

INFORMATION NOTE

Advice to Deputy Minister

DATE: January 4, 2021

CLIFF#: 114389

ISSUE: Governance and responsibility for records management is inconsistent and varies significantly across ministries.

BACKGROUND:

Prior to 2009, accountability and responsibility for government records management (RM) was decentralized, with each ministry providing its own RM functions. Most ministries had an excluded Director or Manager of Information and Privacy. While specific accountabilities for this position varied somewhat, the role was typically at management level 4, leading a team responsible for FOI, Privacy and Records Management, and in some cases data and/or information security. The team often included a Ministry Records Officer at an AO24 level.

In 2009, records functions were centralized under the Ministry of Labour and Citizens' Services (LCS), and the Ministry Records Officer positions were transferred to the central agency, now the Corporate Information and Records Management Office (CIRMO) within the Ministry of Citizens' Services (CITZ). Some of the excluded manager positions were also transferred, while others were reassigned within their ministry.

DISCUSSION:

Through CIRMO's Government Records Service (GRS), CITZ continues to provide centralized records management services, including: RM Advice, Training, Information Schedule (ARCS/ORCS) development and records management system support (See Appendix A for a complete list of services). GRS employs 65 FTE to provide these services to all ministries.

Under the *Information Management Act* heads of public bodies (i.e. Deputy Ministers) are responsible for ensuring that an appropriate system is in place within the government body for managing and securing government information. Since centralization in 2009, some ministries have begun to create records officer positions who manage the day to day ministry records management functions within their ministries. The current landscape varies considerably across government (see Appendix B).

Across the public service there are approximately 90 employees in ministries with specific RM accountabilities (beyond the basic responsibilities of all public servants) with 23% of ministries having an excluded manager specifically accountable for records management. 15 ministries have staff with RM responsibilities that span the organization (including 4 ministries within the economy sector that share a team), 10 ministries have RM staff embedded in divisions or branches, 3 ministries have no known dedicated RM support at all. Executive accountability for records management is undefined in most ministries, with some assigning this to the Executive Financial Officer, the Ministry Information Officer, or others not at all.

This variation in RM accountability makes communication and decision-making more difficult, which may contribute to the impression among ministries that CITZ is not collaborating or consulting adequately on information management issues that directly affect them.

NEXT STEPS:

CIRMO plans to establish an Executive Director level governance committee to facilitate strategic forward-looking planning, decision-making, collaboration and communication on information management across government.

Attachments: Appendix A: Government Records Service – Service Catalogue
 Appendix B: RM Resources by Ministry

Contact: Susan Laidlaw, 778-678-2097

Government Records Service

SERVICE CATALOGUE

Service Name	Service Description
Records Management Advice and Guidance	Consulting and advice related to government records management legislation, policy and best practices. Includes the development and maintenance of government information management policy, procedures, standards and guidance.
Records Destruction Approval	Approval of requests to destroy government records.
Information Schedule Development/Amendment	Develop and amend information schedules for government ministry clients (e.g. ORCS, special schedules).
Information Schedule (ORCS) implementation	Support and enable the implementation of ORCS within ministry client program areas. Includes: implementation planning, analysis, training, and support.
Archival Appraisal	Provide archival appraisal of records to determine the final disposition.
Information Schedule Review & Appraisal	Review and provide advice on information schedules developed outside of GRS (e.g. by 3rd party consultants), and conduct archival appraisal on the records.
EDRMS Content Manager Support & Administration	Provide Enterprise Document and Records Management System (EDRMS). Includes: help desk support, managing access and maintaining data integrity.
EDRMS Content Manager Implementation	Implement EDRMS Content Manager application within a program area for management of electronic and/or physical records. Includes: business process analysis; training; change management and initial deskside support.
CRMS Support & Administration	Provide Corporate Records Management System (CRMS) for management of physical records. Includes: help desk support, managing access and maintaining data integrity.
CRMS System Migration	Migrate CRMS clients to EDRMS Content Manager, for the management of physical records.
Correspondence Tracking System Support & Administration	Connect correspondence managers with application help and support for the standard correspondence management system for government (CLIFF). Implement new ministry correspondence management offices to CLIFF.
Offsite Records Storage	Cost effective off-site storage and retrieval of physical records in bonded, secure facilities.
IM Education & Training	Access to information management learning resources, including streaming content, eLearning modules, community of practice sessions and in-person training.
Digital Preservation and Digital Archiving	Advice and guidance around long-term digital preservation and digital archiving.

Appendix B – Records Management Resourcing in Ministries

Ministry	Total RM-Related Roles *	Dedicated RM Roles	RM Roles that Support Entire Ministry	Excluded RM Roles
AEST	2	--	2	1
AFF	--	--	--	--
AG	10	6	--	--
CITZ	3	3	--	--
EMLI	2	1	2	--
ENV	5	4	5	--
FIN	4	4	--	--
FLNR	7	6	--	--
HLTH	8	3	3	--
IGRS	--	--	--	--
IRR	6	5	6	--
JERI	<i>Shared with MAH</i>	<i>Shared with MAH</i>	--	--
LBR	<i>Shared with MAH</i>	<i>Shared with MAH</i>	--	--
MAH +	5	3	4	2
MCF	7	2	7	2
MMHA	1	--	1	--
MUNI	<i>Shared with MAH</i>	<i>Shared with MAH</i>	--	--
PREM	1	--	--	--
PSA	2	1	1	--
PSEC	--	--	--	--
PSSG	4	--	--	1
SDPR	14	9	4	3
TACS	<i>Shared with MAH</i>	<i>Shared with MAH</i>	--	--
TRAN	2	1	2	1
Total	83	48	37	10

Notes:

* Some roles include RM as part of a broader portfolio that may also include privacy and/or FOI

* The resources in Municipal Affairs and Housing support the entire Economy Sector

MEETING NOTE

Advice to Deputy Minister

MEETING DATE: January 15, 2021

CLIFF#: 114460

ATTENDEES: Joel McKay (pronounced Mc-Eye), CEO, Northern Development Initiative Trust

ISSUE: Introductory call with Northern Development Initiative Trust

BACKGROUND:

