism for suppliers to share innovative solutions to government problems.
- The intended benefits of the Procurement Concierge Program are to:
 - Create economic benefits and jobs by making it easier for businesses of all sizes to sell products and services to government
 - Build a strong, sustainable and innovative economy
 - Help the tech sector grow
 - Adopt leading practices to modernize the public service
 - Establish a more collaborative relationship with vendors.
- A key aspect of the Program are Discovery Day Sessions, which bring together government buyers and vendors for in-person meetings where government presents specific business problems to the vendor community. These in-person meetings also enable government buyers to share Requests for Information (RFIs) with vendors through webinar technology.
- These sessions provide an avenue for government buyers to learn what is available in the marketplace to help, particularly in those industries with rapid-change or new technological advances.
- Since launch, government has held six Discovery Day Sessions where 15 RFIs have been presented. Approximately 200 individuals from more than 100 organizations have interacted with government buyers through this process. Feedback from these sessions have been positive from both government buyers and vendors.
- To facilitate engagement in the Program, we developed a web application to enable vendors to view RFIs posted by registered public-sector buyers, respond to RFIs and register for Discovery Day Sessions.
 - The web app is available at <https://procurementconcierge.gov.bc.ca/>
- In addition, we developed a new procurement mechanism through the Program – the Best Value Negotiated Process – which is now available for use by the Ministry of Citizens' Services as a way to generate best value in government procurements. This model includes:
 - Shorter proposals that make it easier for vendors to respond to procurement opportunities and faster for government to evaluate proposals

- Detailed planning of procurement contracts before they are signed, to help ensure a shared understanding of all deliverables and roles, and to minimize the number of unplanned changes once these contracts are signed.
- The next phase of the Program – a vendor-initiated matching process – is currently under development and is expected to launch in Winter 2020/21.

Procurement Overview

KEY MESSAGES

- **Every year, government spends almost \$7 billion procuring a wide variety of goods and services on behalf of British Columbians.**
- **In June 2018, my ministry launched a new procurement strategy for government to modernize the system, setting out specific actions we will take to make improvements for both the Province and businesses.**
- **This strategy will take full advantage of government's buying power to drive economic growth in communities throughout B.C., create well-paying jobs and take advantage of made-in-B.C. innovation.**
- **B.C.'s procurement system is broad and complex. Transformation will be incremental and require significant adjustments to culture and operational practices.**
- **We're making solid progress to transform our purchasing process and we'll continue to make changes over the next three years.**
- **Provincial government ministries make purchases in accordance with established policies and procedures which align with the Canadian legal framework for public sector procurement.**
- **We have a robust governance model in place as we make these changes which include cross government Deputy Ministers' and Assistant Deputy Ministers' committees.**

KEY FACTS

- Procurement is the process by which government acquires goods, services and construction from the vendor marketplace. It is a critical tool for the delivery of government services and fulfilling ministry mandate objectives.
- Canadian public-sector procurement must be fair, open and transparent. These requirements are created by a legal framework that includes federal and provincial legislation, national and international trade agreements, and Canadian contract law and jurisprudence.
- BC uses a decentralized procurement model which means that each ministry following defined policy and processes has the authority to purchase on their own behalf.
- Within this decentralized model three Ministries act in central agency roles to support other Ministries in achieving value for money while maintaining fair, open and transparent procurement processes.

- Ministry of Citizens' Services (CITZ): provides operational oversight for procurement including the provision of guidance and advisory services to ministry clients, leadership of government's procurement transformation, management of BC's multi-billion-dollar portfolio of large, strategic contracts and the maintenance of corporate processes and tools such as BC Bid.
- Ministry of Finance: provides policy oversight including maintaining Core Policy and Procedures for procurement and contract management and government's vendor complaint resolution process.
- Ministry of Attorney General: provides legal advice related to procurement. Core Policy prescribes specific accountabilities for legal advice, including mandatory legal review for any proposed changes to standard forms of contracts or use of alternate contract templates.
- All procurement opportunities are posted publicly on BC Bid, the government's online sourcing platform; vendors may submit tenders in response to posted procurement solicitations.
- The *Procurement Services Act* provides the Minister of Citizens' Services with statutory authority over certain operational functions related to procurement including the ability to purchase on behalf of other ministries.
- Other legislation with procurement-related provisions include the *Transportation Act* and *Financial Administration Act*.
 - The *Transportation Act* contains a "low bid" provision which states that contracts should generally be awarded to the lowest-bidding tender for certain Ministry of Transportation procurements.
 - The *Financial Administration Act* contains provisions related to government's financial expenditures and revenues, including procurement spend reporting and compliance.
- Every year, government spends an estimated \$7 billion procuring a wide variety of goods and services on behalf of British Columbians.
- These purchases are integral to the achievement of ministry mandate commitments and the delivery of services in all sectors, including social services, infrastructure and capital construction, and public safety.
- The value of each procurement can vary from small value professional services contracts to million- or billion-dollar complex IT or capital construction projects.
- Although ministries may procure on their own, CITZ, through its Procurement and Supply Division, provides procurement advisory services where ministries may engage CITZ for advice on conducting a procurement and may request that CITZ run a procurement on their behalf.
- These services are provided predominantly under a cost recovery model and in certain circumstances are mandatory under BC's Core Policy including procurements for goods over \$5,000, high value IM/IT procurements and procurements that use the Joint Solutions Procurement acquisition method.

BACKGROUND

In June 2018, the Province launched BC's first ever procurement strategy which aims to make it easier for business of all sizes work with government. The strategy is working to take full advantage of government's buying power to drive economic growth in communities throughout BC, create well-paying jobs and access made-in-BC innovation. The focus is on providing best value while also creating social, environmental and economic benefits for British Columbians.

Under the strategy, steady progress has been made to transform government's procurement process, including launching the new Procurement Concierge Program, starting work on the BC Bid Replacement project and rolling out new social procurement guidelines. In addition, over 300 people representing Indigenous businesses, communities and organizations across the province have been engaged to provide input on the Indigenous Procurement Initiative.

Procurement Strategy

KEY MESSAGES

- The Province spends almost \$7 billion a year procuring a wide variety of goods and services to help meet the needs of people throughout BC.
- In June 2018, the Ministry of Citizens' Services launched BC's first-ever procurement strategy.
- It is designed to take full advantage of government's buying power and drive economic growth, create well-paying jobs and harness made-in-BC innovation.
- The focus is on providing the best value, while also creating social, environmental and economic benefits for people.

What's changing:

- This approach is a big shift for government.
- We're removing barriers for small and medium-sized businesses and making it easier for companies of all sizes to work with government.
- Our new approach is creating more opportunities for British Columbians, helping to better connect people to the supports and services they rely on.
- We're making solid progress in transforming our purchasing processes, and we will continue to make changes over the coming years to make sure our approach is working for everyone.
- We're taking the time to get it right and improving as we go.

How government procurement works:

- The BC government follows public-sector principles of fair and open procurement.
- Ministries make purchases in accordance with established policies and procedures.
- They are encouraged to adopt the new tools and processes that are outlined in BC's procurement strategy, including adding social, economic and/or environmental benefits to procurements.

- The **BC Procurement Strategy** is making it easier to do business with government and promote innovation, while also improving the supports and services British Columbians rely on.
- We will continue to work closely with the BC business community and other organizations to ensure our new procurement approach is working for everyone.

KEY FACTS

- The Province spends almost \$7 billion a year procuring a wide variety of goods and services on behalf of British Columbians.
- BC uses a decentralized procurement model. Operational oversight is provided by the Ministry of Citizens' Services; policy oversight by the Ministry of Finance; and ministries, following defined policy and processes, have authority to purchase on their own behalf.
 - Citizens' Services' operational oversight includes provision of guidance and advisory services to ministry clients, leadership of government's procurement transformation, and the maintenance of corporate processes and tools – including corporate Request for Proposal templates and government's BC Bid sourcing tool.
 - Ministry of Finance policy oversight includes responsibility for the strategic governance framework, as well as core policy and procedures for procurement and contract management.
- In June 2018, the ministry launched the *BC Procurement Strategy*, which sets goals for the modernization of BC government procurement. These goals are:
 - To realize **best value** and **increased benefit** to British Columbians by using procurement strategically and promoting innovation.
 - To make it **easier to do business** with government with simpler, more intuitive processes.
 - To create **more opportunity for businesses of all sizes**, adapting practices towards supporting, growing and sustaining a community of suppliers.
 - To build **greater capacity** for procurement in the BC public service through enhanced training and support for practitioners.
- In developing the strategy, government consulted over 250 representatives and industry groups from the technology, construction and economic sectors, as well as government ministries.
- Since June 2018, engagement has focussed on raising awareness about the strategy and associated projects, through more than 6,000 interactions with people both internal and external to government.
- Feedback gathered so far has confirmed the need for change and that government is headed in the right direction.
- Implementation is underway and involves multiple ministries and agencies. Coordinated by the Ministry of Citizens' Services, teams from across government are working to achieve the goals of the strategy and its intended transformational impact.
- Governance for strategy implementation is robust and includes dedicated Deputy Minister and Assistant Deputy Minister committees, along with portfolio management and secretariat support through the Strategy and Transformation Branch.

- The *BC Procurement Strategy 2020 Update* was released in March and provides a report on the progress made to date, while reiterating government's commitment to the strategic goals and communicating the action government will take to continue its procurement system transformation.
- Written in collaboration with cross-government project owners, the document reports on accomplishments, including:
 - Creating Social and Environmental Purchasing Guidelines – practical guidance on how to evaluate social and environmental impact in government procurements.
 - Launching Procurement Concierge – a new, collaborative way for vendors to engage with the BC government.
 - Awarding a contract to replace the BC Bid application and launching the first public pilot to test application functionality.
 - Engaging with Indigenous partners and businesses to inform the development of a coordinated government approach to procurement with Indigenous businesses and communities.
- The update also outlines next steps on existing projects, including continued collaboration to address what has been heard through Indigenous Procurement Initiative engagements, and commits to two new priority actions:
 - The Ministry of Agriculture's Feed BC initiative, which aims to increase the use of B.C.-grown and processed foods in government support facilities, such as post-secondary and healthcare institutions.
 - Reviewing and improving the Ministry of Children and Family Development's procurement practices to support efficient and effective delivery of services that improves the well-being of children and families throughout B.C.
 -

Social Procurement Guidelines

KEY MESSAGES

- The Province's new social impact guidelines provide clarity on "social value" and how government ministries can consider that as part of their purchasing services.
- Our focus with procurement is on providing best value, while also creating social, environmental and economic benefits for British Columbians.
- Social purchasing does not mean choosing the most socially conscious supplier regardless of cost – it's about considering social value in addition to financial value.
- We will analyze ministries' use of social criteria over time and connect with other jurisdictions who are introducing new social procurement initiatives to share lessons learned.

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KEY FACTS

- In collaboration with the Ministry of Social Development and Poverty Reduction (SDPR), the Ministry of Citizens' Services (CITZ) released corporate Social Impact Procurement Guidelines (SIP) in January 2019.
- The guidelines provide guidance to buyers on how to evaluate social criteria within government procurements and are seen as a first step in creating social value and supporting social policy objectives from government procurement.
- It is intended that, where appropriate, the use of social impact purchasing will both:
 - Reward vendors for actions that add social value, and
 - Encourage vendors to look for new ways to increase the social value they create to improve their ability to compete for future procurement opportunities that may include social impact criteria.
- Social impact elements that may be considered, on a case-by-case basis in a procurement and measured through a contract, include:
 - Supplier diversity – creating opportunities for diverse suppliers, such as Indigenous peoples and employment equity seeking groups that could include people with disabilities and other traditionally underrepresented groups, and
 - Workforce development – offering apprenticeships, skills training and other developmental support to employees, contractors or volunteers, including diverse supplier groups.
- The primary audience for the guidelines is BC Government buyers; the guidelines provide practical guidance and example criteria that buyers can copy-and-paste into procurement documents.
- The SIP guidelines are focussed on procurements under \$75,000 and recommend, where appropriate, awarding up to 10% of the total evaluation points to vendors that demonstrate they have met or exceeded social impact criteria that are set out in the procurement.
- BC uses a decentralized procurement model; therefore, teams from across government are working to assess consideration of social criteria on a case-by-case basis and this approach will be phased in over time, along with an analysis of the impacts.
- In all cases, the Province follows the principles of fair and open public-sector procurement, as it is required to do in trade agreements, with a focus on: competition, demand aggregation, value for money, transparency and accountability.
- The *BC Procurement Strategy 2020 Update* includes the following next steps to enhance social and environmental benefits from procurement:
 - Training staff to support the adoption of BC's new Social and Environmental Procurement Guidelines, and
 - Engaging with suppliers to explore opportunities to create additional social benefits from BC government procurements.

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Strategic Contracts

KEY MESSAGES

- We're taking a new approach to how we manage large strategic contracts.
- This is one of the major changes introduced in government's 2018 procurement strategy.
- We are working hard to make sure these contracts deliver the services that people count on and include the values we all care about – like social, economic, and environmental benefits.

Outsourcing:

- Outsourcing over the past 16 years has prioritized cost savings and low-cost bidders, while also aiming to improve services and government operations.
- However, the long-term nature of these contracts has given the Province less control over business functions and has limited our capacity to change and innovate according to our needs and the needs of citizens.

Our Solution:

- With eight strategic contracts expiring within the next three years, the timing is right to shift our approach.
- Several large re-procurements are being planned using the principles outlined in the BC Procurement Strategy.
- A new sourcing framework will ensure that:
 - Government values are included in procurements
 - Opportunities exist for businesses of all sizes
 - And services may be bundled, where possible, to get the best deal for British Columbians.
- Sometimes a large contract is the right decision...
- ...other times, it makes sense to issue several smaller contracts.

Minister/Ministry Role:

- **As Minister, I do not make decisions on individual contracts.**
- **I am responsible for setting the strategic procurement direction and the accountability framework for government. Under the framework:**
 - **Ministries are required to prepare a business case.**
 - **The Strategic Partnerships Office in my ministry ensures there is alignment with the *BC Procurement Strategy* and that due diligence processes are followed.**
 - **There is robust governance in place.**
 - **Oversight of strategic contracts is part of the mandate of the Deputy Minister's Committee on Procurement and Strategic Contracts.**
 - **Treasury Board approval processes still apply.**

Mandate:

1. **Build on the success of government's new procurement processes to ensure that more local, small and medium-sized companies can do business with government more efficiently while ensuring public funds are spent wisely.**
2. **Ensure that the process of vetting and awarding government IT contracts is conducted in a manner that**
 - a. **saves money,**
 - b. **increases innovation,**
 - c. **improves competition,**
 - d. **helps our technology sector grow, and**
 - e. **ensures that government IT and software development procurement work better for companies that hire locally, operate sustainably and have a local supply chain.**

KEY FACTS

- From 2003-2010, the Province outsourced a variety of business functions to improve services and/or save costs. Contracts and sourcing projects are considered strategic if they exceed \$10M in total value, involve complex business services spanning multiple ministries, and/or involve the major transformation of services.
- The strategic contracts involve a range of services, including Information Technology (IT), back office and citizen-facing. Examples include workstation support, public service payroll, facility management, and Medical Service Plan operations.

- Large, multi-year contracts took years to implement and committed government to long-term financial and legal obligations. This approach has resulted in a loss of internal capacity for delivering the outsourced functions.
- The outcome has been that some large contracts are not nimble enough to keep up with the pace of change today. It has become increasingly difficult to respond to changing government needs, the rapidly evolving IT market, and citizen expectations.
- There are currently 13 strategic contracts in the Strategic Partnerships Office portfolio across government. Within three years, eight of these agreements will reach the end of their current terms.
- In addition to these existing strategic contracts, the Strategic Partnerships Office also works collaboratively with ministries on strategic initiatives that may result in new strategic contracts.
-
- The imminent expiry of existing strategic contracts, the implementation of new ones, along with changing technology, and maturing buyers and service providers means now is a good time to improve how government approaches strategic contracting.
- The *BC Procurement Strategy 2018* and 2020 update are redefining how government does business in the marketplace, increasing opportunities for businesses of all sizes, and achieving benefits for British Columbians.
- A review of the strategic contracting approach is part of the BC Procurement Strategy and is reshaping the treatment of large contracts and establishing a process for embedding the values that government cares about into the procurement of future strategic contracts.
- A 'Strategic Sourcing Framework' has been developed as part of the new approach for strategic contracts. The framework embeds government values into strategic procurement planning, including opportunities for small and medium-sized business, building alignment across the portfolio, and bundling services to best meet citizen and government needs.
- The new framework for the contract portfolio enhances – rather than replaces – how government makes decisions about these large investments today.

BC Auction Complaint

KEY MESSAGES

- This vendor has been working with seven Broader Public Sector (BPS) clients and using the BC Auction platform to sell a variety of items.
- However, it has come to government's attention that some of these items do not comply with B.C. government protocols.
- To maintain the integrity of BC Auction, we have changed our business model to only accept listings directly from clients.
- This means the vendor will no longer be able to access BC Auction or put items up for sale, and we have let them know about this change.

Contracts & Agreements

- Our business model gives the Province complete control over the auction process and ensures the integrity (E.g. security of data) of materials that are put onto the site.

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Asset Disposal

- B.C. has roughly 200 Broader Public Sector Clients, including school boards and regional districts.
- The Province works with these clients to dispose of assets – ranging from office equipment, to items seized by police, to vehicles – via BC Auction.
- However, this must be done under strict conditions of what can be sold and what needs to be disposed of in another way (i.e. recycled; destroyed).
- The Province's business model gives government complete control over the auction process and ensures the integrity of materials that are put up for sale on the site.

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Quality Control:

- A review of materials placed on BC Auction by the vendor showed they often did not meet our standards.
- Items that are not what we auction i.e. video tapes or grouping various items together in one lot.
- This can lead to security issues, personal information being made available, trademark and/or copyright infringement.
- Many items were of poor quality and not up to the standards of BC Auction.

Abbotsford Courthouse Project

KEY MESSAGES

- The Province is building new law courts in Abbotsford on land leased from the City of Abbotsford.
- The new law courts will improve access to justice for citizens in this fast-growing region and address priorities outlined in the Ministry of Justice's Lower Fraser Valley Court Strategy:
 - Provide equitable access for residents
 - Resolve deficiencies at Surrey and Chilliwack in a timely manner
 - Provide flexibility for adapting to changes in the region's demand and the delivery of justice services over time
 - Minimize disruption to current court activities
- In May 2018, CITZ signed a contract with Plenary PCL Justice for the Abbotsford Law Courts Replacement and Expansion project. The total project cost is estimated at \$152.2 million.
- Service commencement will be in early 2021.

KEY FACTS

- The new Abbotsford Law Courts will provide three supreme courtrooms and eight provincial courtrooms. It will also include three judicial conference rooms.
- The project aims to consolidate multiple justice program areas in one location to provide easier access for citizens to a broad range of services, including Crown counsel offices, community corrections, a justice access centre, court registry, a law library, barristers lounge, and area for the public.
- The potential for future expansion of the facility to incorporate two additional courtrooms has been considered in the project design.
- Aspects of wood finishings and design, as required under the *Wood First Act*, have also been incorporated in the design of the Abbotsford Law Courts.
- Emphasis has been placed on technological innovation and a robust information management and information technology (IM/IT) infrastructure to accommodate initial operations and integration with other justice facilities, as well as being adaptable for the future evolution of technologies.
- A 336-stall parkade is included to meet staff and public parking needs. There will also be separate secure parking for sheriff vehicles, with access to the accused holding area. Separate judicial parking with secure, segregated access to chambers and courtrooms will be provided.
- It is estimated that the project will create over 1,000 jobs during the course of construction.
- A Project Executive Board (PEB) provides overall governance, as required by Treasury Board. The PEB is chaired by the Deputy Attorney General with executive members from Ministries of Citizens' Services, Justice, Public Safety and Solicitor General, and Partnerships BC. Treasury Board staff participates as a non-voting member.
- A Community Liaison Committee has been established to engage with the local community.
- A Chief Project Officer has been appointed to lead the project.
- **Chronology:**
 - January 2017 Business case approved.
 - January 2017 Request for Qualification (RFQ) publicly released in compliance with the selected Design- Build-Finance-Maintain procurement process.
 - May 2017 The RFQ closed with six qualified responses. RFQ evaluation involved participants from Real Property Division, the Ministry of Justice and Partnerships BC, supported by expert advisors and ensuring a transparent and fair process.
 - June 2017 The Project Agreement and Request for Proposal (RFP) documentation provided to three proponents shortlisted from the RFQ submissions.
 - Nov 2017 to Jan 2018 Technical evaluation of the RFP.
 - March 2018 Prime proponent selected.
 - May 2018 Financial Close.
 - Fall 2018 Excavation and construction began through a phased permitting process.
 - October 2020 Substantial Completion.
 - January 2021 Building Occupancy.