- Established in 2004 under the Northern Development Initiative Trust Act as a non-government reporting entity.
- Northern Development was selected to administer \$10 million (M) (Phase 1) starting in 2014/15 when the Connecting British Columbia program was created to leverage funds from the federal Digital 150: Connecting Canadians Program.
 - \$40M (Phase 2) in 2017 to expand the Connecting British Columbia program to leverage the Federal Connect to Innovate program.
 - \$50M (Phase 3) in Supplementary Estimates 2018/2019 to leverage the Canadian Radio-television and Telecommunications Commission Broadband Fund and Innovation, Science and Economic Development's Universal Broadband fund (UBF).
 - \$90M (Phase 4) Economic Recovery Intake as part of StrongerBC for projects to be completed by October 2021
- Operating independently from government, Northern Development provides program and fund management roles. See attached list of roles and responsibilities.
 - Provides business reviews of applications and approves funding through a Grant Committee consisting of at least two voting members of the Trust and one non-voting member of the Province.
 - Manage and distribute funding to approved projects.
 - Provide program and project management to all aspects of the Connecting British Columbia Program life cycle.
 - Conduct negotiations and enter into funding agreements with successful applicants.
 - Review and analyse program effectiveness and prepare executive updates on a quarterly basis.
 - Fee ranges from 1% for ERI to 3% Phase 3 for longer-term projects.
- In the Context of the Connecting British Columbia program, they serve the entire province of British Columbia.

DISCUSSION POINTS:

- ***Acknowledge the speed and flexibility that programs are stood up and changed to meet the governments priorities.***
 - An example of this is the COVID-19 Response Intake under Phase 3. It was launched in April 2020 and projects to upgrade equipment on existing networks were completed by end of June 2020.
 - Northern Development is managing multiple intakes concurrently in a streamlined fashion.

- ***Acknowledge the importance of connectivity to rural communities.***
 - The pandemic has amplified the fact that connectivity is essential for people and businesses and crucial to growing our digital economy and recovery efforts.
 - The Connecting British Columbia program has been well received by internet service providers operating across the province and has enabled them to create a business case to expand their networks in areas of the province that may not otherwise be connected.
- ***Opportunity to reset our shared communications process***
 - With the file coming back to Citizens' Services and with Minister Beare there's an opportunity to raise the profile of connectivity projects with communities.
 - We'd appreciate if you could work with Susan and the Ministry team to look at our communications and see what changes and improvements, we can make that will benefit the overall program.
- ***Reinforce the importance of the Connected Coast Network project and ask from a program administrator's perspective how to ensure success of project.***
 - The Connected Coast Network project once complete will offer immense value to coastal communities
 - The new subsea fibre route and landing sites in proximity to coastal communities will enable service providers, large and small, to purchase wholesale access to the network—as well as opportunity for CityWest to expand its services to homes.
- ***Securing funds for last-mile projects in communities along the coast.***

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 - It's important that we move the provincial funds as quickly as possible.
 - I'd welcome your thoughts on how we balance federal and provincially funded programs with keeping service providers motivated to serve smaller communities and not create application fatigue.

Attachment: ATT-1 NDIT Roles and Responsibilities

Contact: Susan Stanford, Assistant Deputy Minister, 778 698-2349

BIOGRAPHY

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Joel McKay

CEO of Northern Development

Joel McKay is the CEO of Northern Development, a regional development corporation focused on stimulating economic growth in Northern British Columbia. Joel joined Northern Development in June 2012, where he handled the Trust's communications and marketing and research. Prior to that, Joel was assignment editor at Business in Vancouver Newspaper and a journalist specializing in coverage of B.C.'s natural resource industries.

Joel is an award-winning public relations professional and journalist and a proud British Columbian with family roots in the Robson Valley. He currently serves on Destination BC's board of directors, the University of Northern B.C.'s Board of Governors and volunteers with the Rocky Mountain Rangers Regimental Association in Prince George. Joel, his wife Debra and their two daughters call Prince George home.

Connecting British Columbia program

Roles and Responsibilities Matrix

ID #	Roles and Responsibilities - September 2020	Leadership/Support Framework			
	<ul style="list-style-type: none"> ● – prime role ○ – support role 	Northern Development	ND GRANT COMMITTEE	ND OUTSOURCED RESOURCES	JEDC
Fund Management					
1	Trust and investment services * Safeguard the program capital and deposit at a bank in a savings account. * Keep proper accounts and records of all income and expenditures relating to the provision of services. * Provide the Province with access to records, books and accounts.	●			
2	Cash management through program lifecycle * Optimize cash flow and cash forecasting for the program. Monitor payment flow to projects.	●			
3	Funds disbursements * Disburse funds related to agreements entered into under the Connecting British Columbia program. * Provide fund disbursement and commitment schedules as well as account balances on a monthly basis.	●			
4	Enforcing compliance with funding conditions * NDIT to establish a Grant Committee (with the majority or representatives from NDIT and one representative from the Province) which will monitor project activity and compliance with program funding conditions and provide milestone reports to the Province.		●		
5	Annual fund audit * NDIT provides the Province with an Annual Audited Report for the program's fund.	●			
Project Management					
6	Issuing calls for applications * NDIT issues program intake calls and posts relevant information on website.	●		○	
7	Management of enquiries * NDIT receives and responds to all program related enquiries, including all enquiries related to the application process.	●			
8	Project approvals * Approving projects is with the NDIT Grant Committee	●	○		
9	Grant approval * Involves approving the amount for grants and disbursements and holdbacks over time.	●	○		
10	Contract drafting and execution * Involves drafting of all funding agreements and may include liaising with other levels of government in doing so and also managing the execution of funding agreements.	●		○	
11	Project administration (reviewing invoices/payments) * Involves receiving interim and final reports and invoicing from funding recipients, reviewing for program compliance and initiating payments upon acceptance of reports.	●		○	
12	Contract (Project) monitoring * Involves managing the output and outcomes associated with each contract and documenting the milestones, successes and benefits achieved.	●		○	
Program Reporting					
13	Verifying program milestones * NDIT leads in verifying that program milestones have been met.	●		●	○
14	Benchmarking and Economic and mapping and gap analysis * Any work associated with validating gaps in services as well as mapping is led by NDIT.	●		●	
15	Annual TB program performance report * Province leads in reporting back to Treasury Board on benefits achieved by the program.		○		●

INFORMATION NOTE

Advice to the Deputy Minister

DATE: January 20, 2021

CLIFF#: 114397

ISSUE: Strategic Investment Fund (SIF) Quarterly Reporting Process Backgrounder

DESCRIPTION:

- The SIF quarterly report provides detailed information on fund value, updates on the portfolio of SIF projects, governance structure and decisions in the quarter, and notes on issues and opportunities related to SIF.
- The report is completed approximately three months after the end of the reference quarter due to the time required to receive and interpret financial information supplied by TELUS that forms the basis of the quarterly report.
- The recipients of the report include the members of the Executive Governance Committee.

BACKGROUND:

- The Telecommunications Office generates the Strategic Investment Fund report quarterly based on financial information provided by TELUS in its Quarterly Spend Report (QSR).
- The QSR is received within 60 days from the end of the reference quarter. The Telecommunications Office must verify and organize the financial information provided so that it can be presented to TSMA entities in an interpretable format. This requires up to an additional 30 days.
- Once approved, a copy of the report is then distributed by email through the following process:
 - Chair of the Executive Governance Committee, the Deputy Minister of Citizens' Services, sends the report to its members as follows:
 - David Wong, BC Hydro
 - Peter Pokorny, Ministry of Health
 - Benoit Morin, Provincial Health Services Authority
 - Scott MacDonald, Ministry of Education
 - CJ Ritchie, Ministry of Citizens' Services

Attachments: TSMA SIF Quarterly Report 30 September 2020
Outgoing Email to EGC Members

Contact: Michael Rolston, 250-812-6041

Strategic Investment Fund

Executive Quarterly Report

For the Quarter ending September 30, 2020

OCIO - Information Communication Technologies (ICT)

Telecommunications Services Master Agreement - TSMA

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1. SIF Summary as of September 30, 2020

<i>Vendor</i>	TELUS
<i>Deal Signatories</i>	12 Entities: Government of BC (CITZ), BC Hydro, ICBC, WorkSafeBC, BC Lotteries, and 7 Health Authorities
<i>Term</i>	<ul style="list-style-type: none"> 10-years: July 29, 2011 to July 28, 2021 Deal renewed for a 2-year extension: July 29, 2021 to July 29, 2023 Option to continue projects into the 2-year transition period
<i>Deal value</i>	<ul style="list-style-type: none"> \$922M at deal signing \$1.6B estimate to the end of the extended term, as of September 30, 2020
<i>SIF description</i>	<ul style="list-style-type: none"> Intended for the development of strategic, ambitious, and transformative IT related services with significant positive impacts for the citizens of British Columbia
<i>Fund value</i>	<ul style="list-style-type: none"> \$118.6M estimated value of the fund to end of the extended term (Fund value increased by \$17.9M due to the Deal extension). \$107.0M approved for 17 projects
<i>Audits</i>	<ul style="list-style-type: none"> Audit 3b: Strategic Investment Fund (SIF) review – response complete Audit 4: Strategic Investment Fund (SIF) Audit #2 scheduled for 2022.
<i>Key decisions in Quarter</i>	<ul style="list-style-type: none"> The Telecom Services Deal, including SIF, was renewed for an additional 2-years from July 29, 2021 to July 29, 2023. Telecom Sub-Committee approval for two projects to access project contingencies: Health Innovation Hub (\$561K) and BCIB Authentication Initiative (\$250K).
<i>EGC Approved projects (Active)</i>	<ul style="list-style-type: none"> BC Hydro Dam Safety and IoT BCIB Authentication Initiative s.17 ICBC Hazard Perception Awareness Training Health Innovation Hub Home Health Monitoring; Integrated Analytics Centre (IAC) ShareEdBC (formerly WonderLab) Mobility Solution for the Social Sector
<i>Completed projects</i>	<ul style="list-style-type: none"> All Hazards Communication Investment Roadmap: Completed 2019 Connected Consultation: Completed 2020 COVID-19 Assistance to Vulnerable Populations: Completed 2020 ICBC Insights Data Pilot: Completed 2020 Keeping Young Adults Connected: Completed 2018 Open Innovation Collider Space: Completed 2019 Mental Health and Substance Use (MHSU) Virtual Clinic: Completed 2020 Provincial Security Operations Centre: Completed 2019

2. Introduction

The Strategic Investment Fund (SIF) is intended for the development of strategic, ambitious, and transformative IT related services with significant positive impacts for the citizens of British Columbia. SIF is defined by the Strategic Relationship Agreement between the Province and TELUS as part of the Telecommunications Deal. The value of SIF is funded from a percentage of the Telecommunications Service Master Agreement (TSMA).

3. Fund value

The Telecommunications Office (TO) manages the Strategic Investment Fund as defined in the Strategic Relationship Agreement (SRA). The SRA allows for approved Entity-directed projects that will be exclusively implemented through TELUS, to access SIF funds, as long as funds exist in SIF and the project or its components are eligible for SIF funding. The SIF is held at TELUS. No monies are transferred to deal signatories.

As defined by the SRA, a percentage of eligible spend is captured in a fund for the investment in new service development between any of the deal signatories and TELUS. The estimated value of the fund can fluctuate with pricing and entity consumption of services.

3.1 Fund contribution by GPS Entity

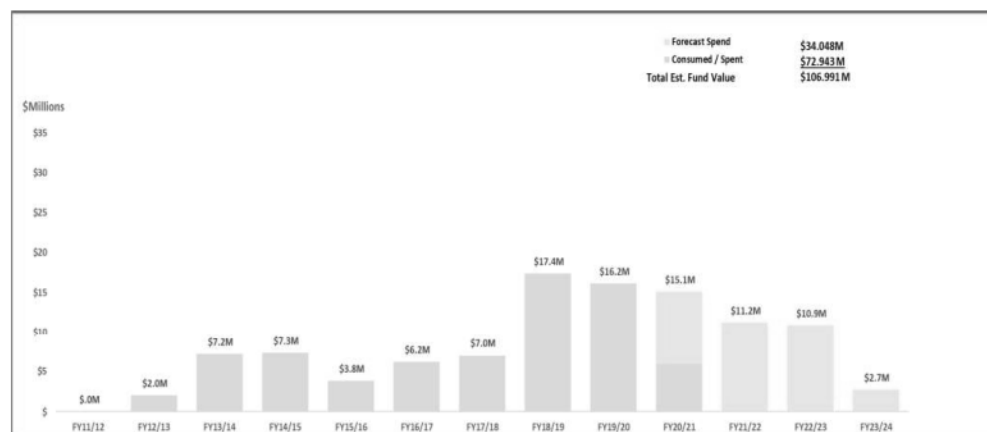
Table 1: SIF contribution by GPS Entity

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3.2 Fund consumption

The fund is consumed by project and may have one or more participating Entities.