Accessibility

KEY MESSAGES

- **Citizens' Services is committed to providing universal access, diversity and inclusiveness in its buildings.**
- **Under Phase 1 of the ministry's Barrier Free Program, over 80 government buildings used by public sector employees and the public have been modified to remove basic barriers to physical access.**
- **This work included installing automatic and widened doors, improved signage, ramps, enhanced pathways, accessible parking stalls and curb cuts, as well as upgrading washroom facilities.**
- **A "Barrier" is anything that hinders the full and equal participation of all people in society.**
- **People with disabilities are most often impacted by barriers.**
- **Under Phase 2 of the Barrier Free Program, the ministry has partnered with the Rick Hansen Foundation to advance barrier-free access for mobility to a standard beyond the BC Building Code.**
- **Phase 2 of the Barrier Free Program also includes efforts to ensure universal/gender neutral access to washrooms in government facilities.**
- **Public-facing washrooms will be addressed as a priority.**
- **To date, the Rick Hansen Foundation has assessed 73 owned and leased government buildings to identify opportunities to make the spaces barrier-free.**
- **These assessments will help inform improvements and changes to guidelines, standards and investment decisions to improve access to government facilities and enhance services for citizens.**

KEY FACTS

- More than half a million British Columbians (15% of the population) self-identify as having a disability.
- The spectrum of what is considered to be accessible ranges from what is provided under the BC Building Code (minimum) to the higher standard that is advocated by the Rick Hansen Foundation.
- The Ministry of Citizens' Services' Barrier Free Program was established to remove barriers to access BC government buildings for all staff and citizens.
- Common barriers include (definitions via the BC Public Service Workable Program):
 - Attitudinal – Negative attitudes or beliefs about what a person can or cannot do.
 - Architecture and Physical – Buildings and spaces that cannot be accessed or are not easy to navigate.
 - Information or Communication – Difficult or impossible to access, read or understand either due to technology or the way it is presented.
 - Technology – Computers, equipment and web applications that are difficult or not accessible.
 - Systemic – Policies, procedures and practices that leave individuals out.
- Phase 1 of the Barrier Free Program was launched in 2012 and completed in March 2018. The focus of this phase was to ensure basic barrier free physical access to government owned buildings where citizens are directly served (e.g., courthouses, front counters, etc.). Various improvements were completed during this time, including the installation of handrails, ramps, auto door openers, wayfinding signage and the addition of accessible parking stalls, at a cost of approximately \$1.3M.
- Phase 2 of the Barrier Free Program launched in late 2017 when the ministry partnered with the Rick Hansen Foundation (RHF) to assess 73 public-facing owned and leased facilities (including Service BC locations) using RHF's Accessibility Certification program (RHFAC).
- Phase 2 also includes efforts to make washrooms more accessible (including gender-inclusive), while meeting all relevant legislated requirements and serving the diversity, safety, hygiene and access needs for staff and citizens in government buildings.
- Since spring 2019, new government buildings are designed and constructed to achieve universal accessibility – in alignment with the Rick Hansen Foundation Accessibility Certification scorecard and GBA+ considerations – rather than just the minimum standard as specified in the BC Building Code.
- Future investments to advance mobility access will be determined by scores achieved in the accessibility assessments, building location and programming, heritage designation, and other factors. The completion of Phase 2 will be determined once a sufficient assessment of the portfolio has been undertaken and all necessary improvements have been budgeted.
- Efforts to provide universal access to washrooms will address all relevant legislated requirements and serve the diversity, safety, hygiene and access needs for staff and citizens in government buildings. The costs for this effort are unknown at this time but will likely be several million dollars; a timeline for completion will depend on availability of funding.
- There are already single-stall universal/gender inclusive washrooms in many government buildings throughout the province.
- The Ministry of Citizens' Services uses its routine capital budget (\$65 million in FY19/20) to maintain the condition and functionality of its properties. Currently, accessibility modifications are considered in conjunction with other priorities, such as environmental stewardship, seismic

risks and facility condition. There are no dedicated funds specifically channelled for barrier-free projects or gender-inclusive washroom upgrades at this time.

28 Bastion Square

KEY MESSAGES

- The 130-year-old building at 28 Bastion Square in downtown Victoria is a valuable piece of B.C. and Canadian history.
- The site also has a long and important history with the Songhees and Esquimalt First Nations.
- My ministry is focused on the making sure this building is safe and sustainable for years to come, so it will benefit the people who live, work and visit the city.
- We issued a Request for Information (RFI) to help us identify possible uses for this property and received five submissions to help us identify possible uses for this property.
- We have reviewed the submissions and are determining next steps to select the most appropriate future use.

KEY FACTS

- Over the last 1-2 years, few proposals have been received for the use of the Bastion Square property, which has remained vacant since 2014 due to deteriorating structural integrity and high repair costs.
- The Maritime Museum of BC (MMBC) has approached the Ministry on several occasions expressing their interest in returning their museum operations to the property and asserting their right over it, claiming that MMBC was the sole occupant of the property for over 50 years. To date,^{s.17}
- The City of Victoria, along with their partners, has also discussed exploring opportunities for federal funding for maintenance of the heritage features of the building in order to establish an Arts and Technology Hub. Ministry staff have met with the City of Victoria about the proposal; however, the City did not respond to the recent Request for Information (RFI).
- In November 2018, CITZ received a cost estimate review from Quantity Surveyors for rehabilitating and updating 28 Bastion Square, including seismic, energy and accessibility upgrades. The review determined that this work would cost about \$20.5 million.
- There are no plans or funds available to the Ministry to invest this amount in the property, or to subsidize the arts hub or any other proposal at this time.
- CITZ issued an RFI, which closed November 15, 2019. The five applications received are currently being reviewed and evaluated based on the following criteria:
 - The degree to which heritage obligations are upheld
 - Interest and preference of the community
 - Reduction of the Province's liability for deferred maintenance, operating costs and operating risks
 - The extent to which new proposals support the Province's commitment to genuine reconciliation with Indigenous peoples.

BACKGROUND

- The 30,000 sq. ft. National Historic Site at 28 Bastion Square was constructed in 1889 and served as the Province's first courthouse, occupied by Provincial Courts until 1962. The City of Victoria acquired ownership shortly afterwards.
- In 1977, ownership transferred from the City of Victoria to the Province, in exchange for the James Bay Fire Hall lands.
- MMBC became a tenant at 28 Bastion Square in 1965 when the property was still under City of Victoria ownership. The MMBC tenancy was included in the 1977 transfer agreement between the City of Victoria and the Province and has led to MMBC's claims of a "perpetual right to occupy."^{s.14}
s.14
- In 2013, a section of the ceiling collapsed. Subsequent investigation identified building-wide safety hazards due to deteriorating structural integrity.
- In 2014, CITZ made the decision to close the museum based on the risk to public safety and the high cost of repair.
- CITZ assisted MMBC by relocating the museum's collection to storage space at 4000 Seymour Place, Saanich.^{s.17}
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- The building at 28 Bastion Square remains vacant. CITZ spends approximately \$170,000 per year on taxes, operations and maintenance of the property. CITZ has also invested over \$500,000 in remediation and repairs to maintain the site since 2014.
- In 2018, CITZ supported the City of Victoria exercise to explore an “Arts Hub” usage for the building. A budget estimate for this concept was \$20.5 million.
- In late 2019, CITZ posted a non-binding RFI for the revitalization of the property. Five applications were received and have been reviewed by CITZ, along with input from the Heritage Branch of the Ministry of Forests, Lands, Natural Resource Operations and Rural Development (FLNRORD).
- CITZ will consider the RFI recommendations and engage stakeholders to identify the optimal use of the space. The recent pandemic-related downturn in the tourism industry and corresponding difficulties in the downtown Victoria retail sector will impact the timeline for advancing the initiative.

CleanBC Government Buildings Program

KEY MESSAGES

- Our government is working hard to build a low-carbon economy by changing how we live, work and commute.
- We want to create opportunities for all British Columbians, while protecting our air, land and water.
- These efforts are part of CleanBC – government’s plan to put B.C. on a cleaner, more sustainable path.
- The Ministry of Citizens’ Services (CITZ) provides real-estate services to government ministries and broader public sector clients.
- We’re doing our part to contribute to the larger CleanBC strategy through the CleanBC Government Buildings Program.
- Launched in June 2019, our CleanBC Government Buildings Program helps government facilities consume less energy and reduce greenhouse gas emissions through a combination of energy efficiency retrofits, innovative design and renewable energy systems.
- The rolling five-year plan will transition courthouses, correctional centres, warehouses and ministry offices into facilities that emit 50% less greenhouse gas emissions by 2030, as compared to 2010 standards.
- Government buildings have already achieved a 31% reduction in emissions since 2010.
- The CleanBC Government Buildings Program is on track to achieve – or even exceed – our targets.

KEY FACTS

- In early 2019, Treasury Board provided the Ministry of Citizens' Services (CITZ) with \$57.5 million over five years (2019/20 to 2023/24) for the CleanBC Government Buildings Program, which formally launched in June 2019.
- To date in 2019/20, over \$8 million has been spent in the program's first year.
- The CleanBC Government Buildings Program uses six pathways to reduce greenhouse gas emissions and energy consumption in government buildings. These pathways represent over 140 strategies/milestones that articulate how the ministry will activate, invest and showcase climate action. They include:
 - **Building Energy Retrofits and New Construction:** This pathway focuses on energy retrofits and building re-commissioning (a process through which building systems and operating procedures are monitored and optimized to improve their performance, saving energy and making buildings more comfortable for occupants), including replacing heating systems and upgrading lighting. It also encompasses the construction of new energy-efficient facilities using green design and innovative technologies.
 - **Clean Energy Supply:** This pathway explores how to switch from fossil fuel to clean and renewable energy sources such as wind, solar, geothermal, biomass and hydropower.
 - **Smart Building Technology:** With responsibilities for both government real estate and technology, the Ministry of Citizens' Services is uniquely qualified to advance the use of smart technologies like wi-fi-building sensors and real-time data displays to conserve energy and reduce greenhouse gas emissions.
 - **Electric Vehicle Charging Equipment:** The Province is taking several steps to support CleanBC and the move to use electric vehicles:
 - Electric vehicle charging stations are being installed across the province for use by citizens, staff or government fleet vehicles.
 - Since installation of EV charging in RPD properties began in 2018, approximately 49 charging stations have been installed at 36 sites, providing a total of 97 parking spaces specifically for electric vehicles: 76 spaces for employee/visitor use and 21 spaces for fleet vehicles. The 36 sites include: 6 correctional centres, 9 courthouses, and 21 offices. Plans are underway to install approximately 40 stations in fiscal year 20/21 depending on funding.
 - Currently, users are only charged regular parking rates, although the ministry is considering whether to charge for electricity use.
 - Over the long term, installation of electric vehicle charging infrastructure will run parallel with the cross-government CleanBC targets for electric vehicle uptake (by 2040, all new light duty vehicle (LDV) sales will need to be Zero Emission Vehicles).
 - Locations of stations will vary depending on uptake of electric vehicles.
 - **Leading Workplace Strategies:** Launched in 2011, Leading Workplace Strategies supports and promotes mobile and flexible work styles by integrating technology, culture and space design in innovative ways. LWS ShareSpace, a flexible work environment that encourages diverse groups of mobile workers from across government to work together in highly flexible, shared settings, and LWS Node, a fully mobile work environment that is inserted or embedded into an existing workplace to meet immediate growth, are two emerging areas of focus for this pathway.

- **Adaptation for Resilient Buildings:** This pathway focuses on efforts to quantify our risk from climate change, and making buildings more resilient, such as relocating and reinforcing equipment to protect against flooding and wind and upgrading HVAC systems.
- Notable projects currently underway include: The Ministry of Children and Family Development's building retrofit in Williams Lake; lighting upgrades in the New Westminster Courthouse and Kamloops Regional Correctional Centre; and upgrading the heating and cooling building controls in 30 buildings across the province.

BACKGROUND

- CITZ's Real Property Division (RPD) provides real-estate services to government ministries and broader public sector clients.
- As part of its plan to meet the targets mentioned in CleanBC and the *Climate Change Accountability Act (CCAA)*, RPD developed the CleanBC Government Buildings Program.
- Reducing emissions and energy in buildings has been a long-standing commitment at CITZ, saving British Columbians \$13 million in utility costs between 2010 to 2018.
- CleanBC is the overarching provincial strategy for reducing energy consumption and Greenhouse Gas (GHG) emissions.
- The scope of the strategy includes all provincial emissions sources, including transportation, industry, waste and buildings.
- The strategy targets a total of 18.9 Mt (megatonnes) in GHG emission reductions by 2030, of which provincial buildings represent 0.5 Mt.
- The strategy is driven by the *CCAA*, which replaced the 2007 *Greenhouse Gas Reduction Targets Act (GGRTA)*. *CCAA* legislates targets of a 40% reduction in carbon emissions from 2007 levels by 2030, a 60% reduction from 2007 levels by 2040, and an 80% reduction in emissions by 2050.
- The *CCAA* requires that public-sector buildings achieve a 50% GHG reduction relative to 2010 by 2030 (versus the 40% target for other sectors).
- This requires RPD to achieve an average annual rate of reduction of 4%. Through the CleanBC Government Buildings Program, RPD is on the path to meet these targets.
- The RPD portfolio of core government buildings represents 8% of the public sector GHG emissions.

District Energy System

KEY MESSAGES

- The existing Central Heating Plant for the Legislative precinct is beyond its useful life.
- The current systems, equipment and infrastructure are impeding the delivery of safe, efficient, clean, reliable and affordable energy.
- The Ministry of Citizens' Services has notional budget of \$39M approved for a new District Energy System.
- The funding is earmarked to replace the existing Central Heating Plant.
- As directed by Treasury Board, my ministry has completed analysis of service delivery options in collaboration with all stakeholders with the aim of developing a formal business case.

KEY FACTS

- The delivery of heating and cooling is an essential service in support of providing healthy, safe and productive work environment for our employees. The Ministry of Citizens' Services (CITZ) is responsible for ensuring that these services are delivered in a manner that is cost effective, environmentally responsible and provides best value to the citizens of BC.
- The Central Heating plant (CHP) is a steam-producing District Energy System (DES) located in the Legislative Precinct in Victoria, BC. Built in 1952, the CHP serves the heating and cooling loads for several buildings critical to government, including the BC Legislative Buildings, nearby government office buildings, and the Royal British Columbia Museum.
- Hot water, steam, and chilled water are distributed to the buildings served by the CHP through a small network of tunnels and underground piping. The CHP is decades beyond its service life, and regular repairs and maintenance are required to maintain current operations.
- Significant technological gains have taken place in the DES industry since the construction of the existing CHP. Replacing the CHP will significantly improve service delivery, while also providing heat, chilled water and electricity through a much more energy efficient and reliable system.
- The project for a new, modern energy services solution will include the objectives of reliability, cost effectiveness, innovation, and environmental benefits.

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- Timelines are indicated below:

Action	Date
Development of an initial case for replacement of the DES (Completed)	April 2018-September 2018
Options Analysis (Completed)	December 2018-March 2020
Business Case Development	September 2020- July 2021
Treasury Board approval of Business Case	August 2021
Procurement	August 2021- July 2022
Design and Engineering Analysis	October 2022-January 2023
Financial Close	March 2023
Construction and Commissioning	June - April 2023-December 2025

Leading Workplace Strategies (LWS)

KEY MESSAGES

- The Ministry of Citizens' Services is supporting a more mobile and flexible workforce as part of its Leading Workplace Strategies Program.
- This approach involves investing wisely and making smarter use of office space and resources.
- Compared to the traditional office approach (i.e. personal offices and individualized cubicles), Leading Workplace Strategies saves taxpayers money by optimizing government's office space and offering better environmental stewardship.
- This is accomplished through a more efficient floorplate design that allows for more staff to use a space, thereby reducing space requirements and the resultant reduction in greenhouse gas emissions.
- LWS also creates a more engaging workplace, and the flexibility and mobility it affords provides government with a competitive edge for employee recruitment and retention.
- Leading Workplace Strategies is primarily funded through the Routine Capital budget for the ministry.
- The initiative has resulted in savings of more than \$56 million in lease costs since its introduction in 2012.
- There are currently 31 LWS projects underway and 10 projects were completed in 2019/20.
- A review of results from the 2017 Workplace Engagement Survey (WES), government's employee survey, showed that employees working in LWS locations were statistically more engaged than employees who did not work in a LWS setting.
- LWS space annually reduces over 665,000 tons of greenhouse gases, which is equivalent to removing 142 cars off the road each year.

- **More than ever, the BC Public Service needs to be flexible and collaborative in the way we work. During the Covid-19 Pandemic, BC Public Servants have shown resilience, successfully working remotely and in new mobile work arrangements.**
- **Working remotely may not be sustainable or suitable for every public servant, and the creation of Leading Workplaces continues to be the default approach for workplaces to support mobility and flexibility.**
- **As the BC Public Service responds to the Covid-19 Pandemic, Leading Workplaces provide brand new, high-performance workplaces with modern technology and tools. As with all government office space, capacity will be monitored closely, supporting and ensuring physical distancing, hygiene and other measures as directed by the BC Public Service Agency.**

KEY FACTS

Background/Status:

- The Province launched Leading Workplace Strategies (LWS) in February, 2012 to promote greater mobility and flexibility in how and where we work – a commitment made in the BC Public Service corporate HR plan, *Being the Best*.
- As outlined in *Where Ideas Work: A Corporate Plan for the BC Public Service 2016*, LWS is now the default approach for workspaces to support mobility and flexibility, which helps to build our internal capacity.
- The strategy profiles LWS as a corporate initiative led by the Ministry of Citizens' Services and endorsed by the Deputy Ministers' Committee on Transformation and Technology in July 2011. LWS was again endorsed by the Deputy Minister's Committee on Public Service Innovation (DMCPSI) in 2018.
- LWS refers to new ways of accommodating office work beyond the provision of traditional, dedicated office space like personalized cubicles and offices. Instead, it integrates real estate, technology and human resources to transform the workplace into one of greater collaboration and flexibility.
- Mobility allows individuals to choose where and how they work. The ability to choose empowers individuals to select a work space that is most appropriate for their work at any given time.
- LWS accommodates the shift to mobile workstyles, including: non-territorial work space, universal footprint, team space, telework (work from home), and corporate satellite drop-in space.
- The shift to mobility and non-territorial use of corporate office space has been found to increase overall efficiency of the corporate office footprint, shifting the focus to shared collaborative spaces rather than individualized ones. This allows for more staff to use the same area through more efficient planning, the overall reduction of leased office space and of the Province's office-space portfolio, along with related operating costs and Greenhouse Gas emissions.
- Major public- and private-sector organizations around the world have already implemented these strategies, including: American Express, TELUS, Capital One MasterCard, Mazda North America, CISCO, Public Works and Government Services Canada, General Services Administration (US Government) and the Cabinet Office (UK government).
- Drawing on the experience of these and other organizations, a number of LWS projects have been delivered around the province.
- Project processes and tools are continually being improved to more efficiently roll out LWS government-wide.

Results achieved:

- Completion of 38 Leading Workplace Strategies projects.
- Completion of projects for 16 different ministries/organizations across the province.
- Launch of an extensive change-management program, the *Leading Workplace Transformation Plan*, which includes tools, best-practice approaches and templates for management's use.
- Alignment of the actual work space, the employees' chosen work styles and their IT devices to support how they have chosen to work.

- Launch of *Blueprint (2015): Guidebook for the Transformation of Office Space Design in the BC Public Service*.
- LWS spaces are designed to meet the Leading Workplace Criteria and the principles outlined in the blueprint and to receive the Leading Workplace designation.
- Ongoing management of the real-estate portfolio to leverage LWS opportunities.
- Nearly 56,000 square meters (m2) of space has been redesigned as a Leading Workplace office space.
- Over 32% in space savings compared to traditional office space.
- Annual building operating costs savings of over \$13 million, with over \$56 million savings to date.
- Statistically and significantly higher Workplace Environment Survey (WES) scores for employees within a Leading Workplace location when compared with non-LWS employees, as measured independently by BC Stats

There is government-wide organizational support in place for LWS:

- The Office of the Chief Information Officer (OCIO) has developed a policy to support working outside the workplace.
- The BC Public Service Agency has developed the flexible work arrangements guidelines to assist staff and managers with various types of work styles, including how working from home should be managed.
- The BCGEU supports flexible work arrangements and has been consulted throughout the LWS implementation.