Chart 1: SIF Consumption and forecast (\$ Million)



3.3 Fund Summary

The Telecom Services Deal and the Strategic Relationship Agreement, including SIF, were extended by two years (extension period: July 29, 2021 to July 29, 2023). This increased the estimated value of SIF by \$17.9M, from \$100.7M as at June 30, 2020 to \$118.6M at September 30, 2020.

Currently \$107.0M is allocated to SIF projects, with \$11.6M remaining for future SIF projects. Planning is underway with SIF Governance committee members to determine a process for future allocations and for ensuring that SIF will be fully utilized within the terms of the SRA.

As of September 30, 2020:

Estimated value of SIF to end of the extended term ⁽¹⁾	\$118.6M
Number of projects approved for SIF funding	17
Total SIF committed ⁽²⁾	\$107M
Total estimated SIF spend	\$72.8M

Note:

- (1) SIF estimates will continue to be adjusted based on Eligible Spend and the rate of SIF consumption to the end of term and negotiated agreements on newly on-boarded services;
- (2) Committed SIF is based on approved concept cases and total potential project funding that will be refined as projects advance through defined business case and implementation phases per SIF Governance decisions.

4. Portfolio of SIF Projects

Table 2 provides a list of approved SIF projects, including funding allocated, consumption to quarter end, and planned and actual completion dates.

Table 2: SIF portfolio summary as of September 30, 2020 (\$millions)

	SIF Project Portfolio Summary					
	Approved Allocation*	Date Approved	Phase	Amount Consumed	Planned Completion	Actual Completion
BC Hydro Dam Safety & IoT	\$20.35M	2017	Phase 1 sites	\$4.1M	TBD-23	
BCIB Authentication	\$1.00M	2019	Authentication	\$0.74M	Dec-20	
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ICBC Hazard Perception Awareness Training	\$1.00M	2019	Kickoff	\$0.00M	Fall-21	
Health Innovation Hub	\$4.9M	2018	Phase 2	\$2.95M	Jul-21	
Home Health Monitoring	\$40.0M	2013	Completing	\$39.2M	Jul-21	
Integrated Analytics Centre	\$8.05M	2018	Phase 2	\$2.1M	Jul-21	
ShareEdBC (WonderLab)	\$10.7M	2017	Test launch	\$9.3M	Jul-21	
Mobility Solution for the Social Sector	\$0.50M	2019	Kickoff	\$0.00M	Jul-21	
All Hazards Comms Investment Roadmap	\$0.53M	2018	Complete	\$0.53M	Jan-20	Jan-20
Connected Consultation	\$0.48M	2018	Complete	\$0.48M	Jun-20	Jun-20
COVID-19 Assistance to Vulnerable Populations	\$0.19M	2020	Complete	0.19M	Sep-20	Sep-20
ICBC Insight Data	\$0.176M	2019	Complete	\$0.176M	Jul-20	Jul-20
Keeping Young Adults Connected	\$0.02M	2018	Complete	\$0.02M	Jun-18	Jun-18
MHSU Virtual Clinic	\$4.987M	2017	2B- complete	\$4.987M	Sep-20	Aug-20
Open Innovation Collider Space	\$0.47M	2018	Complete	\$0.47M	Jan-20	Jan-20
Provincial Security Operations Centre	\$0.827M	2018	Complete	\$0.827M	Jan-20	Jan-20
Total	\$107.00M			\$72.8M		

* For completed projects, the approved allocation is matched to the amount consumption at project, so that any under-spending is returned to the SIF as "unallocated" funding available for future projects.

Note: The North Coast Fibre Connection project was approved in 2016 and cancelled in 2019 prior to any spending, and so is not included in this list.

5. SIF Governance

SIF is managed by the Telecom Office (TO) within the Information Communication Technologies branch of the Office of the Chief Information Officer (OCIO), Ministry of Citizens' Services. The TO manages the fund on behalf of the 12 GPS entities and reports to a multi-level operational and executive structure of joint (with TELUS) and internal committees.

Deal/Fund Governance

Committee	Purpose of Committee	Frequency
Executive Governance Committee (EGC)	<ul style="list-style-type: none"> EGC is authorized to delegate authority or make funding decisions for SIF projects. It is the highest level of SIF governance and is internal to the GPS entities. 	Semi-Annually

Committee	Purpose of Committee	Frequency
	Members are a representative group of the GPS Entities at the C-level (Deputy Minister).	
Joint Executive Governance Committee (JEGC)	<ul style="list-style-type: none"> Highest level of joint (GPS and TELUS) governance with a mandate to provide executive oversight and strategic direction, and set priorities, as defined in TSMA Schedule K-1. JEGC is co-chaired by the DM Citizens' Services and President of TELUS Enterprise Solutions. 	Semi-Annually or as required
Telecom Sub Committee (TSC)	<ul style="list-style-type: none"> TSC is an internal CIO committee with representatives of the GPS Entities concentrating on the TSMA deal and SIF. A sub-committee of the overall Council of Chief Information Officers, TSC provides direction to Strategic Management Committee and the TO on all items related to SIF with the exception of project funding decisions. TSC will make endorsements/recommendations for funding to EGC. 	Monthly
Strategic Management Committee (SMC)	<ul style="list-style-type: none"> SMC is a joint (GPS and TELUS) executive level committee with membership from the TO, the GPS Entities and TELUS. SMC is responsible for oversight of the portfolio and ensuring projects are on track. SMC is a recommendation body to TSC or an escalation path to the JEGC as required. 	Monthly
SIF Working Group	<ul style="list-style-type: none"> A joint operational level committee between TELUS and the Telecom Office. Provides project direction & guidance Escalates unresolved issues and approval requests as required to SMC and TSC. 	Weekly

Project Governance

Committee	Purpose of Committee	Frequency
Executive Project Steering Committee	<ul style="list-style-type: none"> <i>Note: Executive Steering Committees are not required for all projects (typically for complex and high-cost projects).</i> Project oversight and issue resolution The makeup of this committee is up to the project sponsor but can include internal, TELUS and/or Telecom Office (TO) resources. The TO must have a non-voting membership at a minimum. Funding, scope, contract and items that affect TELUS performance must be reviewed by the TO. 	Monthly or as required
Project Steering Committee	<ul style="list-style-type: none"> Provides business direction, guidance and project management oversight. Receives reports on status of Project deliverables and milestones. Logs/resolves/escalates Project issues, risks and changes Composed of designated members from TELUS, GPS Entity, Project Sponsor(s), and Telecom Office (non-voting at minimum). 	Bi-Weekly or as required

5.1 Pending Decisions

	Approved by:	Date:
New project intake process (beginning in 2021) to allocate remaining SIF funds	CCIO Telecom Sub Committee (TSC)	October 2020
	Executive Governing Committee (EGC)	December 2020
CITZ requires an increase in appropriation of up to \$5.5 million to access the prepaid expense resulting from past accounting treatment (prior to 2016).	Treasury Board	Jan 2021

5.2 Approved Decisions this Quarter

	Approved by:	Date:
Two-year extension of the Telecom Services Master Agreement (TSMA), and Strategic Relationship Agreement (SRA) increasing the estimated value of SIF by \$17.9M.	EGC	June 2020
Health Innovation Hub access \$0.56M in project contingencies.	Telecom Sub-Committee	Sep 2020
BCIB Authentication Initiative access to \$0.250M in project contingencies.	Telecom Sub-Committee	Sep 2020

6. Issues and Opportunities

6.1 Home Health Monitoring contracted hourly rate

The Telecom Office and TELUS require a review of the Home Health Monitoring contractual professional services rates to ensure they remain competitive. Both parties have agreed to complete this review in fiscal 2020/21.

6.2 Intellectual Property ownership

Intellectual Property (IP) for SIF projects is subject to TSMA Section 21, generally interpreted as follows:

- A. The applicable GPS entity retains any pre-existing IP that it contributes in the development of a SIF project (S. 21.1.1).
- B. TELUS and any vendors subcontracted by TELUS retain any pre-existing IP contributes in the development of a SIF project (S. 21.1.2).
- C. IP rights for any “**New Material**” created as a result of a SIF project will transfer from the TELUS (and any vendors subcontracted by TELUS) to the applicable GPS Entity (21.1.4).

Early disclosure of pre-existing IP contributions and interests by all parties is pertinent to managing project risks and costs. IP matters can be complex, particularly for SIF projects that have a core component that leverages TELUS or third-part vendor IP, but the remainder is new material.

Prior to a project off-boarding from SIF and becoming operationalized as a GPS-entity funded program, GPS entities will need to evaluate the cost to replace the TELUS/vendor owned portion of the project (if any). In some cases, GPS Entities may relinquish their right of IP ownership through negotiations with TELUS. Project leads have been encouraged to evaluate IP as early as possible in the project development process.

All new SIF projects approved from September 2020 onwards require explicit reference to IP within their SIF Project Charters. This includes reference to IP terms under the TSMA as well as disclosure of pre-existing IP to be contributed, that would not constitute new material developed as a result of the project.

6.3 Gross margin on contracted resources


Professional services offered by employees of TELUS are priced based on the rates set out in the TSMA Price Book. In cases where TELUS subcontracts professional services resources of third parties, TELUS has the right within the Strategic Relationship Agreement to earn a gross margin. From Deal initiation in 2011 through to July 29, 2020, a gross margin of 25% was added to the professional services costs of subcontracted resources.


As part of the two-year Deal extension, the Telecom Office negotiated reductions in the gross margin applied to subcontracted resources that have been contracted on a 'time and materials basis.' Gross margin in these cases reduced from 25% to 15%, applicable from July 30, 2020 onwards for all new Service Orders under existing and future SIF projects. In cases where TELUS is assuming project risk (such as fixed pricing, delivery timelines with contractual consequences or the inability to flow through obligations to third parties), TELUS has the right to charge a risk premium as agreed by the Parties.

6.4 Operationalizing SIF projects




SIF is an investment fund where new and innovative IT projects are envisioned, developed and operationalized. Projects are not funded once implemented. With the approaching end of term, Entities must evaluate sourcing options early in the implementation phase to ensure affordability and market options. The TO has communicated to project leads the approaching end of term of the TSMA.




7. Project Details





Project	Approved Allocation ⁺	Amount Consumed	Planned Completion	Status
BC Hydro Dam Safety & IoT Lead: BC Hydro Type: Product Development Develops and deploys cellular and IoT technology at remote dam facilities to improve safety monitoring and communication capabilities.	\$20.35M	\$4.1M	2023	 Land lease negotiations between BC

Project	Approved Allocation ⁺	Amount Consumed	Planned Completion	Status
The technology supports spillway monitoring and the ability to locate workers, emergency responders and recreational users in emergency situations. In addition to safety benefits, the monitoring and control capabilities also improve asset management through visibility into operations under normal conditions.				<i>Hydro and TELUS ongoing.</i>
BCIB Authentication Lead: PSA Type: <i>Product Development</i> Implements an efficient authentication and validation method that grants BCIB employees access to HR and payroll systems using their BC Services Cards (BCSC). Access using the BCSC offers efficiencies, cost savings, and security improvements relative to the issuance of IDIR's for new employees. Once developed, this solution can be readily expanded to new use cases.	\$1.00M	\$0.74M	Dec-20	 <i>TSC approved access to \$250,000 in project contingencies.</i>

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Project	Approved Allocation ⁺	Amount Consumed	Planned Completion	Status
ICBC Hazard Perception Awareness Training Lead: ICBC Type: <i>Product Development</i> Develops video and virtual reality content into an interactive application for training new drivers on hazardous road conditions. A library of 15-20 scenarios will be created and tested, followed by a business case for a future sustainment model. Content will be tailored to the terrain, environment, and road design conditions in British Columbia and will be playable on a Mac or Windows personal computer, mobile, or VR device.	\$1.00M	\$0.00M	Fall-21	 <i>Project Charter under development</i>
Health Innovation Hub Lead: HLTH Type: <i>Product Development</i> Develops and implements efficient digital transmission of patient information across networked health care providers, for making e-referrals and sharing patient records, admission/ discharge notices, and other pertinent patient information. It also enables analytics and data warehousing. Project is being implemented within the South Okanagan Similkameen area, and it contributes to the advancement of a broader province-wide digital health initiative.	\$4.90M	\$2.95M	Jul-21	 <i>TSC approved access to \$561,000 of project contingencies</i>
Home Health Monitoring Lead: HLTH Type: <i>Product Development</i> Development of a platform that uses remote patient monitoring technology to monitor a patient's health and shares the information electronically with health care teams. Includes monitoring and tracking patients' vital signs or symptoms on a regular basis, remotely.	\$40.00M	\$39.1M	Jul-21	 <i>On track</i>