Nanaimo Correctional Centre (NCC) Review

KEY MESSAGES

- I'm excited to see the Nanaimo Correctional Centre Replacement Project move forward.
- The new Correction Centre is being built at the existing site at a cost of \$154.7 million.
- The new facility will include 202 general-purpose cells:
 - 190 for men, which is the same as the current facility's capacity
 - Plus 12 new cells for short-term female accommodation.
- There are currently no cells for female inmates on Vancouver Island.
- Women are sent to Alouette Correctional Centre in Maple Ridge or may stay for short periods at correctional centres in Prince George and Oliver.
- Having cells available for female inmates on the island will reduce travel time and associated expenses.
- This project will also bring major economic benefits to the region, including 1,000 direct and indirect jobs.
- The Province selected three pre-qualified developers to participate in the request for proposals process to design and build the new facility.
- Two proponents have since withdrawn.
- Site clearing for the new centre will begin this summer, and construction will begin this fall. The new facility is likely to be operational by spring 2023.

KEY FACTS

- The Nanaimo Correctional Centre (NCC) is a key component of the BC Corrections Branch's provincial operation. It is the only medium-security provincial correctional facility on Vancouver Island, and houses unique and critical inmate programs, with demonstrated success.
- The provincial inmate population is projected to increase at a rate consistent with the province's general population growth. The current capacity provided by NCC is required to meet the projected growth, with a focus on Vancouver Island.
- Retention of corrections capacity in the current NCC catchment area provides efficiencies in accommodating sentenced and remanded inmates from central and northern Vancouver Island, resulting in cost savings for the justice sector related to inmate transportation.
- NCC replacement would address the current gap in pretrial and short-term incarceration space for female inmates on Vancouver Island.
- The Nanaimo Correctional Centre facilities, designed over 60 years ago as a camp for boys, are functionally and economically obsolete. The physical layout and construction of the facilities brings ongoing security challenges to BC Corrections Branch.
- The existence of environmental hazards in some buildings, though partially remediated, present health and safety risks. Also, recent Seismic Priority Index (SPI) ratings for NCC were extremely poor.
- NCC has been identified for replacement in the Corrections Capital Asset Management Plan since 2007.
- In response to direction from the Ministry of Finance, as part of Budget 2017, the Ministries of Public Safety and Solicitor General (PSSG) and Citizens' Services (CITZ) undertook an analysis of facility replacement options.
- The options identified for further development through the analysis were:
 1. Replace the existing NCC facility
 2. Consolidate existing NCC and Vancouver Island Regional Corrections Centre (VIRCC) facilities into one Vancouver Island correctional centre
 3. Replace the existing NCC facility, and subsequently either renovate or replace the existing VIRCC facility
- At the Business Case stage, the PSSG/CITZ team returned to Treasury Board in October 2018 with a recommended option to redevelop a new centre on the existing site. The option was approved.
- Engagement and consultation with the City of Nanaimo and the two First Nations who are potentially affected by the redevelopment, Sneneymuxw and Semiamhoo, is ongoing.
- A Request for Proposals (RFP) was issued to the three shortlisted design builders and publicly posted on the Partnerships BC website on September 18, 2019.
- The RFP closes in May 2020 and financial close (when initial conditions of the RFP process have been met by the proponents and when the contract will finally be signed) is slated for June 2020.
- The work is being overseen by Corrections Project Executive Board, chaired by Deputy Solicitor General with representatives from CITZ, the Ministry of Justice and Partnerships BC.

Musqueam, Squamish and Tsleil-Waututh (MST) Nations Consolidated Negotiations Project

KEY MESSAGES

- **The Province values its relationship with the Musqueam, Squamish and Tsleil-Waututh First Nations.**
- **We have established a project team that will negotiate with MST on the disposal of government-owned properties.**
- **We are taking a holistic approach by consolidating all the properties in Metro Vancouver that fall within the MST's traditional territories.**

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- **Negotiations with MST resumed in March 2020.**

KEY FACTS

- The Province has established a Project Team to negotiate with the Musqueam, Squamish and Tsleil-Waututh Nations (MST) on matters related to the disposal of government assets in Metro Vancouver that fall within MST's traditional territories.
- The Province and MST have had initial discussions about establishing a consolidated negotiation table for consultations on property dispositions in Metro Vancouver.
- MST have indicated that they support the concept of consolidated negotiations in principle.

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BACKGROUND

- MST, together or individually, have purchased four properties from the Province for a total value of \$586,778,000 since 2012.

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- The Province established a Project Team through a steering committee led by the Ministry of Citizens' Services and supported in an advisory role by the Ministries of Finance, Indigenous Relations and Reconciliation (MIRR), and Attorney General (MAG). The Project Team will be advised by property owners from:
 - Ministry of Citizens' Services (CITZ)
 - Ministry of Health (HLTH)
 - Ministry of Transportation and Infrastructure (TRAN)
 - Ministry of Forests, Lands, Natural Resource Operations & Rural Development (FLNRORD)
 - Insurance Corporation of BC (ICBC)
 - BC Hydro
 - BC Housing
 - Pavilion Corporation.

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Surplus Properties Program (Strategic Real Estate Services)

KEY MESSAGES

- **Managing government real-estate assets is an important part of what the Ministry of Citizens' Services does on behalf of the people of British Columbia.**
- **We want to make sure that these valuable assets are there for people, today and into the future.**
- **My ministry has created a program to make sure that surplus provincial lands benefit people first and foremost.**
- **Before selling, government now carefully considers whether properties can support new public infrastructure.**
- **Building schools, affordable housing and health and childcare facilities will provide social benefits for current and future generations.**

KEY POINTS

- Government owns some properties and assets that provide little financial or strategic benefit to B.C. Many of these do not fit the Province's mandate to hold properties only for core business and not for commercial or other ventures.
- The Province has sold Crown land properties since the 1980s.
- The Minister of Citizens' Services has the authority, under the *Public Agency Accommodation Act*, to acquire, own and sell property for the Ministry of Citizens' Services (CITZ). Other Ministries have their own legislation that authorizes them to own and sell property.
- The total value of the Province's assets, excluding un-surveyed Crown land, is approximately \$70 billion.
- Surplus properties and assets are those that are no longer in use, not required for future use, or those properties and assets where there is no strategic benefit for government to be the owner (i.e., properties that do not support ministry or agency programming, either currently or in the foreseeable future).
- In September 2017, CITZ received direction to enhance the focus on repurposing of surplus government property to support high-priority social outcomes (schools, housing, health and childcare), rather than selling it.
- In response to this new direction, CITZ updated its procedures to provide a renewed focus on repurposing real-estate assets, where feasible.
- CITZ implemented the Enhanced Referral Process, a new, mandatory process that matches ministry and agency demands with existing surplus properties.
- Ministries and agencies have 90 days to review details of the real estate opportunities and create a business case that demonstrates the need and capacity for repurposing the asset through transfer or sale. Government now uses this approach before any land is considered for sale on the open market.
- CITZ also implemented a mandatory triple-bottom line cost-benefit analysis for all properties valued at over \$1 million, to ensure social and environmental considerations were evaluated in addition to financial considerations before a property was deemed surplus.

Gain on Sales:

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

BACKGROUND

- On June 17, 2019, the Vancouver Sun reported that B.C. sold 50 schools and educational land lots in six years. The article stated that nearly one third of the 164 public land sales since 2013 belonged to the Ministry of Education.
- Under the Province's new approach, Boards of Education must comply with Ministry of Education policies prior to declaring sites surplus and disposing of them through the Surplus Properties Program. Additionally, and as per the *School Act*, School Boards must have ministerial approval before disposing of land.
- On June 14, 2019, the Vancouver Sun published an article about the sales of surplus public lands. The article included information on what was sold, who bought it and whether taxpayers benefited.
- On July 19, 2018, the Office of the Auditor General published its audit on the Province's Release of Assets for Economic Generation (RAEG) program. The recommendations have been accepted and all have been fully implemented.
- On February 7, 2018, CKNW and Global BC aired stories re: the RAEG program that was developed and executed under the previous government. This was followed up by a number of CKNW-initiated inquiries regarding provincial property sales in 2013/14 and 2014/15. The reporter had indicated she was doing in-depth research into what properties were sold, for how much and what the value of the properties would be today.
- Three ministries can own land: Transportation & Infrastructure; Forests, Lands, Natural Resource Operations and Rural Development; and Citizens' Services. School Districts, Health Authorities and some Crown Corporations can also hold land.
- Government has significantly enhanced its approach to the management of surplus assets.
- Under this new approach, work has taken place or is underway to:
 - Engage with First Nations
 - Develop partnerships with local governments to create, capture and deliver value at a community level
 - Increase social benefits, including affordability and shared use
 - Create opportunities to model sustainable development and measure success with a triple bottom line (social, environmental and financial)

Duty to consult with First Nations

- The sale of government real estate is considered a high impact to Indigenous title claims.
- Prior to making any decision that may adversely impact Indigenous rights or title – including lands, territories and resources – the Province is required to consult with First Nations.
- The negotiation of accommodation agreements is a key component of government land sales, as the agreements provide the Province certainty against First Nations' future claims on the property.
- Accommodation agreements often contain a variety of benefits, including (but not limited to) direct land sales, financial compensation and development partnerships.
- Once First Nation consultation has been completed, it may be months or even years before a property is sold due to operational requirements, financial forecasts and market conditions.
- Any financial benefit received as part of an agreement flows to the First Nation government – not to an individual. Once payment is received, the provincial government does not have any control over how funds are used by the First Nation government.
- In some cases, there may be overlapping claims and agreements with more than one First Nation.

Westhills Office Space

KEY MESSAGES

- The B.C. government is building a low-carbon economy by making changes to how we live, work and commute.
- This will put our province on a cleaner, more sustainable path.
- In June 2019, the Ministry of Citizens' Services launched the CleanBC Government Buildings Program – our blueprint for creating smarter, greener and more energy-efficient provincial facilities.
- A key piece of this plan is to create more flexible and modern work environments to support a growing mobile workforce.
- We're taking action to deliver on our commitments through a new mobile workspace pilot in Langford that will accommodate about 100 BC Public Service employees.
- About 20% of the BC Public Service employees working in Victoria live in the Western Communities.
- Giving employees the opportunity to work closer to home will cut commute times, reduce congestion and emissions, and enable public servants to spend more time with loved ones and less time idling in traffic.
- This move is another step in our commitment to making life more affordable for people.

KEY FACTS

- The Westhills office space will be a mobile government workspace in Langford. This approach is known as ShareSpace: a unique office design created using Leading Workplace Strategies (LWS) and planning principles.
- LWS provides new ways of accommodating office work beyond the traditional, dedicated office space, by integrating real estate, technology and human resources to transform the workplace.
- ShareSpace expands the LWS initiative. It is a 100% mobile workplace that accommodates mobile employees across all government ministries. It offers the following benefits:
 - It is a flexible, ready-made workplace designed with innovative equipment and furniture. ShareSpace aligns with a BC Public Service demand for mobility, flexibility and high-performing offices
 - A ShareSpace location is shared by multiple ministries in a co-working arrangement, supporting innovation and idea exchange across the BC Public Service
 - Depending on location, it can serve mobile employees who work outside of a core urban area or are otherwise distant from a Ministry's base office
 - New government staff, programs or teams can be temporarily accommodated in a ShareSpace, avoiding the need for a short-term lease elsewhere

BACKGROUND

- The Province has leased 10,000 square-feet of space in the Westhills community of Langford. It will become a B.C. government shared workspace. The office will be located on the second floor at 1311 Lakepoint Way.
- This area was chosen due to the large number of BC public servants who live in the Westshore area and face long commute times and costs to travel for work.

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- It is anticipated the space will be available in late fall 2020 and that it will accommodate approximately 100 government workers.
- The new space will be 100% co-working or shared space for BC Public Servants across all ministries.
- When completed, this space will offer an alternative for public servants who often spend hours commuting to and from work each day from the Westshore area and beyond.
- It will also reduce congestion on the local roads along with fewer Greenhouse Gas emissions.

CBRE Contract

KEY MESSAGES

- **The Ministry of Citizens' Services manages more than 1,800 properties on behalf of British Columbians.**
- **We work hard to ensure provincial properties are well-managed so staff can provide the timely, high-quality programs and services that people count on.**
- **The Province has outsourced the management of these facilities since 2004.**
- **In July 2019, CITZ entered into a new facilities management contract with CBRE Limited.**
- **The agreement aligns with our procurement strategy and provides fair and equitable opportunities for business of all sizes throughout the province.**
- **The procurement principles for the new contract focus on providing best value, while also creating social, environmental and economic benefits for people and communities.**
- **The agreement with CBRE aligns with government objectives and offers key benefits:**
 - **Provides the best value for money and stewardship of taxpayer dollars;**
 - **Supports sustainability and energy efficient practices;**
 - **Leverages local workforces and B.C. businesses throughout the province; and**
 - **Improves service levels for all clients in all categories of facilities including offices, labs, and correctional facilities.**
- **The new contract also creates opportunities for businesses to partner with government and creates easier, more transparent processes. Examples include:**
 - **Town Hall-style meetings held with previous and potential suppliers and contractors**

- **Focus on building relationships with associations in B.C., such as the BC Construction Association**
- **All opportunities are publicly procured**
- **Builds direct partnerships with small and diverse organizations**

KEY FACTS AND BACKGROUND

- The Ministry of Citizens' Services has managed a strategic contract with BGIS-WSI (WSI) since 2004. The current BGIS-WSI contract expired March 31, 2020 and a new service delivery contract with CBRE began its five-year term on April 1, 2020. The total value of the first five-year term is approximately \$750 million.
- The contract provides for facility management services (building repairs, maintenance, landscaping, security, cleaning and operations) and construction services, to over 1,800 owned, leased and managed government properties.
- The Negotiated Request for Proposal (NRFP) procurement process reflected the goals of the *BC Procurement Strategy* by using procurement strategically, promoting innovation, and providing additional employment opportunities for BC businesses (small, medium and large) across BC's diverse communities, including First Nations.
- Requirements for the NRFP were developed with input from provincial and industry experts and stakeholders at all levels, including clients.
- Before the NRFP was posted, the Ministry undertook a review of the outsourced service-provider model. Based on the size, complexity and scope of the contract, CITZ determined that a single service provider (with the option to sub-contract to local small and medium-sized service providers spread throughout the province) would ensure a more consistent client-service experience, better allow for innovation and flexibility, and reduce both risk and costs.
- All decisions related to the new contract were also reviewed by an Executive Steering Committee comprised of representatives from different ministries. Important milestones were brought forward and reviewed by the Deputy Minister Committee for Strategic Contracts (DMCPSC).
- Due diligence and contract analysis were conducted for all key decisions, including sourcing options, business and technical requirements, lead proponent suitability, contract terms and obligations, negotiations mandate and transition plan.
- Financial cost impacts and assessments were conducted by the Real Property Division's (RPD) Financial Planning and Reporting Branch, and the Ministry's Corporate Services Division.
- The project engaged an independent third-party Fairness Advisor to review all large decisions and provide advisory services throughout the life of the procurement.
- Large decisions were also put forward for review by central agencies, including Strategic Partnerships Office (SPO), Procurement Services Branch (PSB), Legal Services Branch (LSB), Risk Management Branch (RMB), and the Office of the Chief Information Officer (OCIO).
- CITZ undertook a robust due diligence process to assess the suitability of CBRE, including on-site visits and meeting with existing CBRE clients.

- CBRE will be a key partner in developing strategies for providing improved services to our clients and implementing an environmental-management system to ensure compliance with all applicable federal, provincial and municipal laws and regulations.
- The new contract creates more opportunities for businesses of all sizes, adapting practices towards supporting, growing and sustaining a community of suppliers.

Contract Benefits

Aligned with government objectives, the new agreement with CBRE offers key benefits:

- Value for Money – Delivering the best value for money and stewardship of taxpayer dollars:
 - Follows a shared contract governance model, with strong inclusion of provincial clients
 - Maintains the management fee at current levels
 - Requires the Service Provider to use a savings tracking tool that allows clients and the Ministry to review and approve initiatives before they are undertaken, as well as audit and validate savings
 - In alignment with industry best practices, provides an updated Project Delivery Model focused on providing a more robust performance management framework with enhanced reporting and Key Performance Indicators
 - Enhances transparency of costs and client reporting through the use of one integrated Information Management System
 - Improves service levels for all clients in all categories of facilities including offices, hospitals, labs, and correctional facilities.
 - Guaranteed savings through innovations built into the contract, which will be used to improve existing service levels and enhance client satisfaction.
 - New Performance Management framework developed in collaboration with industry stakeholders and client representatives, including audit measures to ensure employment standards regulations and required wage rates are achieved
- Commitment to sustainability and energy efficient practices
 - Manages all service activities through a registered Environmental Management System
 - Provides regular reporting on greenhouse gas emissions compared to reduction goals outlined in the agreement
 - Assigns dedicated energy-related subject matter experts to identify and implement emerging best practices in sustainability that support the Province in meeting carbon pollution reduction targets
 - Recommends and implements energy measures based on property type, over the five-year term
 - Rewards suppliers and sub-contractors that include sustainability in their business models by scoring environmental and energy awareness in procurements
 - Uses a Capital Planning Management system, including a focus on CleanBC and sustainability
 - Robust Environmental Management System and regular reporting on Greenhouse Gas (GHG) emissions.
 - Leverages CBRE's ability to utilize their global energy and sustainability teams from across North America
- Support for small and medium businesses throughout the province

- More than 900 small and medium-sized businesses across the province were sub-contracted to provide these services, and have continued to have access to bid on opportunities with CBRE.
- CBRE optimizes the supply chain and makes it easier for these suppliers to participate, by:
 - Simplifying procurement processes and providing the ability for small and medium-sized businesses to be reimbursed for registration and security clearance costs they current must absorb to register in the Global Risk Management Solutions (GRMS) system;
 - Launching supplier training and support, with a focus on how to do business with government
 - Being more proactive in their outreach to suppliers, including allowing them to benefit from CBRE's bulk purchasing platform
- Support for local workforce
 - The impact of the transition to a new service provider was minimized for the unionized workforce by:
 - Transitioning all BCGEU employees from the previous service provider without employee relocations
 - Transferring the existing Collective Agreement
 - Working closely with BC construction and regional associations to advertise business opportunities and postings in order to support job growth and fair access to work
 - Developing a Talent Management Plan
 - Adding eleven BCGEU staff to the CBRE workforce
- Improved service levels
 - CBRE is committed to improving service levels across all properties by delivering services that are reliable and responsive to client needs – this will be accomplished by:
 - Adding value for clients by making improvements to the project delivery processes
 - Creating efficiencies in the supply chain
 - Formalizing a process in the agreement that requires the Service Provider to develop and implement innovative practices that improve performance, address service deficiencies, and mitigate costs for the Province
 - Taking a more direct and consistent approach to client engagement and ensuring client satisfaction through requirements for annual client surveys and Key Performance Indicators that are tied directly to client satisfaction

Surrey Courthouse

KEY MESSAGES

- The \$33.5-million expansion of the Surrey Courthouse was completed in 2019.
- The facility can better serve citizens through three new courtrooms, two hearing rooms, administrative spaces and additional upgrades to the existing facility.
- The Ministry of Citizens' Services is receiving a budget increase of \$3.360 in 2020-21 to cover the cost of the lease, amortization, and operations and maintenance of the building.

If needed:

- The budget increase of \$3.360 for the Surrey Courthouse will be allocated as follows:
 - Lease – \$150,000 (Crown Counsel moved into the old City of Surrey building, which the ministry leased)
 - Operating and maintenance – \$655,000
 - Amortization – \$2.554 million.