Project	Approved Allocation ⁺	Amount Consumed	Planned Completion	Status
Integrated Analytics Centre Lead: EDUC Type: Product Development A tool to assist in managing the Next Generation Network (NGN). Capability includes forecasting and optimizing bandwidth utilization, data analytics and security applications for BC School Districts.	\$8.05M	\$2.1M	Jul-21	 Privacy Impact Assessment-related delays
ShareEdBC (WonderLab) Lead: EDUC Type: Product Development An online platform that provides Teachers and Educational Partners across the province with the ability to access and upload content aligned with BC's new curriculum. It supports collaboration with educators province-wide and increases available virtual resources in both official languages, French and English.	\$10.70M	\$9.3M	Jul-21	 On track
Mobility Solution for the Social Sector Lead: CFD Type: Proof of Concept Tests a mobility solution for MCFD's front-line Child Protection workers. Currently, front-line social workers do not have the ability to access child welfare records and tools contained within MCFD's 'Integrated Case Management' system when they are on site ('in the field'), working with families. Access to ICM from tablets and smartphones improves access to and delivery of child welfare services, especially for indigenous and rural children, youth and their families.	\$0.50M	\$0.00M	Summer-21	 Project Charter under development





Project	Approved Allocation ⁺	Amount Consumed	Planned Completion	Status
All Hazards Comms Investment Roadmap Lead: CITZ/EMBC Type: Report A catalogue of current IM/IT systems for Emergency Management (EM) to inform development of a roadmap that can be used to guide systems development towards the goal of being able to easily share EM information between stakeholders.	\$0.53M	\$0.53M	Jan-20	 Complete
Connected Consultation Lead: EMPR Project Type: Report Developing a business case for a digital public consultation product that will improve the way the Province engages citizens on topics related to natural resource management, industrial development, environmental stewardship and economic sustainability.	\$0.48M	\$0.48M	Jun-20	 Complete
COVID-19 Assistance to Vulnerable Populations Lead: CITZ Type: Equipment Deployed 150 cellular phones and 300 tablets to programs supporting people impacted by COVID-19. Device recipients were determined by the Vulnerable Populations Working Group, which targeted reaching a diverse demographic across urban/rural settings. Recipients included groups that serve Indigenous peoples, children and youth (including Indigenous and rural youth), immigrants, seniors, women and mothers fleeing violence, and people impacted by homelessness and addictions.	\$0.19M	\$0.19M	Sep-20	 Complete
ICBC Insight Data Lead: ICBC Type: Proof of Concept TELUS cellular data analyzed to help ICBC gain a better understanding of vehicle usage and distracted driving	\$0.176M	\$0.176M	July-20	 Complete

Project	Approved Allocation ⁺	Amount Consumed	Planned Completion	Status
in the Greater Vancouver area.				
Keeping Young Adults Connected Lead: CFD Type: Equipment Provide young adults who were on a Continuing Custody Order (CCO) and those on Youth Agreements that have aged out of government care with mobile phones to increase access to employment resources, employment opportunities potential employers, and services and resources.	\$0.02M	\$0.02M	Jun-18	 Complete
MHSU Virtual Clinic Lead: HLTH Type: Product Development Provides centralized intake and triage of individuals with mental health and substance use (MHSU) concerns through a self-managed patient portal. Solution is a service with centralized intake to gain immediate access to a range of MHSU tools, and to other targeted interventions throughout the province.	\$4.987M	\$4.987M	Aug-20	 Complete
Open Innovation Collider Space Lead: CITZ Project Type: Report Business case for a co-working space in a downtown Victoria location. Drop a team into the collider when there is a challenging opportunity or problem. Includes Gov/Private sector/Academia.	\$0.47M	\$0.47M	Jan-20	 Complete
Provincial Security Operations Centre Lead: CITZ Project Type: Report A business case for a physical operations security centre that combines facilities, infrastructure, people, and	\$0.827M	\$0.827M	Jan-20	 Complete

Project	Approved Allocation ⁺	Amount Consumed	Planned Completion	Status
education for the betterment of public sector organizations throughout the province.				
Total	\$107.00M	\$72.8M		

⁺The approved allocation for completed projects reflects the amount consumed.

Project Status Legend

Status	Description
	TELUS, entity sponsor, and TO in agreement that project is on track and there are no major issues.
	TELUS, entity sponsor, and TO in agreement that project is at risk or there is a disagreement in the project status.
	TELUS, entity sponsor, and TO in agreement that the project is in a critical state.
	Project is complete

8. Impacts of COVID-19:

The COVID-19 pandemic has varying impacts on SIF projects. Some projects are accelerating in importance due to increased dependence on virtual technologies, while others may experience delays due to resource and supply limitations. Impacts are being closely monitored.

In the Quarter ending September 30, 2020, the following updates and decisions related to COVID-19 impacts:

- **BC Hydro Dam Safety and IoT:** Continued COVID-19 challenges with restricted access to dam sites. Delays site assessment work, extending project timelines.
- **BCIB Authentication:** BCIB administrative staff have been onboarded however the COVID-19 Pandemic has delayed the start of construction for two of BCIB's large infrastructure projects. This has resulted in delayed hiring of BCIB workers that were intended to benefit from the new functionality created under this project. Various other use cases have been identified, expanding the project's value realization potential beyond the BCIB application.

s.17

- **Home Health Monitoring:** Developed tool to monitor COVID-19 for both patients and health care workers (March-April 2020). Heightened adoption has resulted (Northern Health Authority and BC CDC). A dashboard for summarizing

information on COVID-19 sourced through Home Health Monitoring data has been developed.

- **Mental Health/Substance Abuse Virtual Clinics:** Completed in September 2020, providing a mobile mental health resource that contributes to the increased need for virtual tools under COVID-19.
- **ShareEdBC (WonderLab):** Growth in usage of the tool by teachers. Project timeline accelerated due to importance of online accessibility to content that supports delivery of the BC curriculum.
- **COVID-19 Assistance to Vulnerable Populations:** This project was approved in April 2020 to deploy 150 cellular phones and 300 tablets to programs supporting people impacted by COVID-19. Device recipients were determined by the Vulnerable Populations Working Group, which targeted reaching a diverse demographic across urban/rural settings. Recipients included groups that serve Indigenous peoples, children and youth (including Indigenous and rural youth), immigrants, seniors, women and mothers fleeing violence, and people impacted by homelessness and addictions. Project completed September 2020.

Biggs, Jackie CITZ:EX

From: CITZ Deputy Minister, CITZ:EX
Sent: January 25, 2021 2:48 PM
To: Pokorny, Peter HLTH:EX; XT:Morin, Benoit HLTH:IN; MacDonald, Scott D EDUC:EX; David Wong; Ritchie, CJ CITZ:EX; Brouwer, Shauna CITZ:EX
Cc: Shypitka, James M CITZ:EX; Rolston, Michael CITZ:EX
Subject: SIF Quarterly Report (period ending September 30, 2020) (Our Ref: 114397)
Attachments: Attachment - TSMA SIF Quarterly Report 30 September 2020.docx

Good afternoon,

Please find attached the Strategic Investment Fund (SIF) quarterly report for the period ending September 30 of FY 2020/21. SIF, a cornerstone of the Strategic Relationship Agreement of the Telecom Deal with TELUS, is funded by a percentage of the Telecom deal signatories spend and is managed by the Telecom Office on behalf of the signatories.

The highlights for this quarter include:

- The TSMA Deal (including SIF) has been renewed for a two-year extension. Originally set to expire July 29, 2021, it will now extend to July 29, 2023.
- The TSMA Deal extension resulted in an increase to the value of SIF by an additional \$17.9M, to a total of \$118.6M. SIF spend to quarter-end is \$72.8M.
- The Council of Chief Information Officers Telecom Sub-Committee (CCIO-TSC) approved two projects to access their contingency funds:
 - Health Innovation Hub (\$561K)
 - BCIB Authentication Initiative (\$250K)
- The Telecom Office continues to closely monitor and adopt strategies that mitigate the impact of COVID-19 on SIF projects and the Province.

I trust you will find this report complete.

Sincerely,

Shauna Brouwer
Deputy Minister
Ministry of Citizens' Services

INFORMATION NOTE

Advice to the Deputy Minister

DATE: January 21, 2021

CLIFF#: 114458

ISSUE: Strategic Telecommunication Services Deal Performance Quarterly Report

ID: FY202021 Q2 Treasury Board Report (ending September 30)

DESCRIPTION:

- The Strategic Telecommunication Services Deal Performance quarterly report (Treasury Board report), as per the Telecommunication Services Master Agreement (TSMA) requirement, provides detailed information on the Strategic Investment Fund, Connectivity, TSMA Service Quality, Onboarding, and TSMA Value for Money, that aligns with the strategic objectives identified in the TSMA Deal.
- The report is completed approximately three months after the end of the reference quarter due to the time required to receive and interpret financial information supplied by TELUS that forms the basis of the quarterly report.

BACKGROUND:

- The Telecommunications Office generates and processes the treasury board report every quarter of the fiscal year, under the term of the deal.
- Financial information entered into this report is obtained from the Quarterly Spend Report (QSR) provided by TELUS to the Telecommunications Office. The QSR is received within 60 days from the end of the quarter that is to be reported. The financial information must be verified and presented in an interpretable format to the Signatories. This requires up to an additional 30 days.
- Each quarterly report is processed approximately one month after receiving a correct QSR by the Telecommunications Office. The report will contractually have information that is approximately 3-4 months past the quarter end. The report is then sent out to the Deputy Minister of Citizens' Services for final approval.
- The treasury board report is approved and distributed via email through the following process:

FROM/APPROVAL:	TO:
Executive Director of Contract Management and Negotiations, OCIO, Information Communication Technologies, Telecommunications Office	Sr. Executive Director, OCIO, Information Communication Technologies
Sr. Executive Director, OCIO, Information Communication Technologies	Associate Deputy Minister and Government Chief Information Officer
Associate Deputy Minister and Government Chief Information Officer	Deputy Minister of Citizens' Services and Chair of The Executive Governance Committee
Deputy Minister of Citizens' Services and Chair of The Executive Governance Committee	Deputy Minister of Finance

Deputy Minister of Citizens' Services and Chair of The Executive Governance Committee	Executive Governance Committee Members
Sr. Executive Director, OCIO, Information Communication Technologies	Signatory Chief Information Officers

Executive Governance Committee Distribution List:

David Wong	BC Hydro
Peter Pokorny	Ministry of Health
Benoit Morin	Provincial Health Services Authority
Scott MacDonald	Ministry of Education
CJ Ritchie	Ministry of Citizens' Services

Telecom Office Deal Reporting:

Report	Final Audience
<u>Treasury Board Report</u> Quarterly (3-4-month processing time)	Deputy Minister of Finance, Executive Governance Committee, Council of Chief Information Officers Signatory Members.
<u>Strategic Investment Fund Report</u> Quarterly (3-4-month processing time)	Executive Governance Committee Members; Council of Chief Information Officers Signatory Members; Deal Entity Leads
<u>Entity Profiles Report</u> Quarterly (3-4-month processing time)	Council of Chief Information Officers Signatory Members; Deal Entity Leads

RECOMMENDATION:

- Approve the FY202021 Q2 Treasury Board Report (ending September 30)

Attachment: DM LTR - FY202021 Q2 Strategic Telecommunications Services Deal Performance Report Letter
 Contact: Michael Rolston, 250-812-6041



January 25, 2021

Ref: 114458

Heather Wood
Deputy Minister, Ministry of Finance
Secretary to Treasury Board
Room 109 - 617 Government Street
Victoria BC V8W 9V1

Dear Heather Wood:

Re: Strategic Telecommunications Services Deal Performance Report for the Quarter ending September 30, 2020.

Please find attached the quarterly performance report regarding the Strategic Telecommunications Services Agreements signed with TELUS on July 29, 2011. The attached report covers Quarter 2 of FY 2020/21 to the end of September 30, 2020.

Performance is reported against strategic objectives identified in the deal, including:

1. Provide demonstrable value for money to Greater Public Sector Entities;
2. Achieve a highly connected British Columbia; and
3. Meet or exceed the obligations set out in the deal.