KEY POINTS AND BACKGROUND

- The Surrey Courthouse Expansion responded to priorities set in the Lower Fraser Valley Capital Plan, which identified the need for increased court capacity to meet demands on the justice system in rapidly growing lower mainland communities.
- In May 2014, Treasury Board approved the renovation and expansion of the existing courthouse in Surrey to accommodate:
 - Three new courtrooms
 - Two hearing rooms
 - Associated administrative and support spaces
 - And additional changes to the existing facility.
- The renovation and expansion project was approved under Budget 2012 at a total project cost of **\$33.5 million**.
- In June 2016, the construction contract was awarded to Yellowbridge Contracting.
- The renovation work was conducted in seven phases to allow for continued courthouse operations.
- The expansion work was substantially completed in November 2018.
- Subsequently, the Judiciary and Sherriff Services identified additional operational issues with acoustics in the courtrooms and lines of sight from the Judges' diases to the witness, accused, counsel and public.
- Modifications were undertaken to raise the Judges' diases and clerk benches, install acoustical tiles, change the dockets to permit privileged conversation and secure document transfers, and install additional security cameras. The facility officially opened in May 2019.
- In fiscal 2019/20, the Ministry received \$3.3 million from the Treasury Board to cover lease costs, as well as building operating and maintenance costs.
- In 2020-21, the Ministry is receiving an increase of **\$3.360 million** in operating funding for the Surrey Courthouse expansion project.
- This will cover the cost of the lease (**\$150,000**), building operating and maintenance costs (**\$655,000**) and amortization costs (**\$2.554 million**).

Capital Park Buildings 1 and 2

KEY MESSAGES

Budget Increase:

- The Ministry of Citizens' Services is receiving an increase of \$3.517 million in Budget 2020-21 to fund operating costs for the second building in Capital Park.
- This will help cover the amortization and interest of the capital lease (\$3.365 million), operating costs and taxes (\$1.335 million), furniture amortization (\$0.425 million) and information technology operating costs (\$0.126 million). These costs are reduced by \$1.734 million in lease drops from ministries moving into this location.
- This is treated as a capital lease as it is a long-term lease and is recorded as an asset for accounting purposes.

Capital Park 1 & 2 Projects:

- Phase 1 of the Capital Park project was completed in September 2017.
- The Capital Park 1 building, which is soon-to-be designated LEED (Leadership in Energy and Environmental Design) Platinum, is currently being used by 765 employees from the Ministry of Environment and Climate Change Strategy and the Ministry of Children and Family Development.
- Phase 2 of the project was completed in August, 2019.
- About 360 government employees are working in the Capital Park 2 building, which is leased to the ministries of Agriculture and Forests, Lands, Natural Resource Operations & Rural Development.

KEY POINTS

- Capital Park is a new development located behind the BC Legislature in Victoria.
- The area now referred to as Capital Park is comprised of the buildings and land along Menzies, Superior and Michigan Streets, previously referred to as “South Block”. The property was sold to Jawl Properties Ltd. and Concert Properties with a lease-back option.
- The existing 50-year-old buildings, originally designated as temporary office space, were demolished to make way for a new mixed-use development, including residential, commercial and office spaces.
- Two new office buildings were constructed at this site, Capital Park 1 (Phase 1) and Capital Park 2 (Phase 2). The Province of British Columbia is a majority tenant and has entered into a 20-year long-term lease agreement with the developer (Jawl Properties).
- The investment at these two locations is approximately \$110 million over the 20-year capital lease, concluding in August 31, 2038.
- Both Capital Park 1 and 2 are designed to meet all current seismic requirements and include accessibility components, as well as ample bike storage facilities for staff.

Capital Park 1

- Capital funding of \$67.5 million for Capital Park 1 was approved for the capital lease, along with \$2 million for furniture and equipment.
- Construction for Phase 1 was completed in September 2017, with 125,000 square feet of leased office space occupied by the Ministries of Environment and Climate Change Strategy, and Children and Family Development. Approximately 765 staff from five locations were consolidated into the new offices at Capital Park.
- Capital Park 1 is awaiting LEED Platinum certification. The property was developed using energy efficient designs, including strategies to minimize greenhouse gas emissions, and collect/ reuse rain water and storm water throughout the facility.

Capital Park 2

- Capital funding of \$40.091 million for Capital Park 2 was approved in fiscal 2019/20.
- Construction of Capital Park 2 has also been completed. It provides an additional 55,000 square feet of leased office space and will also be put forward for LEED Platinum certification.
- Approximately 360 staff are working in the Capital Park 2 building, which is leased to the Ministries of Agriculture and Forests, Lands, Natural Resource Operations and Rural Development.
- The Capital Park Development aligns with the terms of the Victoria Accord, an agreement made in July 1992 between the Province, the City of Victoria and the James Bay Community for the Legislative Precinct.
- The agreement requires any development to incorporate community objectives, such as mixed land use and fitness facilities, with enhanced green and public spaces, including:
 - The City of Victoria has entered into an agreement for a new 7,000 square foot Greater Victoria Public Library location (James Bay Branch)
 - Red Barn Market
 - Capital 1 includes a fitness facility for residents of both buildings, which is also available on a limited basis to the public

- Good Earth Coffee
- Condominium units (completed) and townhouses (under construction)
- 57 residential rental suites were created and are fully rented
- There were five heritage houses on the property as well. Three of these were relocated on the site, facing Michigan Street. Two houses were removed from the site and moved by barge to Dallas Road where they were fully restored and subsequently sold by Jawl Properties Ltd. and Concert Properties.

BC Services Card Onboarded Services

KEY MESSAGES

- Government is committed to improving the supports and services people count on.
- The BC Services Card ensures British Columbians can access in-person and online services from government in a timely, secure manner.
- As of May 2020, there are approximately 4.75 million active cardholders throughout the province.
- As part of our commitment to service excellence, we are expanding the use of the BC Services Card so people can access a wide range of government services, both in person and online.
- The BC Services Card is a trusted identity credential that allows British Columbians to access online and in-person government services with confidence that their privacy is respected and that their data is secure.

Accessing online services with BCSC

- In 2018, the Ministry of Citizens' Services began integrating the card with partner ministry programs to make it easier for people to access government services online.
- To date, the BCSC has integrated with 17 ministry programs.
- Within the next fiscal year, another 12 ministry programs will be added.
- These programs include services from the federal government, as well as from the BC Ministries of Health; Attorney General; Education; Citizens' Services; and Forests, Lands, Natural Resource Operations and Rural Development.
- The Service BC team at CITZ will continue to work with ministries to integrate the card to bring more online services to British Columbians.

Card security and personal privacy:

- The BC Services Card has robust security features to protect the data and

personal information of British Columbians.

- **In fact, our card has achieved level 3 assurance, which means it is among the most trusted forms of digital identity in Canada.**
- **The card includes a chip, similar to a debit or credit card.**
- **Each service provider only has access to the information needed to deliver their specific service...**
- **...just as a police officer can't see your health records, and your doctor can't access your driving record.**
-

KEY FACTS

- At Service BC Centres, clients can trust that the individual verifying their identity is who they say they are; in turn, centre staff receive high-quality identity data about the individual so they can connect people to the supports and services they need.
- Citizens can access services using a single credential, rather than managing multiple usernames and passwords across services.
- Underlying the BC Services Card is an identity-management system that leverages the card's embedded smart chip that doesn't store any personal information but simply authenticates a cardholder's identity.

BACKGROUND

- In 2013, the Ministries of Health and Citizens' Services, along with the Insurance Corporation of BC, worked in partnership to deliver the BC Services Card as an integrated program.
- The BC Services Card is a trusted digital identity credential enabling safe, secure, privacy-enhancing access to multiple government services, both online and in-person.
- The BC Services Card replaces the previous Health CareCard and can be combined with the B.C. driver's licence.
- From February 2013 to 2018, a BC Services Card was issued to BC residents using the existing driver's licence renewal process.

BC Services Card Digital Activation

KEY MESSAGES

- The BC Services Card (BCSC) is a trusted identity credential that allows British Columbians to access online and in-person government services with confidence that their privacy is respected and that their data is secure.
- In order to access online government services using their card, citizens must complete a one-time digital activation by verifying their identity with a Service BC agent. There are two options available within the BC Services Card mobile app for activation:
 - Verify by Video – This involves live video call to the Service BC contact centre, where an agent can verify your identity and activate your card while you're on the call.
 - Send video – This is a new feature we recently launched to meet the demand of digital users due to the COVID-19 pandemic. Send video allows you to record a video and submit it to Service BC at any time. A Service BC Customer Service Representative will then review the video and verify your identity using the same high standards as a live video call.
- Having a digital solution embedded in government's service model will have a profound impact on the way citizens and businesses access government services.
- Currently, 4.75 million British Columbians are using their BC Services Card to access in-person health services...
- ... and 118,000 people are using their card to access online government services.
- We are working to integrate more government programs with the card to continue to improve service channels for citizens.
- To date, Service BC has integrated 17 ministry programs with the card, and a further 12 programs are expected to be added in 2020-21.
- These programs include services from the federal government, as well as the BC Ministries of Health; Attorney General; Education; Citizens' Services; and Forests, Lands and Natural Resource Operations and Rural

Development.

- **By the end of fiscal 2020/2021, we estimate that an additional 650,000 British Columbians will be using their cards to access government services online.**

KEY FACTS

- A portion of the BC Services Card program received contingency funding for five years while the cards were being issued.
- In 2018-2019, a budget lift of \$3.451 million was allocated to the base funding to support continued and expanded use for the increasing number of government services for the BCSC. Currently, 4.75 million citizens are using their BC Services Card to access in-person health services.
- 118,000 British Columbians are using their card to access other online government services like.
- By the end of fiscal 2020/2021, we estimate that an additional 650,000 British Columbians will be using their cards to access government services online.

BACKGROUND

- The BC Services Card is a trusted digital identity credential that enables safe, secure, privacy-enhancing access to multiple government services, both online and in-person.
- The Ministries of Health and Citizens' Services, along with the Insurance Corporation of BC, work in partnership to deliver the BC Services Card as an integrated program.
- The BC Services Card replaces the previous Health CareCard and can be combined with the B.C. driver's licence.
- This change took effect in February 2013, with a five-year roll-out designed to match the driver's licence renewal process.

Service BC Channel Expansion

KEY MESSAGES

- The Province is committed to providing people in BC with better access to the supports and services they count on.
- This includes improving the service experience for citizens.
- Service BC is the face of customer service for both people and businesses throughout the province.
- We have 65 Service BC Centres that people can visit, in person, to get everything from help with accessing income assistance services through our partnership with Ministry of Social Development and Poverty Reduction, to renewing a driver's licence on behalf of ICBC.
- We also have a centralized Provincial Contact Centre that can help people from anywhere in BC, and in 140 languages.

Channel Expansion

- Service BC works with ministries to find new ways to design and improve services for citizens.
- This includes looking at the various access points that people use – telephone, online and in-person – to make it easier for citizens and businesses to find the information and services they need – when, how and where they need them.
- Service BC continues to modernize the way they interact with people.
- New communication channels – including video chat and SMS/Text – are available in the Service BC Provincial Contact Centre.
- We anticipate that in 2020 web chat and co-browsing will be available. For example, co-browsing allows contact centre agents to view a caller's web page in order to provide support or help troubleshoot in real time.
- All of this is with a view of helping to ensure that citizens are able to find what they are looking for and connect to vital government supports.

Customer Satisfaction

- **Service BC is committed to providing excellent service for British Columbians, while also protecting their personal information.**
- **Service BC Centres provide approximately 300 government services on behalf of more than 40 ministries and agencies.**
- **These services range from accessing income assistance and childcare benefits, to helping with landlord and tenant disputes, or registering people as organ donors.**
- **Through specialized Customer Service Professional training, Service BC supports their employees by providing the tools to best assist citizens.**
- **This training is reflected in our citizen satisfaction rate of 96.4%.**

KEY FACTS

- The Service BC Provincial Contact Centre is a consolidated and integrated service that is accessible, effective and responsive to British Columbians.
- The Contact Centre model uses a citizen-centred approach to increase user satisfaction and makes it easier for people to access services.

BACKGROUND

- In January 2018, Service BC began the modernization of its centralized Contact Centre, enabling citizens to communicate through their channel of choice. This has made it easier for people to access the government services they count on, no matter where they live in the province.
- The modernization includes creating the capability to implement new service channels, including:
 - **Verify by Video:** Available as of June 2019, citizens can now verify their identity for the BC Services mobile card via video chat, instead of physically attending a Service BC Centre. Service BC can also offer video chat capabilities to client ministries to better support digital government services, making them more accessible and easier to use.
 - **SMS/Text:** Service BC currently serves students by answering their questions about the Student Transcript Service via SMS/Text or providing instructions and resources they need to complete a request. This channel is also available via the Contact Us page as a more convenient and quick way for citizens to ask simple questions about government services.
 - **Co-browsing:** This view-only functionality enables Contact Centre agents to view the page where a citizen would require support when accessing an online service. This technology is now available in the Contact Centre and is ready should partner ministries decide to implement to support the adoption and use of government digital services.
 - **Webchat:** This enables Contact Centre agents to provide immediate service to citizens using a chat tool that is embedded on government websites or applications. This technology is now available in the Contact Centre and is ready should partner ministries decide to implement to support the adoption and use of government digital services.

New West Partnership Trade Agreement

KEY MESSAGES

- The New West Partnership Trade Agreement creates an interprovincial free-trade zone between British Columbia, Alberta, Saskatchewan and Manitoba.
- The updated Agreement, effective January 1, 2020, added the province of Manitoba, and commits to strengthen the economy and competitiveness of the western provinces.
- On June 27, 2020, our government launched a new online service to streamline corporate extra-provincial registrations under the New West Partnership Trade Agreement.
- This new service – called the Multi-Registry Access Service – will ease the burden for businesses, reduce barriers to trade and streamline extra-provincial registration requirements for companies in these provinces.

Implementation Delay:

- The B.C. government met its commitment for January 1st.

s.16

- This delay prevented all western jurisdictions from onboarding to the Multi-Registry Access Service, the application that enables businesses in each province to register their information online and avoid paying fees.
- In order to support Manitoba, the newest partner in the agreement, B.C. undertook manual filings to support Manitoba companies wanting to extra-provincially register in B.C.
- This ensured Manitoba was able to benefit from the Agreement starting in January.

KEY FACTS

- In September 2019,^{s.16} to support the technical build for the Multi-Registry Access Service and would not, therefore, make the New West Partnership Trade Agreement's implementation date of January 1, 2020. They estimated that their commitment would be delayed until June 2020.
- B.C. committed to meet our trade obligations and confirmed we would implement New West Partnership Trade Agreement requirements by January 1, 2020.
- This has required B.C. to manually process Manitoba extra-provincial filings – there were over 620 filings from Manitoba last year, 440 of which were completed online.
- The Ministry of Citizens' Service's BC Registries and Online Services team successfully met the requirements to manually process Manitoba's extra-provincial registrations as of January 1, 2020.
- All four jurisdictions are continuing to work towards a full launch of the Multi-Registry Access Service in June 2020.

BACKGROUND

- On September 11, 2009, the Premiers of British Columbia, Alberta and Saskatchewan signed the New West Partnership Trade Agreement.
- Article 11 of the New West Partnership Trade Agreement required that the three jurisdictions reconcile their corporate registration and reporting requirements, and eliminate the fees associated with the registration process (except for names examination).
 - Each jurisdiction examines the names of new companies to ensure there is no confusion in the marketplace (i.e. others who have the same or similar names). Alberta and Saskatchewan contract out this work; therefore, a fee for this service is charged under the Act for all partners.
- The requirements under Article 11 of the agreement successfully launched in July 2013 with a new application completed by the three jurisdictions.
- In 2016, the Manitoba government signed onto the New West Partnership Trade Agreement to further align extra-provincial registrations, with a target implementation date of January 1, 2020.
- The current New West Partnership Trade Agreement partners' technical resources team undertook a full analysis of the application.
- The jurisdictions agreed that the current application was not scalable, and a new application would need to be built before they could add a fourth partner.
- Rather than build a separate application to support the New West Partnership Trade Agreement, the four jurisdictions agreed to leverage the Multi-Registry Access Service, which the federal government is currently developing. This service is expected to launch at the end of June 2020.

Procurement - Strategic Contracts Overview

KEY MESSAGES

- **The Strategic Partnerships Office oversees high-value contracts and projects.**
- **This includes ensuring these projects align with the *BC Procurement Strategy* and maximize opportunities to leverage buying power across government.**
- **The office is currently overseeing 13 strategic, large-scale contracts and procurement projects for a wide range of services across government.**
- **The office works with contract managers in each ministry to maximize contract values, track performance, ensure consistency with best practices, and consider improvements for future services.**

KEY POINTS AND BACKGROUND

- From 2003-2010, the Province outsourced a variety of business functions to improve services and/or save costs.
- These outsourced contracts involved a range of services, including specific Information Technology (IT) services (e.g. workstation support), back-office services (e.g. public service payroll) and citizen-facing business services (e.g. Medical Service Plan collection).
- Contracts and sourcing projects are considered strategic if they exceed \$10M in total value, involve complex business services spanning multiple ministries, and/or involve the major transformation of services.
- As contracts near the end of their term or new strategic-sourcing projects emerge, the Strategic Partnerships Office (SPO), working closely with the Deputy Ministers' Committee on Procurement and Strategic Contracts (DMCPSC), assists ministries in assessing the best sourcing options to align with the *Procurement Transformation Strategy* and government's strategic direction.
- There are currently 13 contracts in the Strategic Partnerships Office's (SPO) portfolio, which oversee services across government.
- Current strategic contracts and sourcing projects within the SPO portfolio include:
 1. Facilities Management contract – CBRE – CITZ
 2. Hosting Services contract – ESIT-Advanced Solutions (formerly HP Advanced Solutions) – CITZ
 3. Microsoft Agreement – Microsoft – CITZ
 4. Oracle Agreement – Oracle - CITZ
 5. Service BC contract – Maximus BC – CITZ
 6. Telecommunications Services Master Agreement (TSMA) – TELUS – CITZ
 7. Workplace Support Services contract – IBM – CITZ
 8. Health Insurance BC contract – Maximus – MOH
 9. Integrated Case Management System contract – Deloitte – SDPR

10. MyEducation BC contract– Fujitsu – EDUC
11. Revenue Services contract – ESIT-Advanced Solutions (formerly HP Advanced Solutions) – FIN
12. Health Information Access Layer – Provincial Laboratory Information Solution (HIAL-PLIS) contract – Maximus – MOH
13. Workplace Evolving Services and Technologies (WEST) contract NTT – MOH

Procurement - Procurement of Device Services

KEY MESSAGES

- The ministry issued a Request for Proposals for workplace support services in March 2017 to replace an expiring agreement with IBM Canada.
- After careful consideration, the ministry cancelled the re-procurement to focus on developing a province-wide procurement strategy to guide this and other projects across government.
- We are preparing to enter into a new procurement process that aligns with both our *BC Procurement Strategy* and the minister's mandate letter.
- The Province intends to extend the existing contract until September 30, 2022, with two, six-month extension options available. A Notice of Intent (NOI) was posted on June 17, 2020.
- The Province intends to procure in the Spring of 2021.
- This contract includes core government technology services, including service desk and onsite technical support, as well as workstation hardware (laptops, desktops and tablet devices) for public sector employees.

KEY FACTS

- This note concerns the Workplace Technology Services Procurement (WTSP), which will replace the current Workstation Support Services contract; see the 'Workstation Support Services (WSS) Contract' estimates note.
- In 2004, the Ministry of Citizens' Services (CITZ) entered into a long-term contract with IBM Canada for the delivery of workstation support services for core government and broader public sector employees.
- The Province posted a Notice of Intent (NOI) on BC Bid on June 17, 2020 regarding the intention to extend the contract until September 30, 2022, with an additional two six-month extension options.
- This will provide adequate time to complete a procurement process and transition to new service provider(s).
- The NOI also informs the vendor community of the Province's intent to procure in the Spring of 2021.
- The current contract continues to provide value to the Province through established benchmarked pricing, as well as service continuity, which has become increasingly important during the COVID-19 situation.
- WTSP options are now being finalized to align with the BC Procurement and other key strategies.
- The procurement opportunity will be shared with the vendor community as soon as possible.
- In keeping with procurement practices, we are unable to share details of an upcoming procurement.

BACKGROUND

- In December 2004, the Province signed the WSS with IBM Canada for a 10-year term ending March 31, 2015, with the option to extend.
- The WSS agreement was innovative in 2004 due to its cost savings and its approach to standardize workstations across government.
- In 2010, the provincial health authorities (represented by the Ministry of Health) onboarded to the WSS contract, extending services to health authority employees. At that time, the Province exercised the option to extend the contract for an additional two years to 2017.
- In May 2015, the Province, in partnership with the health authorities, posted a Request for Information to consult the market for potential solutions to their requirements.
- In 2016, CITZ and the health authorities decided to pursue separate procurements due to having different business requirements. Questions regarding the health authorities' procurement activity should be addressed to the Ministry of Health.
- On June 1, 2017, CITZ's Negotiated Request for Proposals (NRFP) closed with a single response received from the current incumbent, IBM Canada.
- In October 2017, the CITZ cancelled the NRFP in order to develop – and align with – a new overarching BC Procurement Strategy.
- From 2017-2019, the Province negotiated and leveraged additional contract extensions to accommodate the above-noted activities.

- The procurement team is currently exploring sourcing options and developing associated project budget estimates.

Hosting Services Contract Renewal

KEY MESSAGES

- **The Province's hosting services contract provides the data centre, related processing, storage equipment and services that support government computer applications and print requirements across all ministries.**
- **In addition to supporting core government, the agreement also provides services for 15 broader public sector entities,**^{s.17}
s.17
- **The contract with ESIT Advanced Solutions is in place until 2024,**^{s.13}
s.13
- **This contractor is performing well and has an effective governance model in place.**

KEY FACTS

- In 2009, the Province signed an agreement with EDS Advanced Solutions for data centre and managed hosting services. As a result of corporate changes, the service provider was renamed HP Advanced Solutions in 2010 and then renamed ESIT Advanced Solutions in 2017.
- The agreement contains three sub-agreements: one for Data Centre Services, one for Managed Hosting Services and one for Managed Print Services.
- The initial contract term for Data Centre Services expires in March 2024 (15-year term) with one option to renew to 2029.
- The B.C. government's data centres are located in Kamloops, BC and Calgary, AB.
- The initial contract term for Managed Hosting Services expires in March 2021 (12-year term), with multi-year options to extend or renew up to 2029.
- In March 2020, the Province completed negotiations with ESIT for a three-year renewal of Managed Hosting Services from April 2021 until March 2024.
- The Province is developing end-of-term recommendations for all the services within the agreement.
- Growth in the contract value from \$586M to \$1.041B is attributed to organic growth from ministries, the introduction of new services (i.e. other hosting services, managed print services, IT service management), as well as the expansion of deals through the onboarding of broader public sector (BPS) organizations.
- Increases in operating costs reflect the increase in demand for IT services from all ministries.

HOSTING SERVICE CONTRACT SPEND (Core Government Only)

- The last five years of spend for core government (not including the broader public sector) is as follows:

Fiscal Year 15/16	Fiscal Year 16/17	Fiscal Year 17/18	Fiscal Year 18/19	Fiscal Year 19/20
\$85.1 M	\$85.5 M	\$85 M	\$ 94.3M	\$103 M

BACKGROUND

s.17

Technology – Managed Print Services Renewal

KEY MESSAGES

- The Managed Print Services Renewal contract provides printing services to core government and broader public sector (BPS) clients.
- Moving to a managed print approach has enabled the Province to reduce its printer fleet by 51% and government's overall print volumes by 24%.
- This contractor is performing well and has an effective governance model in place.

KEY FACTS

- In 2009, the Province signed a Strategic Transformation and Mainframe Services (STMS) agreement with EDS Advanced Solutions to provide data centre and managed hosting services. As a result of corporate changes, the service provider was renamed HP Advanced Solutions in 2010 and then in 2017, was renamed ESIT Advanced Solutions.
- Managed Print Services were added to the STMS agreement in 2012, with an initial term expiry in December 2020, with an option to renew up to 2024.
- These services are based on a cost-per-page utility model that combines the price of devices, consumables (e.g. toner), services and support.
- The Province is in the process of negotiating a two-year renewal of the current agreement to December 31, 2022..
- The Province is developing strategy recommendations for future managed print services at the completion of the renewal term.

MANAGED PRINT SERVICES SPEND (Core Government Only)

- The last five years of spend for core government (not including the broader public sector) is as follows:

Fiscal Year 15/16	Fiscal Year 16/17	Fiscal Year 17/18	Fiscal Year 18/19	Fiscal Year 19/20
s.17				

Technology - Workstation Support Services Contract Overview

KEY MESSAGES

- On June 17, we issued a Notice of Intent (NOI) to extend our current Workplace Technology Services agreement with IBM until September 30, 2022, with the possibility of two six-month extensions.
- This extension will ensure there are no disruptions in services for British Columbians, during the COVID-19 pandemic.
- It will also give us time to develop a process that aligns with B.C.'s Procurement Strategy and complete our work to modernize our service delivery tools.
- We expect to issue a procurement to secure a new contract in spring 2021.

Alignment with BC's Procurement Strategy

- Our approach to procurement aims to make it easier for companies of all sizes to work with government.
- We are using government procurement strategically to create good jobs and grow local economies throughout B.C.
- We're focused on providing the best value, while also creating social, environmental and economic benefits for people and communities.
- My mandate includes ensuring that the procurement process works better for companies that hire locally and have a local supply chain when government is buying IT services.
- And that's exactly what we're doing.
- We will also vet and award government IT contracts in a way that saves money, increases innovation, improves competition and helps our technology sector grow.

If asked what the procurement will include:

- We're looking at a few different options, including a single contract or multiple procurements.
- Our goal is to develop a process that aligns with B.C.'s Procurement Strategy to maximize opportunities for B.C. businesses.
- We expect to issue a procurement in spring 2021.

KEY FACTS

- This note concerns the current workstation support contract. See the 'Procurement of Device Services' estimates note regarding the procurement activities for the next contract, which are currently underway.
- The Workstation Support Services (WSS) contract was put in place in 2004 as one of the early alternative-service delivery contracts within government.
- This outsourcing resulted in the transfer of a number of government staff to ISM (Information Systems Management Corporation), a subsidiary of IBM Canada, and the creation of an ISM BCGEU labor union component.
- In addition to the ISM workforce, IBM also partners with small and medium-sized local companies, such as Microserve and Tecnet, to deliver services under the WSS contract. In total, there are 44 BC companies supporting the ISM agent.
- This contract was innovative in 2004 due to its cost savings and its approach to standardize workstations across government.
- Services currently delivered under the WSS contract include:
 - Providing equipment, managing and supporting 39,000 workstations and laptops.
 - Providing and administering government employee access accounts, enabling the use of government resources and technical services.
 - Providing, administering and supporting remote access services for government employees who work outside of the government workplace (i.e. Desktop Terminal Services - DTS)
 - Providing helpdesk services for all OCIO-provided IT services.
- A performance benchmark undertaken by Gartner in 2016 determined that the Ministry of Citizens' Services (CITZ) is paying below the market average for the core services provided under the WSS contract.
- IBM achieved 97.7% of contracted service levels in fiscal 2018/19 and 97.6% in fiscal 2019/20.
- Client Satisfaction rates based on user surveys are at 94.2%

BACKGROUND

- In December 2004, the Province signed the WSS contract with IBM Canada for a 10-year term – ending March 31, 2015 – with the option to extend.
- The contract, worth approximately \$300 million, delivers complete end-to-end services for workplace support for all workstation users within government.
- In 2010, health authorities also onboarded to the agreement. This added 50,000 workstations to the agreement at a cost of \$395 million. At the same time, CITZ leveraged an optional contract extension for two years, to 2017.
- In February 2017, due to significantly different business requirements, the Ministry of Health, on behalf of the health authorities, began a separate process to procure workstation support services through a Joint Solution Request for Proposal. This process included services and supports unique to their needs. Questions regarding the health authorities' procurement and subsequent contract-award activities should be addressed to the Ministry of Health.

- In March 2017, CITZ issued a Negotiated Request for Proposal (NRFP) to procure workplace technology services. The contract included government technology services, including service desk support, technical support (remote and onsite) and optional hardware purchases.
 - In October 2017, CITZ cancelled this procurement in order to develop, and align with, a new overarching *BC Procurement Strategy* and address the limited response to the procurement opportunity.
 - From 2017-2019, CITZ negotiated and leveraged additional contract extensions to accommodate the activities noted above. The contract currently ends September 30, 2020. Procurement options are now being finalized to align with the BC Procurement and other key strategies.
 - The Province posted a Notice of Intent (NOI) on BC Bid on June 17, 2020 regarding the intention to extend the contract until September 30, 2022, with two 6-month additional extension options.
 - In addition, the Province has informed the vendor community of the Province's intent to procure in the Spring of 2021.
 - In keeping with procurement practices, we are unable to share details of an upcoming procurement.
-
- For 2019/20, the IBM contract spend was \$68 million, which includes \$38 million for operations and \$30 million for hardware refreshes. Future annual hardware spends are expected to be reduced as a result of a change to our refresh model from a cyclical approach (every four years) to a rolling approach (a percentage each year).

Properties – Auditor General Report on Surplus Properties

KEY MESSAGES

- Managing government-owned real estate is an important part of what my ministry does for British Columbians.
- We want to make sure that these valuable assets meet the needs of citizens today and into the future.

OAG Report

- The Office of the Auditor General (OAG) released a report in July 2018 about the Province's disposal of surplus properties.
- Overall, the audit found that Release of Assets for Economic Generation (RAEG) program – CITZ's land disposal program at that time – designed and followed appropriate processes, but there was room for improvement.
- CITZ accepted and actioned all seven recommendations in the report.

Current state

- CITZ has created new processes to ensure surplus provincial lands benefit British Columbians first and foremost.
- Before selling, government now carefully considers whether properties can support new public infrastructure and provide social benefits by developing schools, health care facilities, affordable housing and child care facilities today and in the future.
- We will continue to work closely with First Nations and local governments to build relationships and ensure value is delivered for communities where real estate decisions are being made.

KEY FACTS

- In July 2018, the Office of the Auditor General (OAG) reviewed 14 of the 101 sales conducted under the Release of Assets for Economic Generation (RAEG) program during a two-year period ending March 31, 2015, which represented 75% of government sales proceeds. Of the surplus property sales, the OAG concluded that the government, on average, received 97% of their appraised value, the one exception being the Burke Mountain lands in Coquitlam.
- OAG found that for the sale of Burke Mountain, government allowed bids for both individual parcels and groups of land parcels, which did not allow for direct comparisons of bids. If government had allowed bidders to provide a breakdown for each parcel as part of the bidding process, we would have been better able to identify low bids for individual parcels and compare parcel bids.
- OAG noted that, overall, the RAEG initiative team designed and followed appropriate processes, but there was room for improvement.

BACKGROUND

- An independent consultant was engaged by the Province to conduct an evaluation of the previous RAEG initiative to identify opportunities to enhance public sector strategic real estate management and improve public accountability reporting on sales of surplus real estate assets, as per recommendations 6 and 7 in the OAG's audit report.
Recommendation 6 – engage an independent consultant to conduct an evaluation of the RAEG initiative to identify opportunities to enhance public sector strategic real estate management.
Recommendation 7 – improve public accountability reporting on sales of surplus real estate asset.
- The processes and steps the Ministry of Citizens' Services took to address the OAG report were presented to the Public Accounts Committee in November 2018.
- Government has significantly enhanced its approach to managing surplus assets.
- Of the seven recommendations in the OAG report, five recommendations were implemented in 2018. These recommendations are as follows:
 - Recommendation 1 – ministries and agencies prepare cost-benefit analyses prior to submitting real estate assets to the Surplus Properties Program for approval to sell.
 - Recommendation 2 – that no real estate assets are added to the surplus properties list until ministries and agencies submit a readiness checklist showing that they have completed the due diligence work required to prepare assets for sale.
 - Recommendation 3 – the controls that ministers and agencies have in place are sufficient to prevent and detect real or perceived biases, in rigging and collusion when selling real estate assets.
 - Recommendation 4 – ministries and agencies establish bid submission requirements for real estate asset sales to foster increased transparency of multi-parcel bids.
 - Recommendation 5 – evaluate real estate purchase bids and provide Treasury Board with an option as to whether bids fairly reflect market conditions, based on appraisals and other market information.
- Recommendations 6 and 7 above, were completed in November 2019. The Ministry continues to update the "Process Manual" it created for guiding property dispositions. The Ministry is also regularly conducting internal stakeholder engagement sessions with client ministries and agencies to ensure their understanding and compliance with the new processes and tools.

- A robust and mandatory referral process has been put in place to ensure all properties are fully reviewed for alternative government use before they are made available publicly for sale.
- Some examples are
 - During fiscal 19/20 CITZ transferred 2401 Burnside Road to Ministry of Transportation and Infrastructure for a HandyDart facility
 - During fiscal 18/19, the University of the Fraser Valley (UFV) sold a portion of the UFV campus to School District 33.
 - During fiscal 18/19, the ministry transferred vacant, provincially owned property located in the Village of Queen Charlotte to BC Housing. The land is being redeveloped into supportive housing for people experiencing or are at risk of homelessness.
 - During fiscal 18/19, in response to Revelstoke's need for more affordable housing for people, BC Housing has purchased a 1.21-hectare (three-acre) school property. The property is large enough to accommodate a range of housing projects that could benefit tourism industry employees, low-to-moderate-income families and seniors.

Telecommunications Service Contract Overview

KEY MESSAGES

- We value our partnership with TELUS.
- As we are now in the ninth year of a 10-year telecommunications agreement, my ministry and I look forward to that relationship continuing to be a positive one.
- The deal is valued at approximately \$1 billion and signatories include core government, the health authorities, and four Crown corporations.
- The agreement pools the spending power of the signatories to achieve maximum value for the citizens of British Columbia and the public sector.
- The Telecommunications Office actively manages the agreement on behalf of the deal signatories using best-in-class contract and vendor management practices.
- Facilitated by the Telecommunications Office, the deal signatories work together to plan for their current and future telecom needs.

KEY FACTS

Contract Owner: Ministry of Citizens' Services

Vendor: TELUS | **Contract Term:** 2011 – 2021

Original Value: \$1B **Current Value:** \$1.1B

The 10-year telecommunication deal with TELUS was signed in 2011 and consists of three separate agreements:

- The Telecommunications Service Master Agreement (TSMA) – the framework agreement for delivery of all core telecommunications services to the Province and its broader public sector partners. The Telecommunications Service Master Agreement (TSMA) provides connectivity, productivity and staff mobility and enables digital government through voice, cellular, conferencing and data products and services. The contract allows for new technologies to be leveraged over its term.
- The Strategic Relationship Agreement (SRA) defines the strategic relationship and related rights/obligations between the parties. It includes the principles by which the relationship will be governed, as well as the governance mechanisms and details of a Strategic Investment Fund (SIF) for transformative projects. (There is a separate Estimates Note for the Strategic Investment Fund (SIF))
 - The Ministry and the Public Service Agency (PSA) exercised a right of first offer from the Strategic Relationship Agreement for TELUS Employer Solutions (TES) to continue to provide stable payroll and human resources technology services expiring in 2021 with a value of

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January 8, 2020
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approximately \$18m per year and leveraging the Telecommunications Service Master Agreement's (TSMA) robust governance and management tools.

- The contract provides for Strategic Investment Fund (SIF) to develop services in partnership with TELUS, such as: the Home Health Monitoring service that allows for patients with specific chronic diseases to be monitored from their homes. The Strategic Investment Fund (SIF) is estimated at just under \$100m by 2021 and currently funds 13 active projects across core government and the broader public sector.
- The Connecting British Columbia Agreement (CBCA) is a non-monetary agreement that defines how the vendor, working with the Province, will increase access to high-speed internet service in rural and remote areas over the 10-year term of the Agreement and improve access to cellular services along segments of major highways over the next five years. (There is a separate Estimates Note for the Connecting British Columbia Agreement(CBBC)). Obligations under the Connecting British Columbia Agreement (CBCA) are largely complete.
- Based on the Strategic Partnerships Office's performance management reporting, the deal consistently produces positive results with regards to value for money and is meeting the objectives of the original procurement.

BACKGROUND

- Telecommunications Service Master Agreement End of Term
 - The TSMA is set to expire in 2021 – as part of the due diligence process the deal office is reviewing options for key decision makers. A decision on next steps will need to be made in 2020.
- Next Generation Telecommunications Deal
 - The Telecommunications Service Master Agreement provides mission critical telecommunications services to government and directly to 11 broader public sector organizations including all Health Authorities. It is in year nine of a 10-year term and is in the end-of-term phase.
 - A sourcing strategy is being developed to structure and procure a new Telecom deal including available services, management structure and funding.
- The Province developed an audit plan to exercise its audit rights under the agreement. The plan calls for four specific reviews to take place over the term of the deal. To date, three of the four audits have taken place.

Technology – IT User Identity and Access Management

KEY MESSAGES

- **The Office of the Auditor General (OAG) conducted an audit of BC Government's Internal Directory Account Management between August 2017 and June 2019.**
- **The audit report was published in August 2019 and the Office of the Chief Information Officer (OCIO) accepted each of the seven recommendations on behalf of government.**
- **The OCIO is leading the Internal Directory Audit Remediation project to ensure the actions are completed and audit recommendations fulfilled by December 2020.**
- **This requires the office to work across government to help ensure that all ministries are complying with the report's recommendations.**

KEY FACTS

- Since August 2017, the Office of the Chief Information Officer (OCIO) and five selected ministries have participated in an audit of the BC Government's Internal Directory Account Management with the Office of the Auditor General (OAG).
- The ministries and OCIO began remediating the items before the audit was published.
- Since February 2018, the OCIO has been receiving and remediating reports of IDIR users with accounts that are inactive. These accounts are now disabled after 90 days.
- The audit report was published on August 13, 2019, and OCIO accepted each of the seven recommendations on behalf of government.
- The OCIO worked with ministries to develop a detailed action plan and presentation that were presented to the Public Accounts Committee (PAC) on December 7, 2019.
- The OCIO is leading the Internal Directory Audit Remediation project to ensure the actions are completed and audit recommendations fulfilled by December 2020.
- The Internal Directory Audit Remediation project is making progress in remediating items and is on track for completion by December 2020.

BACKGROUND

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

- The OAG selected five ministries to participate in the audit:
 - Ministry of Citizens' Services
 - Ministry of Finance (including agencies)
 - Ministry of Health
 - Ministry of Attorney General
 - Ministry of Forest Lands and Natural Resource Operations and Rural Development.
- On August 12, 2019, then Minister of Citizens' Services Jinny Sims met with the Auditor General to discuss the audit.
- On August 13, 2019, the OAG published the Audit of the BC Government's Internal Directory (IDIR) Account Management.
- The OAG concluded:
 - OCIO "has designed key controls for protecting government information and assets from unauthorized access, as identified in government's security standards."
 - The OAG noted that "although the selected entities have implemented some of the controls identified by government's security standard, there are instances where key controls have not been implemented. These deficiencies increase the risk of unauthorized access to government's information systems."
- The OAG made seven recommendations in the report:
 - Recommendation #1: Office of the Chief Information Officer (OCIO) work with ministries to apply clear roles and responsibilities as defined for the IDIR user accounts provisioning processes; and to reconcile the Information Security Policy and Standards as they relate to the maintenance of a central record of access rights for IDIR users.
 - Recommendation #2: OCIO work with non-compliant ministries to ensure they: develop and document ministry-specific procedures for setting up IDIR user accounts for new employees and contractors, establish a formal training and education program for those who are involved in the IDIR service, and implement a process ensuring only properly authorized IDIR user accounts requests are acted upon.
 - Recommendation #3: OCIO work with non-compliant ministries to ensure they develop and document ministry-specific procedures for establishing access permissions for authorized IDIR user accounts to access applications.
 - Recommendation #4: OCIO work with non-compliant ministries to ensure they develop and document ministry-specific procedures for the removal of IDIR user accounts of terminated employees and contractors.
 - Recommendation #5: OCIO work with non-compliant ministries to ensure they establish processes for reviewing privileged IDIR account users' access rights and monitoring their activities to ensure they are appropriate and authorized.
 - Recommendation #6: OCIO work together with the BC Public Service Agency to compare the IDIR user employee profiles with the government employee payroll database and where discrepancies are identified make the appropriate corrections.
 - Recommendation #7: OCIO work with ministries to expand the scope of the monthly review of IDIR user accounts to include checking for non-expiring password settings and IDIR accounts that have remained active, even after employees and contractors no longer work for government.

Technology – IT Asset Management Audit

KEY MESSAGES

- Protecting government data and networks is a top priority for this government, especially where it concerns British Columbians' personal information.
- Governments must take steps to protect themselves from online attacks no matter the source or the strategy.
- Cyber criminals are becoming increasingly sophisticated and that requires ongoing vigilance and up-to-date technology to continue to fend off these attacks.
- Our staff of experts have systems to protect our networks that operate 24 hours a day, 7 days a week, including:
 - Firewalls
 - Intrusion Prevention systems
 - And anti-virus software
 - Vulnerability scanning program.
- It is important for us to be vigilant, as government records hold sensitive information including personal information of our citizens and businesses.

Audit activity/timeline:

- In August 2016, the Office of the Auditor General (OAG) announced plans to conduct an audit on Information Technology Asset Management: Cybersecurity Controls.
- The OAG later delayed the audit several times; however, it is now active again.
- The OAG has worked with ministries and OCIO since March 2019 to ensure the report's findings and recommendations are accurate.
- Ministries received preliminary findings and recommendations and responded in May 2020.
- The OAG is now working on a draft of the public report, which will be provided to government for comment once it is complete.

- **Government will have adequate time to respond and is expected to have the report for 2 weeks or longer.**
- **The latest estimate for when the final report will be published is October 2020.**

KEY FACTS

- In August 2016, the Office of the Auditor General (OAG) announced plans to conduct an audit on Information Technology Asset Management: Cybersecurity Controls.
- The audit was later delayed at the OAG's request due to resourcing issues.
- The audit will determine whether government is managing assets in a way that maintains the security of sensitive government information.
- The OAG selected five ministries to participate in the audit:
 - Ministry of Citizens' Services,
 - Ministry of Finance (including agencies),
 - Ministry of Health,
 - Ministry of Education, and
 - Ministry of Forest Lands, Natural Resource Operations and Rural Development.
- The OAG issued preliminary findings in March 2019 and has been working with ministries and OCIO since then to refine findings and recommendations.
- The latest estimate for when the final report will be published is October 2020, and it will be released publicly.

Technology – Critical Systems Recovery (Planning Stage)

KEY MESSAGES

- In November 2019, the Office of the Auditor General (OAG) announced plans to conduct an audit on government's Critical Systems Recovery.
- The audit was later put on hold due to staffing challenges at the OAG; however, the OAG resumed planning for the audit in May 2020.
- The present estimate timing for the audit, along with its contents, is to be released spring or early summer 2021.

KEY FACTS

- In November 2019, the Office of the Auditor General (OAG) announced plans to conduct an audit on Critical Systems Recovery.
- The audit was on hold due to staffing challenges with the OAG; however, the OAG resumed audit planning in May 2020.
- The audit's draft objective is subject to change and is presently "to determine whether government is effectively managing the risk of service disruptions to critical systems."
- The OAG is still determining what system(s) and ministries to focus on.
- The present timeline for releasing the report is estimated for late spring or early summer 2021. Government has 65 systems that are considered critical according to the Critical Systems Standard.

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DEPUTY MINISTER'S OFFICE

Executive Responsible: Jill Kot, Deputy Minister

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

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

Office of the Chief Information Officer (OCIO)

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

Core Business Description

The OCIO is accountable for the operation of a broad government technology infrastructure as a key enabler in support of business transformation for government, broader public sector organizations and through participation inter-jurisdictionally on initiatives to evolve technology and business. The OCIO leads strategy, policy and standards for information technology (IT), information and records management, IT security and management of the information management / information technology (IM/IT) investment portfolio for the province.

OCIO Enterprise Services

Division Lead: Bobbi Sadler, Assistant Deputy Minister

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

Corporate Information and Records Management Office

Division Lead: Kerry Pridmore, Assistant Deputy Minister

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

Digital Platforms and Data Division

Division Lead: Hayden Lansdell, Assistant Deputy Minister

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

Digital Investment Office

Branch Lead: Yongmei Chen, A/Executive Director

Through the direction of the IM/IT Capital Investment Board, provides lifecycle management of government's IM/IT minor capital portfolio and advice to Treasury Board on major IM/IT capital projects.

Finance and Strategy Branch

Branch Lead: Corinne Timmermann, Executive Director

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

Digital Platforms and Data Overview

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

Core Business Description

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

The DPD also leads policy work on behalf of the broader OCIO. In alignment with the CITZ Service Transformation, the DPD develops cross-OCIO approaches that bring in the tools of Enterprise Services, the Corporate Information and Records Management Office and DPDD into a common CITZ and OCIO service framework that meets the needs of our clients.

Data Science & Analytics

Branch Lead: Kathleen Assaf

This branch is responsible for the Data Science Partnerships Program (DSP) supports data-driven decision making and builds data science capacity and data literacy in the BC Public Service. The DSP provides the tools and capacity required to support ministries in using integrated data to understand the complex issues affecting British Columbians.

DSP services are designed to fill capacity gaps identified by ministry stakeholders, including: partnership building, data science (study design, machine learning, advanced analytics), and project facilitation. The branch chairs the Data Science Community of Practice, runs a Data Science Fellowship program (with three fellow provided to

ministries this fiscal), and provides data science training to employees across government.

Data Systems and Services

Branch Lead: Genevieve Lambert

The Data Systems and Services branch administers two corporate data programs: DataBC and the Data Innovation Program.

The DataBC program, established in 2010, provides the services and infrastructure that enable the public sector to manage, share and leverage geographic and open data for use by citizens, the public service, businesses and academia. DataBC provides access to more than 1,500 open data sets through the BC Data Catalogue and serves up more than 150,000 data downloads per year.

The Data Innovation Program is a data integration and analytics program for government. Through the Data Innovation Program, existing data sets from various ministries or agencies are linked and de-identified in a secure platform (known as a secure research environment, hosted by Population Data BC) to support population-level research projects that are in the public interest. The Data Innovation Program was designed based on world-leading best practices for managing safe access to confidential or sensitive data.

Digital Services Office

Lead: Jaimie Boyd

The Digital Services Office (DSO) is a new unit with a mandate to accelerate digital change in the Government of British Columbia. It provides leadership across government in using modern technology and practices to deliver excellent services to British Columbians. Led by government's Chief Digital Officer, the DSO currently provides the following functions:

- **The Exchange Lab** (Executive Director Rumon Carter) – The Lab incubates and accelerates digital projects. To do so, it supports teams from across government that collaborate to build better public services using technology. The Lab delivers services to the BC Public Service and its partners through three streams: (i) a

Teams unit that provides coaching, facilitation and learning about modern tools, processes and ways of working; (ii) an Accelerator unit that constructively hacks government processes and policies to make public service delivery as seamless and effective as possible; and (iii) a Pathfinder unit that explores, experiments with and delivers emerging technology solutions that benefit public outcomes.

- **Enterprise Architecture** (Executive Director Mac Campbell) – The team supports Ministries in effectively deploying new and improved digital services that align with a government-wide vision for technology. To do so, it offers: (i) support, including guidelines, standards and advisory services to effectively adopt and deploy digital tools; and (ii) modern tools, strategies and, increasingly, governance for common components that Ministries can adopt.
- **Digital Trust Service** (Executive Director John Jordan) – The team provides capabilities to enable the Government of BC to establish and sustain trusted digital relationships with citizens and businesses. To do so, the team works to identify, create and deliver open, secure, and privacy-respecting digital capabilities for the citizens and businesses of British Columbia.

Strategic and Corporate Priorities

Branch Lead: Sue Wheatley

This branch is responsible for several strategic functions that underpin the Digital Platforms and Data Division's efforts to enable digital government and earn and maintain public trust with government's approach. This includes strategic policy and partnerships, cross government communications, engagement and training, and public engagement.

Government Digital Experience Division (GDX) Overview

Executive Responsible:

David Hume, Assistant Deputy Minister

The Government Digital Experience Division's mission is to help government understand people, and people understand government. GDX puts people at the heart of government decision making by managing public engagement across government and leverages digital technology to make services for citizens better and government easier to navigate.

Along side its corporate role, GDX delivers technology services to Government Communication and Public Engagement to support its day-to-day operations.

Corporate Online Services

Corporate Online Services focuses on technology delivery and overall management of gov.bc.ca. Led by Executive Director Walter Moser, it is made up of the following teams:

Analytics

The Analytics Team works with partners across the BC Public Service to enhance the Government of BC's ability to gain meaningful, data-driven insights on how services are delivered to citizens, online and offline.

Business and Communications Solutions

The Business and Communications Solutions Team enables government communications & government digital experience professionals to work effectively by providing the tools and services they need to do their jobs. The team builds and maintains custom line-of-business software applications on modern platforms, conducts research & development of new tools/technologies and provides complete service desk support to meet the technology needs of internal users.

Digital Policy

The Digital Policy team provides guidance and support for GCPE and GDX teams to navigate the legislation, regulations, policy and processes to ensure our services comply with privacy, security and contract obligations. The work includes conducting Privacy Impact Assessments, Security and Threat Risk Assessments and addressing non-standard government contracts in partnership with Corporate Procurement, Risk Management and Legal Services Branches.

Online Services Solutions Team

The Online Service Solutions team is responsible for the product management, application and information architecture, development and standards supporting government's corporate web presence, gov.bc.ca.

Service Infrastructure, Planning and Standards

The Service Infrastructure, Planning and Standards team manages the systems, infrastructure and architectures supporting GDX's technology.

Delivery Management Services

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

Public Engagement and Design

Public Engagement and Design focuses on bringing people into the process of improving policies and services that affect them. Led by Executive Director Kim Lacharite, the branch is made up of the following teams:

Service Design

The Service Design Team works to embed user-centred design within the BC Public Service. The team champions user needs by collaborating with program areas across the BC Public Service to understand the experience of British Columbians using government services and then design services to meet these needs.

Citizen Engagement

The Citizen Engagement Team helps to design, lead and implement large scale, complex online and face to face public engagement initiatives for the BC government. Through these projects, citizens provide feedback on programs, policies and services that affect their lives leading to more effective and sustainable policy. Additionally, the team works with Ministries to analyze the resulting large volumes of citizen feedback to be taken into consideration for these legislative, regulatory, policy and service improvements.

OCIO Enterprise Services Overview

Executive Responsible: Bobbi Sadler, A/Assistant Deputy Minister / Chief Technology Officer

Core Business Description

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

Enterprise Design Services

Branch lead: Stuart Restall, A/Executive Director

Develops IM/IT standards and oversees technical stewardship of the services OCIO-ES delivers.

Device Services and Administrator's Office

Branch lead: Kirsten McCaig, Executive Director

Contract, vendor and asset management for mobile and desktop device services and select enterprise software licenses and subscriptions; creates policies, standards, and security and authentication guidelines to facilitate the development of government mobile apps and services. They also provide and manage devices and workplace technology services.

Hosting Services and Administrator's Office

Branch lead: Stuart Restall, Executive Director

Enables the B.C. government and broader public sector (BPS) to access sustainable hosting infrastructure and services, through the Strategic Transformation and Mainframe Services (STMS) Agreement with ESIT Advanced Solutions, Inc. (ESIT); supporting the evolving needs of government clients and citizens. The Administrator's office provides contract and vendor management for data centre services, application hosting services and managed print services.

Information Security

Branch lead: Gary Perkins, Executive Director

Information security governance, secure compliance and awareness, investigations and forensics, secure use of sensitive or personal information in the custody of government; and security operations and access management.

Network Communications and Collaboration Services

Branch lead: Dwayne Robinson, Executive Director

Voice and data network services and email and collaboration services for government and broader public sector clients.

Service Management

Branch lead: Terry Whitney, Executive Director

Information technology change, incident, and problem management; and order management and reporting.

Corporate Information and Records Management Office

Overview

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

Core Business Description

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

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

Government Records Services

Branch Lead: Susan Laidlaw, Executive Director

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

Privacy, Compliance and Training

Branch Lead: Matt Reed, Executive Director

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

PCT provides information management training, and consultative support on strategic privacy issues. PCT supports Ministry Privacy Officers and the implementation of the Privacy Management and Accountability Policy, and reviews and comments on Privacy Impact Assessments for all ministries (as required by FOIPPA). PCT is also responsible for the coordination, investigation, and resolution of all government information incidents, including privacy breaches, and has developed a new program to conduct reviews of the effectiveness of government information management practices.

Information Access Operations

Branch Lead: Chad Hoskins, Executive Director

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

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

Information Management Transformation

Branch Lead: Cathy Stock, Executive Director

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

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

Information Management Information Technology Policy and Legislation

Branch Lead: Joel Fairbairn, Executive Director and Chief Policy Officer

Government's Chief Information Management Information Technology (IM IT) Policy Officer:

- Establishes direction on IM IT policy under authority delegated by the Government Chief Information Officer.
- Responsible for IM IT legislation and legislative instruments including FOIPPA, PIPA, IMA, and ETA.
- Responsible for managing the legislative process for other ministry legislation.
- Provides clear leadership to develop flexible, scalable policy that empowers staff and supports digital government.
- Builds policy development capacity by modelling collaborative behaviours and facilitating innovative culture.

Government's Chief IM IT Policy Officer leads the IM IT Policy and Legislation Branch (the Branch). The Branch is responsible for providing advice and expertise on strategic IM IT projects to ensure they are aligned with government's vision for modernized IM IT and support improved access to high-value information for citizens, employees, and communities. Additionally, the Branch is a corporate resource on the application and the interpretation of IM IT policies and legislation, leading strategic planning to enable government's IM IT mandate and supporting the modernization of government's approach to managing information and technology and facilitating its readiness for broader access, innovation and use.

Enactments for which Ministry of Citizens' Services has legislative responsibility

Citizens' Services Acts: Full Responsibility

BC Online Act
Business Number Act
Electronics Transactions Act
Freedom of Information and Protection of Privacy Act
Government Buildings Act
Information Management Act
Personal Information Protection Act
Procurement Services Act
Public Agency Accommodation Act
Queen's Printer Act

Citizens' Services Acts: Shared Responsibility

Primary Ministry Responsible: Finance and Deputy Premier

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

Business Corporations Act
Cooperative Association Act
Credit Union Incorporation Act
Financial Institutions Act
Insurance (Captive Company) Act
Mutual Fire Insurance Companies Act
Partnership Act
Pension Fund Societies Act
Societies Act

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

Manufactured Home Act

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

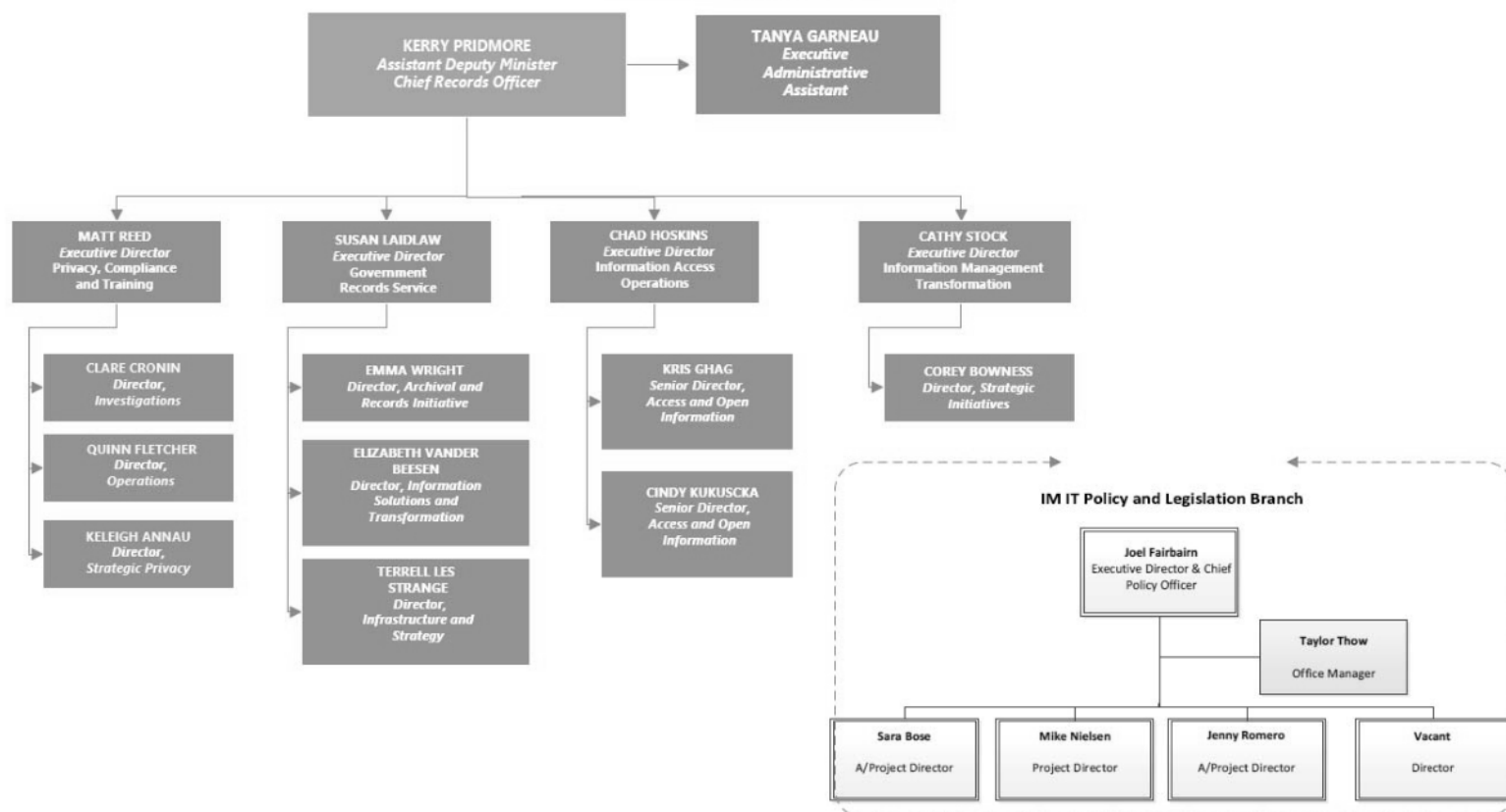
Miscellaneous Registrations Act, 1992
Personal Property Security Act
Repairers Lien Act

Budget Information 2019/20

Branch	Budget	FTEs
Assistant Deputy Minister's Office	\$672,000	3
Government Records Services	\$5,281,000	66
Information Management Transformation	\$722,500	7
Privacy Compliance and Training	\$3,511,000	34
Information Access Operations	\$11,062,500	132
Information Management/Information Technology Policy	\$1,806,045	18
Divisional Total	\$23,055,045	260

Extended Leadership Team – Organizational Chart

Corporate Information and Records Management Office
Ministry of Citizens' Services



Corporate Information and Records Management Office

Government Records Service Fact Sheet

Executive Responsible: Susan Laidlaw, Executive Director

Program Goal

To make it easy for public servants to do the right thing with their records and data.

Core Business Description

Government Records Service (GRS) provides the following services to all ministries and select broader public sector entities:

- Records Management Advice
- Education & Training
- Information Schedule Development/Amendment
- Archival Appraisal
- Records Management System Implementation and Support
- Offsite Physical Records Storage
- Records Destruction Approvals

Key Strategic Initiatives

- Implementation of a Digital Archives, as required under the *Information Management Act* (IMA)
- Development of a long-term roadmap for a document and records management technology solution
- Implementation of the Documenting Government Decisions provisions of IMA
- Development of digitization standards and a redesign of information schedules

Facts and Figures

- Number of staff: 66
- Annual budget: \$12.7M (including staff, physical and electronic records storage)
- Recoveries from ministries: \$7.2M
- Boxes in physical records storage: 1.0M
- Records Management system users supported: 10,614 people
- Records managed in RM systems: More than 19.7M records

For more information, visit: gov.bc.ca/recordsmanagement

GRS Service Descriptions

SERVICE	DESCRIPTION
Records Management Advice	Provides advice and guidance related to government records management legislation, policy and best practices.
Education & Training	Creates and provides information management learning, including streaming content, eLearning modules, community of practice sessions and in-person training.
Information Schedule Development/Amendment	Develops and amends information schedules for government ministry clients (e.g. ORCS, special schedules)
Archival Appraisal	Provides archival appraisal of records to determine the final disposition.
Records Management System Implementation and Support	Owns the Enterprise Document and Records Management System (EDRMS). Includes: implementations to new program areas, help desk support, managing access and maintaining data integrity.
Offsite Physical Records Storage	Provides cost-effective off-site storage and retrieval of physical records in bonded, secure facilities.
Records Destruction Approvals	Approves requests to destroy government records, in accordance with information schedules.



Corporate Information and Records Management Office

Information Access Operations Fact Sheet

Executive Responsible: Chad Hoskins, Executive Director

Core Business Description

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

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

Freedom of Information Requests

- In the past three fiscal years, government has closed requests at rates of 80%, 90% and 89% on-time and is currently closing requests this fiscal year at a rate of 83% on-time.
- Last fiscal year, government received over 12,000 requests; a 17% increase over the prior fiscal year.
- The overall number of requests received is forecasted to grow again this year as government has already received over 11,000 requests through the first ten months of this fiscal year.
- Individual and political party applicants account for over 80% of all requests. Political party requests have more than doubled in the past five years (5,000 this year to date).
- While government has closed approximately 10,500 requests this fiscal year, there are currently over 3,500 open requests. Such a large number of requests in progress is putting significant pressure on the system's overall capacity.
- To address these pressures, IAO has invested significant time and effort improving business processes and increasing internal capacity through process standardization, internal re-alignment of clients, a Deloitte led review of government's FOI services, and a Government Communications and Public Engagement led service design review.
- Additionally, IAO has also focused efforts on assisting client ministries and applicants, by establishing an FOI Coordinator's Community of Practice, releasing FOI process guidelines, updating FOI-related training, modernizing our online presence and request form, and piloting a secure file transfer service for delivery of FOI responses.

Corporate Information and Records Management Office

Privacy, Compliance and Training Fact Sheet

Executive Responsible: Matt Reed, Executive Director

Core Business Description

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

PCT provides information management training, and consultative support on strategic privacy issues. PCT supports Ministry Privacy Officers and the implementation of the Privacy Management and Accountability Policy, and reviews and comments on Privacy Impact Assessments for all ministries (as required by FOIPPA). PCT is also responsible for the coordination, investigation, and resolution of all government information incidents, including privacy breaches, and has developed a new program to conduct reviews of the effectiveness of government information management practices.

Facts and Figures

Privacy Impact Assessments (PIAs)

- In 2018/19 PCT reviewed 941 Privacy Impact Assessments (PIAs), decreasing review time despite a 40% increase in work volume.
- Complete PIA submission numbers are as follows:

PIA Submission Volumes by fiscal year						
FY13/14	FY14/15	FY15/16	FY16/17	FY17/18	FY18/19	FY19/20 YTD
509	536	687	719	728	941	1017 (Feb 11)

Privacy and Information Management Training

- In 2019, PCT with its OCIO partners in Information Access Operations (IAO), Government Records Service (GRS) and Information Security Branch (ISB), refreshed the mandatory IM117 course for all BC Government employees, with over 29,000 individuals having completed the online training.
- PCT facilitates the training of all government contractors on the issue of privacy, and has done so since 2016. In that time, over 22,400 service provider employees have received privacy training.

Information Incident Management

- In the 2017/2018 fiscal year, 1803 actual or suspected privacy incidents were reported to PCT, of which 1683 were investigated and 1528 resulted in confirmed privacy violations.
- In the 2018/2019 fiscal year, 2027 actual or suspected privacy incidents were reported to the Investigations Unit (IU) of the Privacy Compliance and Training Branch (PCT), of which 1760 were investigated and 1575 resulted in confirmed privacy violations.

Confirmed Privacy Incidents and Complaints Reported by fiscal year						
FY13/14	FY14/15	FY15/16	FY16/17	FY17/18	FY18/19	FY19/20 YTD
958	956	988	1313	1528	1760	1521 (Feb11)

- PCT is currently responding to approximately 150 information incidents and privacy breaches, the majority of which represent a low risk of harm.



CORPORATE SERVICES DIVISION (CSD)

Executive Responsible:

Dean Skinner, Assistant Deputy Minister and Executive Financial Officer

Core Business Description

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

The division has four distinct business areas:

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

Information Management – responsible for fulfilling the Ministry Chief Information Officer mandate for CITZ and delivering technology solutions to meet the ministry's business needs. This includes: ministry IM IT strategy and planning; IM IT infrastructure, policies, services and standards; application management; information security, privacy and compliance; IM IT project portfolio management; vendor management; ministry Service Desk operations; and IM IT central planning.

Strategic Human Resources and Communications – provides ministry-wide direction and consultation to ensure the alignment of HR/organizational development strategies to ministry business priorities and goals; and support executive and corporate communications and event coordination. This includes: ministry workforce planning; development and

implementation of strategic HR priorities; engagement initiatives; and corporate communication materials.

Corporate Planning and Projects – provides a leadership role for corporate planning and projects on behalf of the Deputy Minister and ministry executive. This includes: ministry corporate, strategic and business planning, division and branch business planning; business continuity planning and emergency management; and ministry facilities and security to ensure the safety of our spaces.

Information Communication Technologies (ICT) Division

Overview

Executive Responsible: Susan Stanford, Assistant Deputy Minister

Core Business Description

ICT refers to technologies such as the Internet, wireless networks, cell and satellite phones, and other communication mediums.

The purpose of the division is to provide leadership and expertise for the expansion, coordination and provision of telecommunications services, vendor management, innovation, and technology that enable the digital transformation of government work environments and communities in every corner of the province.

Telecommunications Coordination

The division supports and works directly with the Office of the CIO, Health Authorities, Provincial Crowns and Telecom Vendors in the modernization of government telecommunications infrastructure. The Strategic Initiatives Branch coordinates telecommunications infrastructure investments and knowledge-sharing across government and the broader public sector, as well as participates and acts as the voice of the province for telecommunications consultations conducted by the Canadian Radio-television and Telecommunications Commission.

Telecommunications Contract Management

The Telecommunications Office leverages and coordinates the aggregated spending power of the Telecommunications Services Master Agreement partners and uses the best in class contract and vendor management to realize value across the public sector and for British Columbians. The branch manages the Strategic Investment Fund which funds projects that supports government's strategic priorities.

Telecommunications Procurement

The division provides leadership, expertise and direction for the expansion, coordination and procurement of critical telecommunication and network services for all BC Government and Broader Public Sector organizations. The Telecom Sourcing Branch is responsible for the successful sourcing and procurement of an annual \$100M+ agreement within a highly complex vendor environment to enable digital government through voice, cellular, conferencing and data products and services.

Connectivity

The Division works directly with all levels of government, the private sector, and rural and Indigenous communities to support the expansion of high-speed internet and cellular services throughout B.C. Network BC manages the Connecting British Columbia program which was expanded in budget 2019 by \$50 million, and leads the development of tools and resources to assist communities and service provider digital infrastructure planning.

The Community Initiatives Team manages the Connected Communities BC Program which assists communities and regions to leverage connectivity toward sustainability, well-being, prosperity and resilience for residents in rural areas.

Catastrophic Response Actions

The division provides cross-ministry sponsorship and coordination of IT and facilities requirements in a catastrophic event such as wildfire, floods and earthquakes.

Procurement and Supply Overview

Executive Responsible: Bobbi Sadler, Assistant Deputy Minister

Core Business Description

The division plays a leadership role in the development and implementation of policies and programs to support the management of all strategic contracts, procurement services and supply services.

The division consists of five key areas:

The Strategic Partnerships Office

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

Procurement Services

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

Procurement Transformation

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

Supply Services

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

Financial Planning and Reporting, and Intellectual Property Program

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

CITZ Service Transformation

Provides leadership in the transformation of Ministry services delivered to provincial government employees.

Real Property Division Overview

Executive Responsible: Sunny Dhaliwal, Assistant Deputy Minister

Core Business Description

The Real Property Division (RPD) provides everything needed to design, set up and manage a government workplace. RPD is responsible for the Province's real estate portfolio, including the office space inventory, special-purpose facilities such as courthouses, laboratories and correctional centres and other government program-related properties. RPD is also responsible for furniture procurement, project and construction management, facilities management and other real estate services. RPD's client base includes ministries as well as broader public sector clients. RPD is not responsible for the real estate portfolio of schools, post-secondary institutions and hospitals.

The division has eight branches:

Accommodation Management (AcM)

AcM strategically plans and manages accommodation for ministry and broader public-sector clients within RPD's owned and leased portfolios across the province. This includes all elements of leasing such as negotiations, administration, landlord relations and audit. The branch also manages over 17,000 parking stalls and manages the provision of office furniture required to design, deliver, and maintain a client's workspace. AcM also provides strategic management of complex/multi-stakeholder projects to ensure overall project outcomes are achieved at a portfolio level. Additionally, AcM manages the supply of space and matches it with the demand from ministries to optimize the portfolio. AcM is also responsible for the strategic direction and implementation of Leading Workplace Strategies. AcM works with clients to provide optimal workplace solutions that enable the delivery of programs to the citizens of British Columbia.

Asset Management (AMB)

AMB delivers lifecycle stewardship of the owned real estate assets in RPD's portfolio. This includes ensuring that buildings retain their value through building renewal projects, as well as reflect the values of government by being sustainable, accessible, and safe for BC Public Service staff and citizens. AMB also leads cross-divisional responsibilities for Corporate Sustainability, including environmental stewardship and initiatives leading to creating energy efficiencies, managing the Routine Capital investment program, and risk management functions including support to business

continuity and Emergency Management BC activities. AMB also delivers the CleanBC Government Buildings Program to reduce energy and greenhouse gas emissions in government buildings through projects such as energy retrofits and clean energy.

Client Services (CS)

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

Facilities Contract Management (FCM)

FCM manages the provision of facility and project management services for the RPD portfolio. FCM has direct accountability for monitoring and managing the overall performance of RPD's property management service contracts with service providers including BGIS Workplace Solutions Inc. (WSI), and several public-private partnership agreements. FCM is focused on relationship management and the interpretation, administration and management of the facilities contracts around the Province. On behalf of RPD, FCM led the Facility Management Procurement project and leads the transition to the new Master Services Agreement with CBRE which commences April 1, 2020.

Financial Planning and Reporting (FPR)

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

Real Estate Business Services (REBS)

REBS provides a range of building and land occupancy information, electronic and hard copy drawings, GIS and records management services to support operations across RPD. REBS is the business owner of multiple RPD IM/IT systems including @RealBC, Livelink and RPD's Learning Management System. REBS enables these systems by providing IM/IT subject matter expertise, support and data governance functions across RPD. REBS also participates in cross-jurisdictional communities of practice.

Strategic Real Estate Services (SRES)

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

Workplace Development Services (WDS)

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

SERVICE BC DIVISION (SBC)

Executive Responsible: Beverly Dicks, Assistant Deputy Minister

Core Business Description

SBC is government's chief provider of citizen and business centred services. The work of the division enables the design and delivery of accessible, responsive and cost-effective services, making it easier for citizens and businesses to interact with government. Through a provincial network of 65 in-person offices and the provincial contact center, SBC provides approximately 300 government services for more than 40 partner ministries and agencies. These services can range from improving citizens' experiences accessing income assistance services through partnership with Ministry of Social Development and Poverty Reduction to the renewal of a driver's licence on behalf of ICBC. Through BC Registries and Online Services, we register and maintain businesses, societies and personal property. SBC also delivers secure and privacy-enhancing identity services for citizens and businesses to support access to digital government services and information.

The division has five distinct branches:

Service Delivery Branch

Provides citizens with access to government services, for more than 40 partner ministries and agencies, through 65 in-person Service BC centres located throughout the province and via their multi-channel Service BC Contact Centre. Services range from accepting payments to helping citizens obtain services such as marriage certificates, drivers' licences, health insurance and access to income assistance programs. This branch has over 300 staff members.

BC Registries and Online Services

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

Provincial Identity Information Management (IDIM) Program

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

Strategic Services Branch

Provides corporate leadership and support to SBC through innovation, business improvement and centralized corporate services. The branch investigates and implements new technologies and service models to transform service delivery across the organization. The group manages business intelligence (analytics) by collecting and analyzing information from all channels. The LeanBC unit focuses on process improvements to citizen services by integrating Lean principles into all facets of government operations through its Lean practitioners' network and through direct involvement on projects.

Integrated Service Solutions

Works across Service BC lines of business to offer integrated service solutions by identifying, qualifying and pursuing new opportunities to expand the use of Service BC service channels and enablers. The branch goals are to create efficient and effective improvements in overall service experience for citizens and businesses while helping to solve pressing business challenges for partners. Onboarding new partners to our common service platforms such as the BC Services Card or the provincial Contact Centre creates economies of scale resulting in efficient and effective improvements in overall service experience for citizens and businesses.

Ministry of Citizens' Services

2020/21 – 2022/23 SERVICE PLAN

February 2020



Minister Accountability Statement



The *Ministry of Citizens' Services 2020/21 - 2022/23 Service Plan* was prepared under my direction in accordance with the *Budget Transparency and Accountability Act*. I am accountable for the basis on which the plan has been prepared.

A handwritten signature in black ink that reads "Anne Kang".

Honourable Anne Kang
Minister of Citizens' Services
February 5, 2020

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Purpose of the Ministry

The Ministry of Citizens' Services (the Ministry) delivers key services that people rely on, creates opportunities for local communities and businesses to benefit from government's purchasing power, and is guided by a number of pieces of provincial legislation.

Dedicated to making life better for British Columbians, the Ministry delivers effective and accessible services with a single point-of-service approach to people in urban centres and rural communities. It provides leadership, management, facilitation and support for the expansion of high-speed internet connectivity throughout this vast and diverse province.

Providing strategic direction across government, the Ministry is modernizing information management and information technology resources to effectively meet the needs of British Columbians. This includes prompt and relevant responses to Freedom of Information (FOI) requests and protecting people and communities by providing trusted data services to government agencies.

Benefiting individuals, families and communities, the Ministry manages the province's real-estate assets, technology systems and equipment, and leverages procurement to increase business opportunities and create rewarding, well-paying jobs. The Ministry delivers the digital face of government at www.gov.bc.ca, and supports ministries in their engagement and learning from British Columbians on issues that matter to them.

The Ministry is committed to making services better for people by creating more opportunity for businesses of all sizes to engage in government procurement – including information technology and software development – and striving to generate a resilient vendor marketplace that includes Indigenous businesses and companies in rural communities.

Strategic Direction

The Government of British Columbia remains focused on its three strategic priorities: making life more affordable, delivering better services, and investing in a sustainable economy.

Ministries are actively working to provide quality, cost-effective services to British Columbian families and businesses. By adopting the Gender-Based Analysis Plus (GBA+) lens and Business and Economic Implications Framework to budgeting and policy development, Ministries will ensure that equity is reflected in budgets, policies and programs.

Additional key initiatives underpinning lasting prosperity in 2020/21 and beyond are the implementation of:

- A Framework for Improving British Columbians' Standard of Living, which will provide the foundation for quality economic growth in our province and a pathway to a more inclusive and prosperous society,
- The *Declaration on the Rights of Indigenous Peoples Act* and the Truth and Reconciliation Commission Calls to Action, demonstrating support for true and lasting reconciliation, and
- The CleanBC plan, putting B.C. on the path to a cleaner, better future – with a low-carbon economy that creates opportunities, while protecting our clean air, land and water.

This 2020/21 service plan outlines how the Ministry will support the government's priorities, including selected action items identified in the July 2017 Minister's Mandate Letter. Over the previous fiscal year, the Ministry made progress on these priorities by:

- Launching a Digital Framework, Government's plan to support modern digital services that meet the expectations of British Columbians.
- Expanding high-speed internet services to First Nations and rural communities throughout B.C. in order to increase opportunities to learn, do business, access services, respond to emergencies and stay connected as part of the Connecting British Columbia program.
- Continuing to modernize B.C.'s procurement system through actions outlined in the B.C. Procurement Strategy. Actions include launching the Procurement Concierge Program to enhance the way government buyers and vendors work together and continuing to implement a replacement for the Province's BC Bid sourcing application.
- Releasing the CleanBC Government Buildings Program, which integrates Ministry services to help government achieve its commitment to reduce energy and associated greenhouse gas emissions, while modernizing the service experience for clients and British Columbians.
- Launching OrgBook BC¹ as the initial phase of a new digital service that will allow companies to quickly and securely share trusted and verifiable business information with other levels of government, suppliers, banks and partners.

In January 2020, the Honourable Anne Kang was appointed as Minister of Citizens' Services and a new mandate letter is forthcoming.

¹ OrgBook BC is not available via Microsoft Explorer browser; use, for example, Google Chrome, Microsoft Edge, or Mozilla Firefox.

Performance Planning

Goal 1: Support a strong, sustainable and innovative economy by making it easier to participate in government procurements and create opportunities for communities across the province.

The Ministry is making it easier for companies of all sizes to do business with government by streamlining and modernizing procurement processes. Through consultation across the province, the Ministry will continue to explore how to: improve the procurement experience for businesses, particularly those in rural and Indigenous communities; adopt innovative and advanced technology products; and, further improve BC Registry services.

Objective 1.1: Create opportunities for small, medium and large businesses to access government procurements.

Key Strategies:

- Continue the Procurement Concierge Program to match government requirements with market innovations.
- Develop a coordinated approach to reduce barriers to Indigenous business and community participation in government's procurement opportunities, in partnership with the Ministry of Indigenous Relations and Reconciliation.
- Develop more effective methods for government to engage with the marketplace and provide support for suppliers.
- Invest in continued upfront planning, engagement and collaboration with small, medium and large suppliers in communities across B.C. to make it easier to do business with government.

Performance Measure	2017/18 Baseline	2019/20 Forecast	2020/21 Target ²	2021/22 Target ²	2022/23 Target ²
1.1 Number of suppliers registered with the Province's BC Bid sourcing application. ¹	4,800	5,300	5,575	5,800	6000

¹ Data Source: Forecast is based on a report covering FY14/15 through FY17/18, which was used to establish the trend for supplier registrations and applied to the baseline of 4,800.

² The targets have not been adjusted to reflect a decrease in transactions which typically occurs during an election year when there are fewer opportunities. In addition, the targets have not been adjusted to reflect a potential decrease in registrations that may occur during the transition to the new BC Bid application during FY20/21.

Linking Performance Measure to Objective:

The number of suppliers who are registered with BC Bid provides a measure for the breadth of small, medium and large suppliers who do business with government in communities across B.C.

Objective 1.2: Enhance the experience for businesses when interacting with government.

Key Strategies:

- Develop and deploy modern procurement technology to reduce process times for buyers and suppliers.
- Reduce and automate processes across ministries to simplify procurement interactions between government buyers and suppliers.
- Refine service and technology enhancements for extra-provincial business registration.
- Streamline and simplify BC Registry services to make it easier for British Columbians to start up and maintain a business in B.C.

Performance Measure	2011/12 Baseline ²	2019/20 Forecast	2020/21 Target	2021/22 Target	2022/23 Target
1.2 Satisfaction with services to businesses provided by Service BC. ¹	89%	Biennial survey; next survey in 2020/21	At least 90%	Biennial survey; next survey in 2022/23	At least 90%

¹ Data Source: [BC Stats](#). The margin of error is $\pm 1\%$ at the 95% confidence level. If the survey was repeated many times, then 95% of the time, the survey would find business satisfaction to be between 87.5% and 93%.

² In the [Ministry of Citizens' Services 2019/20 – 2021/22 Service Plan](#), the baseline year was inadvertently published as 2016/17. The last correct baseline of 2011/12 was published in the February 2017 [Ministry of Technology, Innovation and Citizens' Services 2017/18 – 2019/20 Service Plan](#).

Linking Performance Measure to Objective:

Survey results reflect the overall experience that business representatives have when requesting or receiving service from Service BC. Service BC strives to reach a score of at least 90%, which indicates businesses' needs were met in a convenient and timely manner.

Goal 2: Provide greater public accountability by improving access to government information, while ensuring the protection of privacy.

Access use and protection of government information and data is the foundation of a functioning democracy and is a fundamental duty of public servants. Government information, including the use of data, allows for evidence-based decision making and innovation that meets the needs of British Columbians. The Ministry is undertaking several measures to fulfill this commitment and enhance privacy and access to information and data in B.C. These actions may require both non-legislative initiatives — such as policy, process and program enhancements — and legislative amendments.

Objective 2.1: Enhance public access to government records.

Key Strategies:

- Review and improve access to information rules.
- Improve response and processing times for Freedom of Information requests.
- Engage with and support government bodies in creating and maintaining government information.

Performance Measure	2016/17 Baseline	2019/20 Forecast ²	2020/21 Target ²	2021/22 Target ²	2022/23 Target ²
2.1 Percent of on-time Freedom of Information requests. ¹	80%	82%	85%	85%	90%

¹ Data Source: AXIS System, the Ministry's internal Freedom of Information tracking system.

² In the Ministry of Citizens' Services 2019/20 – 2021/22 Service Plan, the forecast and targets for this performance measure were higher; reasoning for reduction is described in the discussion below.

Linking Performance Measure to Objective:

The percentage of on-time responses to FOI requests is an essential way for government to measure the effectiveness of its access to information program. This measure is of significant interest to the public and provides an indication of government's annual performance in responding to FOI requests within the timelines defined in the *Freedom of Information and Protection of Privacy Act*.

Discussion:

Government has received near all-time highs for requests over the last few years. While requests for individual's personal records have remained relatively constant over the years, the number of general information requests has increased by 85% in the past five years. This trend over time is displayed on page 5 of government's 2017/18 & 2018/19 Report on the Administration of FOIPPA.

Specifically, for the past three years:

- 2016/17 – 9,310 requests;
- 2017/18 – 10,471 requests; and
- 2018/19 – 12, 247 requests.

Based on the volume of requests received in the first three quarters of 2019/20 (9,900 requests), we expect to be close to an all-time high for requests again this year. The Ministry continues to facilitate efficient request processing through standardized practices, streamlined business processes, and continuous improvement methods. Targets represent realistic results given the increased demand, volume and complexity of FOI requests.

Objective 2.2: Improve the use, management, sharing and protection of data for all British Columbians.

Key Strategies:

- Establish and promote data-driven partnerships.
- Improve access to open data.

Performance Measure	2017/18 Baseline	2019/20 Forecast	2020/21 Target	2021/22 Target	2022/23 Target
2.2 Number of datasets in B.C. Data Catalogue. ¹	2,750	2,850	2,900	2,950	2,975

¹ Data Source: DataBC Website - <https://catalogue.data.gov.bc.ca/dataset>

Linking Performance Measure to Objective:

By increasing the amount of data sets in the Data BC Catalogue, the Ministry is ensuring greater public accountability and improving access to government data, resulting in evidence-based decision making.

Goal 3: Make life better for British Columbians by delivering the services that people count on.

Rapid social change, technological innovation, climate change and rising citizen expectations are changing the way government does business. The Ministry is focused on delivering better services for people regardless of where they live in the province, providing easy to use online services, making better use of data, and improving collaboration with British Columbians. Connectivity is the ability to affordably connect to the internet and access the information and services people need when and where they need them. The Ministry will work to ensure everyone, including those living in rural and Indigenous communities, have access to high-speed internet services and can fully participate in the digital economy.

Objective 3.1: High-speed internet is expanded with increased bandwidth in rural and Indigenous communities.**Key Strategies:**

- Support the expansion of high-speed internet services (broadband) to underserved rural and Indigenous communities.
- Leverage funds from other levels of government and the private sector to support investments in transport and last-mile digital infrastructure.

Performance Measure	2018/19 Baseline	2019/20 Forecast	2020/21 Target	2021/22 Target	2022/23 Target
3.1 Number of rural, remote and Indigenous communities ¹ that have benefitted from investments in high-speed internet. ^{2, 3}	417 communities	479 communities	525 communities	570 communities	620 communities

¹ Data Source: Government of Canada: Geolocated placenames dataset: <https://open.canada.ca/data/en/dataset/fe945388-1dd9-4a4a-9a1e-5c552579a28c>.

² Data Source: Ministry of Citizens' Services (Network BC) internal analysis.

³ In the [Ministry of Citizens' Services 2019/20 – 2021/22 Service Plan](#), the targets for this performance measure were still to be determined. In this context, the definition of 'community' being used by the program area has been broadened to include locations that may benefit from local infrastructure and transport builds. Communities may require one or more projects to be wholly served at the Canadian Radio-television and Telecommunications Commission Universal Service Objective of 50 Megabits per second download and 10 Megabits per second upload.

Linking Performance Measure to Objective:

This performance measure demonstrates the level of success in expanding the number of communities with broadband internet.

Discussion:

The Province helps develop strategies and programs that enable the private sector to expand broadband infrastructure in rural, remote and Indigenous communities. In December 2016, the Canadian Radio-television and Telecommunications Commission announced measures to help ensure Canadians, regardless of where they live, have access to internet service at speeds of at least 50/10 Megabits per second as the new standard for download/upload speeds. The new standard includes populations living outside of established or defined communities.

The targets presented are based on information received from different sources and are subject to change; factors like weather conditions, terrain and the remoteness of each community can affect the build process. This measure does not take into account the take-up usage rate (i.e. end-user) of how many users there are and does not include access to cellular service. The Province does not have direct control over these targets, as this initiative depends on several factors, including the ability to coordinate funding sources from federal and local governments and the private sector.

Objective 3.2: Government services are accessible, effective and efficient.

Key Strategies:

- Expand the integration of in-person government services in communities.
- Identify opportunities to expand the usage of the BC Services Card.
- Improve the quality of citizens' experience with government – in person, by telephone and online.
- Increase accessibility to government buildings.
- Make government buildings smarter² and more energy efficient.

Performance Measure	2012/13 Baseline	2019/20 Forecast	2020/21 Target	2021/22 Target	2022/23 Target
3.2 Citizen Satisfaction with Service BC Centres and Contact Centre. ^{1, 2}	90%	At least 90%	At least 90%	At least 90%	At least 90%

¹ Data Source: [BC Stats](#). The margin of error is $\pm 1\%$ at the 95% confidence level. If the survey was repeated many times, then 95% of the time, the survey would find citizen satisfaction to be between 96% and 98%.

² Citizen satisfaction is calculated as a weighted average of the in-person and telephone survey results based on the volume of citizens served by each channel. Service BC strives to reach at least 90% satisfaction, which indicates citizens' needs were met in a convenient and timely manner.

Linking Performance Measure to Objective:

This measure is based on surveys that focus on the overall citizen experience when they access government programs and services in-person through Service BC centres and by telephone through the Service BC Contact Centre. The measure shows how satisfied people are with the overall quality when they access government programs and services.

² Smarter buildings are those which combine extensive data collection with advanced, integrated and predictive digital control systems to achieve environmental benefits, improve comfort, occupant experience and reduce costs.

Resource Summary

Core Business Area	2019/20 Restated Estimates ¹	2020/21 Estimates	2021/22 Plan	2022/23 Plan
Operating Expenses (\$000)				
Services to Citizens and Businesses	32,500	31,083	31,528	31,528
Office of the Chief Information Officer	17,914	17,003	17,115	17,115
Information Communication Technologies	1,553	1,486	1,505	1,505
Procurement and Supply Services	4,209	4,313	4,665	4,665
Real Property	316,354	318,265	318,381	318,545
Enterprise Services	137,184	130,819	131,737	131,737
Corporate Information and Records Management	22,776	21,862	22,146	22,146
Government Digital Experience	8,455	8,054	8,136	8,136
Executive and Support Services	19,961	18,765	18,939	18,939
Total	560,906	551,650	554,152	554,316
Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000)				
Office of the Chief Information Officer	113,550	110,511	94,980	94,980
Procurement and Supply Services	260	150	150	150
Real Property	251,286	202,621	160,452	142,602
Enterprise Services	51,792	36,893	11,120	11,120
Executive and Support Services	352	91	91	91
Total	417,240	350,266	266,793	248,943
Other Financing Transactions (\$000)				
Strategic Real Estate Services program				
Receipts	(1,500)	(1,400)	(1,000)	(700)
Disbursements	2,000	3,000	2,500	2,500
Net Cash Requirement (Source)	500	1,600	1,500	1,800
Total Receipts	(1,500)	(1,400)	(1,000)	(700)

Core Business Area	2019/20 Restated Estimates ¹	2020/21 Estimates	2021/22 Plan	2022/23 Plan
Total Disbursements	2,000	3,000	2,500	2,500
Total Net Cash Requirement (Source)	500	1,600	1,500	1,800

¹ For comparative purposes, amounts shown for 2019/20 have been restated to be consistent with the presentation of the 2020/21 Estimates.

* Further information on program funding and vote recoveries is available in the [Estimates and Supplement to the Estimates](#).

Major Capital Projects

The Abbotsford Courthouse Project and Nanaimo Correctional Centre Project are reported by the Ministry of Attorney General and Ministry of Public Safety and Solicitor General respectively, as the project leads for reporting purposes. The capital budgets for these projects reside with the Ministry of Citizens' Services.

Fourth Session, 41st Parliament (2019)

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**DEBATES OF THE
LEGISLATIVE ASSEMBLY**

(HANSARD)

COMMITTEE A BLUES

TUESDAY, MARCH 26, 2019

Morning Sitting

CSA - 20190326 AM007/QMD/1115

**PROCEEDINGS IN THE
DOUGLAS FIR ROOM**

Committee of Supply

**ESTIMATES: MINISTRY OF
CITIZENS' SERVICES**

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CITZ Response to COVID-19

KEY MESSAGES

- On March 18, 2020, a provincial state of emergency was declared under the Emergency Program Act (EPA) to support the Provincial Health Officer and Minister of Health in the timely and effective provincial response and recovery to the COVID-19 pandemic.
- The Ministry of Citizens' Services continues to follow the advice of public-health officials to help keep British Columbians as safe as possible and to mitigate the impacts of the novel coronavirus (COVID-19) pandemic.
- This situation evolved rapidly, and Citizens' Services played a key role in ensuring people in B.C. had the most accurate and up-to-date information from the Provincial Health Officer to help keep them healthy and safe.
- Corporate Services/Emergency Planning & Response Office activated the Ministry Operations Centre after the Province declared a state of emergency to ensure that critical systems and services continued to operate during the pandemic. This team continues to work with divisions to support business continuity plans where required.
- Government Digital Experience is responsible for the BC Government's website (www.gov.bc.ca) and has been working in concert with the Ministry of Health, Emergency Management BC and other agencies to ensure the site has up-to-date information on COVID-19. Citizens are being driven to the BC Centre for Disease Control – [http://www.bccdc.ca/health-info/diseases-conditions/coronavirus-\(novel\)](http://www.bccdc.ca/health-info/diseases-conditions/coronavirus-(novel)) – but can also be connected to important information and services via a new government site: www.gov.bc.ca/COVID19
- Our 65 Service BC Centres and our Provincial Contact Centre have remained open for business and a new phone line (1-888-COVID-19) was established to help people with non-medical questions about COVID-19, which relieved pressure from 8-1-1.

- Service BC staff continue to be available from 7:30 a.m. to 8 p.m., seven days a week, to connect people to community supports and to resources from the provincial and federal governments.
- SMS Text/Voice Calling was also initiated through two 604 numbers to better support people who were looking for non-health-related information on COVID-19 enabling contact centre to quickly provide information and handle more enquiries from citizens.
- Real Property Division (RPD) is responsible for the maintenance of about 1,800 government-owned, leased or managed buildings throughout the province. The following outlines key actions were put in place to help keep employees and citizens safe:
 - Programs that deliver services directly to the public (e.g., social services and child support services) and buildings with high public access (e.g., courthouses) were given priority for increased cleaning services.
 - Enhanced cleaning schedules, focusing on high-touchpoint areas (i.e. door handles, counters, elevator buttons, etc.), using approved procedures and disinfectants and putting deep cleaning/bio clean protocols were put in place.
- Our Procurement and Supply division is responsible for supplying medical and health-related supplies, including masks, gloves and sanitization products to our partner agencies including; BC Ambulance Services, BC Corrections, the Ministry of Children and Family Development's "At Home Program," and the Ministry of Social Development and Poverty Reduction.
- The supply of needed products initially flowed from CITZ warehouses; however, due to global shortages in Personal Protective Equipment, a provincial Supply Chain Task Force was created to ensure these vital supplies remained available to those who need them.
- Enterprise Services, under the Office of the Chief Information Officer (OCIO), is responsible for technology infrastructure and support for the BC Public Service,

including Virtual Private Network (VPN) and Desktop Terminal Service (DTS) access for remote workers, as well as Skype and teleconferencing for meetings.

- As large numbers of BC Government employees needed to work from an alternate location, Enterprise Services ensured:
 - The VPN and DTS systems had the capacity to handle thousands of remote workers at any given time.
 - Any issues with these systems was prioritized and addressed on an urgent basis.
- The ministry is working closely with the Ministry of Finance and other central and public facing ministries to ensure costs related to the COVID-19 response are managed and included in government's overall fiscal plan.

BACKGROUND

Since a state of emergency was declared in B.C. due to the COVID-19, the Ministry of Citizens' Services (the ministry) continued to deliver our services effectively, with minimal interruption, to citizens, businesses and government.

The ministry continues to support and enable government to achieve its priorities for British Columbians with **512** employees working from a government office and **1,427** working from an alternate location.

Through our Service BC centres, the ministry continues to provide front line services, by **283** employees in **66** communities, connecting people to core services and supports during this uncertain time.

As part of the closure of non essential business throughout the Province, the ministry stopped BC Auction Cash and Carry sales to the general public and are actively working on a plan to re-introduce this service. This service was available to the public one day a week and has had minimal impact to job duties.

KEY FACTS

Service BC

- Service BC Centres remained open throughout the province to provide core services like income and disability assistance, residential tenancy and access to Medical Services Plan benefits.
- Added measures were taken to provide safe access, including dedicating the first hour of the day to appointments for seniors and people with underlying health conditions.

Technology, information management and connectivity

- COVID-19 has challenged the internal government network in several ways, including a sharp increase in the number of employees working from home. Websites and phone lines dedicated to the pandemic response have also seen high demand from the public.
- The Service Desk is averaging 1,800 calls per day, compared the usual average of 700, and an average of about 22,000 users per day are now logging on to the government network from home.
- Email traffic has increased by approximately 35% and in March, there were twice as many Skype video calls and teleconference calls when compared to February.
- Adjustments have been made to ensure the continued stability of the government network. Advice has been shared across government to help relieve congestion on assets like virtual private networks (VPNs) and phone networks.
- The staff at Information Communications Technologies (ICT) made 200 tablets, 200 laptops and 100 cell phones available to British Columbians who have returned from travels and need to self-isolate in a hotel, rather than at home.
- COVID-19 has underscored the importance of connectivity in rural and Indigenous communities to support emergency management and enable people to work and run businesses remotely.
- Some of the efforts underway to help keep British Columbians connected online throughout the pandemic include:
 - Providing information and monitoring the needs of the more than 80 small internet service providers that keep rural communities connected;
 - Engaging with rural communities and First Nations to identify and respond to telecommunications issues affecting COVID-19 response efforts;
 - Establishing a rapid, small-project intake under the Connecting British Columbia program to target internet-capacity upgrades in rural and Indigenous communities;

- And engaging daily with telecoms to support voice and data capacity throughout the province, which is critical to support people working from home and remote K-12 and post-secondary learning.
- The DataBC program worked with HealthLinkBC to publish locations of key health resources, with the primary focus on urgent and primary care centres, walk-in clinics and emergency rooms; enabling the data to be accessed through multiple channels and used for analysis and mapping.
- The Office of the Chief Information Officer (OCIO) enabled the use of digital-collaboration tools, including the acceleration of the use of enterprise Zoom and MS Teams videoconferencing for public-facing service delivery.
- Citizens' Services staff escalated the deployment of COVID-19 Apps to Google Play and the Apple App Store, with the help of partners across Canada.

Facilities

- Cleaning staff have ramped up their sanitation of high-touch areas like door knobs, light switches and elevator buttons, and additional sanitizing-gel dispensers are being installed in offices with the greatest need.
- Ministry staff worked to establish a third-party logistics warehouse in Metro Vancouver. This warehouse facilitated the receipt, inventory management, storage, accounting, shipping and transportation of supplies that were procured to support government wide procurement efforts.
- Real Property Division installed plexiglass shields at Service BC Centres, Ministry of Social Development and Poverty Reduction, and other offices to enhance employee and public safety.

Purchasing

- The ministry continues to work closely with Emergency Management BC and is playing an important role ensuring the availability of cleaning supplies and personal protective equipment for front-line healthcare workers in B.C.

Information management and records

- COVID-19 has changed the needs of the public workforce necessitating quick action to ensure staff have the technology they need to save lives, protect communities and provide services to British Columbians.
- The Freedom of Information and Protection of Privacy Act (FOIPPA) has been temporarily amended, through a ministerial order, to permit the use of technologies that may store data outside of Canada.
- This means useful software solutions like Slack, WhatsApp or Zoom may be used by public sector staff in the fight against COVID-19, as well as people like teachers who need tools for remote learning.
- Doctors can now write a prescription, take a photo of that prescription and text it to the pharmacy rather than using a fax machine or sending the patient to drop off paperwork.
- The order also means a public health nurse can communicate with people in the community using the tools or chat apps they prefer.

Cross-ministry efforts

- The ministry worked with the Ministry of Health and Emergency Management BC to develop a new enhanced travel screening program for returning British Columbians. This involved multiple divisions and ministries working together to, among other things:
 - Build the process, policy and procedures for the program;
 - Develop an online and paper form for returning citizens to fill out.
 - Train Service BC staff to call returning citizens to ensure their self-isolation plans are working and they are well supported.
 - Provide technical infrastructure and other supplies for the Vancouver airport and four border crossings, including plexiglass safety screens, hand sanitizer and gloves for staff.

- Provide staff to work at the airport to welcome citizens back to B.C., check their self-isolation plans and answer questions about the orders from Provincial Health Officer Dr. Bonnie Henry.
- Ensure that all the personal information collected at the border and airport meet B.C.'s privacy requirements.
- And loaning refurbished laptops, cell phones and tablets to people who may need to isolate in a hotel room rather than at home.

COVID Ministerial Order

KEY MESSAGES

- This government takes the privacy of British Columbians very seriously.
- The need for privacy must be balanced with the need to protect the health and safety of our citizens during the COVID-19 pandemic.
- I'd like to thank the Information and Privacy Commissioner and his staff for their comments on the drafting of this ministerial order and for continuing to work with my ministry on this issue.
- After careful and thorough consideration, I have decided to extend this ministerial order to the end of December 2020.
- This will ensure that technology that has proven effective in the response to COVID-19 will remain available to healthcare providers and other frontline workers.
- For example, persistent chat tools continue to be helpful by enabling teams that are working remotely to communicate with each other quickly and efficiently.
- The approach we have taken through this order balances privacy considerations with the needs of a workforce that has been greatly impacted by public-health guidelines during this ongoing state of emergency.
- The health and safety of people in B.C. is a top priority.
- British Columbia has flattened the curve, but we must remain vigilant against the threat that COVID-19 poses to our communities and citizens.
- This order helps maintain people's access to vital services at a time when most people are practicing physical distancing and seeking alternatives to in-person services.
- My ministry will continue to work closely with sectors that are using the order – as well as with the Office of the Information and Privacy Commissioner –until the order is rescinded.

KEY FACTS

- Section 33.1 (3) of the *Freedom of Information and Protection of Privacy Act* (FOIPPA) enables the Minister to issue an order allowing for additional disclosures of personal information outside of Canada.
- On March 26th, Minister of Citizens' Services Anne Kang signed an order allowing for additional disclosures of personal information outside of Canada during the COVID-19 emergency response for the purpose of maintaining operations and delivering services.
- The need for physical distancing has led to a rapid transition to remote work in British Columbia; this resulted in the need for public-sector organizations to have the opportunity to use a wider array of technological tools to best meet the needs of patients, students and other stakeholders.
- On June 3, 2020, Minister Kang signed an order extending the additional disclosure powers until December 31, 2020. This will help meet the sustained need for tools that permit physical distancing – particularly in schools, in front-line health situations, and in other circumstances where people would normally come into close physical contact (e.g. waiting rooms, boardrooms and classrooms).
- The Office of the Information and Privacy Commissioner (OIPC) has been consulted on these issues and informed of current-use cases. The Commissioner understands the need to extend the order and will look to government to continue to support public bodies in finding *FOIPPA*-compliant tools and to plan for the period after the ministerial order, which will entail public bodies offboarding from newly adopted tools in order to comply with *FOIPPA*'s steady state.

BACKGROUND

- The Corporate Information and Records Management Office (CIRMO) continues to evaluate public-sector usage of the Ministerial Order (MO).
- The MO is allowing many public bodies to deliver critical services under stressful new circumstances.
- In the Health sector, the MO has enabled the use of tools related to patient care and to helping British Columbians follow the Provincial Health Officer's orders for physical distancing. For example, online faxing applications mean that pharmacies can now operate without physicians needing to fax prescriptions from office fax machines; and online video-conferencing tools permit practitioners to meet with patients from a distance, without jeopardizing their health in crowded waiting rooms.
- More generally, the public sector's needs have been predominantly for video conferencing in lieu of in-person interactions. The massive influx of employees working from home strained the available tools and work processes, with some organizations using tools that disclose low amounts of personal information outside of Canada.
- The Ministerial Order was originally set to expire on June 30, 2020; however, the Minister is permitted to either extend or rescind the order.
- The Ministry has heard significant concerns from across the public sector that permitting the order to expire would substantially harm the services provided to citizens in BC.
- Post-secondary classes, where volume routinely exceeds 50 students, will likely require tools to support physical distancing into the fall semester. Similarly, the K-12 sector is also expecting a continued need for virtual classroom tools.
- As the provincial state of emergency continues in B.C., the health sector also has a sustained need for tools that will ensure the health of British Columbians is not put at risk. Health practitioners need tools to keep physical contact at a minimum. This will also require a slow and

steady transition back to the use of normal tools so that necessary resources are not taken away from patient care.