Highlights for the quarter include:

- Signatories exercised the two-year extension to July 29, 2023.
 - \$14.4M savings from extension negotiations.
 - Additional \$18M in value to the Strategic Investment Fund to end of extended term.
- Deal value continued to increase including the following:
 - Lowered stepped pricing from the Enhanced Price Review.
- Revenue Commitment for the second quarter of fiscal year 2020/21 was met. Aggregate Revenue Commitment has been met in fiscal Q2 of 2020/21.

.../2

- The Deal Office is working closely with the Council of Chief Information Officers planning for next generation telecom services reprocurement project.

I trust you will find this report complete.

Sincerely,



Shauna Brouwer
Deputy Minister

Attachment: FY2020/21 Q2 Treasury Board Report

pc: Ruslan Yarullin, Treasury Board Analyst
Ministry of Finance

CJ Ritchie, Associate Deputy Minister and Government Chief Information Officer,
Ministry of Citizens' Services

James Shypitka, Senior Executive Director, OCIO, ICT Division
Ministry of Citizens' Services

Michael Rolston, Executive Director, OCIO, ICT Division
Ministry of Citizens' Services

DECISION NOTE

Advice to Deputy Minister, Citizens' Services and Deputy Minister, Public Service Agency

DATE: February 2, 2021

CLIFF#: 114473

ISSUE: Management Appointment

BACKGROUND:

The Ministry of Finance (FIN) outsourced revenue collection to ESIT Advanced Solutions (Advanced Solutions) in December 2004. When the contracts expire in March 31, 2021, this work will be repatriated back into government. Most of the business functions will be repatriated into FIN, however, the Mail Payment and Document Processing (MPDP) service will be repatriated to BC Mail Plus (BCMP) in the Ministry of Citizens' Services.

MPDP involves operating sophisticated technology that electronically captures data from various tax forms, various forms of payment and creates images of forms and correspondence from various sources, such as cheques and other payment methods. On average, 400,000 incoming payments are processed annually, with revenues of \$8 billion to government (2019 data). These services are provided on behalf of FIN and will be executed by BCMP to support more than 28 programs across government and include all Provincial taxation programs, as well as many non-tax programs.

DISCUSSION:

As of March 31, 2021, all Revenue Services Transition Program services provided by Advanced Solutions are to be repatriated to government. One of the excluded employees of Advanced Solutions, Linda Wethered, currently provides leadership for services that are being repatriated to BCMP. BCMP requests approval to direct appoint this key employee from Advanced Solutions into an approved excluded Band 3 position to ensure this critical service to government does not have any issues and an efficient transition of services to government, creating a stable environment supporting the new ministry program area, post repatriation. This position is fully funded through cost recovery in the foundation charge to MFIN to run the program. s.22

s.22 We are working with the Public Service Agency to support an offer that follows current government compensation guidelines for salary protection.

Background on Linda Wethered:

Linda Wethered is an existing excluded member of Advanced Solutions and exceeds the minimum position requirements for the Director, MPDP, Band 3 position. Linda has provided services, through the vendor to the ministry, s.22 and has deep knowledge and historical understanding of the complex processes in this business unit. Retaining her knowledge and leadership greatly reduces the inherent risk in transferring this program back into government. BCMP begins providing all the MPDP services to the FIN on March 22, 2021, eight days prior to the end of the Advanced Solutions contract. It is critical we have Linda on our team, committed to the success of the project.

The Executive Director for BCMP has spoken with senior management at Advanced Solutions and they have given a glowing review of her performance from and leadership and technical skills point of view and a desire to keep her.

Rationale for Direct Appointment:

This program is critical to the financial health of the government and cannot be anything less than fully operational on March 22, 2021. Linda Wethered has specialized skills required for the Band 3, Director, MPDP to support this program, including:

- Her leadership skills and deep knowledge significantly reduces operational risk to the program and supports the continuity of the program that government depends on;
- Linda has unique knowledge and understands the processes that have been developed over the years to support the wide variety of complex revenue programs. Linda understands this complex world better than anyone;
- She has established working relationships with clients and vendors;
- In-depth understanding of the MFIN requirements as a client; and
- Working knowledge of the technological landscape that supports the ministry program areas.

OPTIONS:

Option 1: Direct appointment Linda Wethered into the Director, MPDP, Band 3 position.

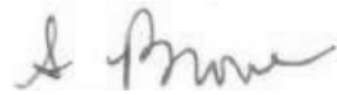
Implications: BCMP will retain the important experience and knowledge Linda can bring to this position. Additionally, BCMP will leverage important relationships she has already developed with the other MPDP employees being onboarded.

Option 2: Do not direct appoint and post the Director, MPDP, Band 3 position for competition.

Implications: Not direct appointing this leadership role could create uncertainty for the remaining MPDP employees being on boarded. A new leadership team could run the risk of project delay or error due to learning curves and potential lack of employee trust. There would be further impacts to delivery of these services for government.

RECOMMENDATION: Option 1

(please circle)
APPROVED

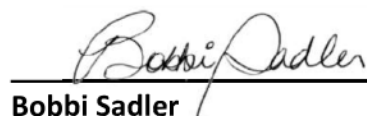
NOT APPROVED**OPTION** 1


February 11, 2021

Shauna Brouwer
Deputy Minister, Citizens' Services

Date

(please circle)
APPROVED

NOT APPROVED**OPTION** 1


February 12, 2021

Bobbi Sadler
Deputy Minister, BC Public Service Agency

Date

Attachments: 1. Resume of Linda Wethered
 2. Job Profile 00126853 Director Mail Payment Document Processing
 3. Proposed salary approach

Contact: Don Swagar,^{s.17}

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Withheld pursuant to/removed as

s.22

TITLE: DIRECTOR, MAIL PAYMENT AND DOCUMENT PROCESSING

CLASSIFICATION: BAND 3

MINISTRY: CITIZEN SERVICES

WORK UNIT: BC MAIL PLUS

SUPERVISOR TITLE: SENIOR DIRECTOR, BC MAIL PLUS

SUPERVISOR POSITION #: 00045094

CONTEXT

Mail, payment and document processing (MPDP) services is one of the primary revenue services returning to government. The work involves operating highly sophisticated technology that electronically captures data from tax forms and creates images of forms and correspondence from various sources such as cheques and other payment methods. On average 400,000 incoming payments are processed annually, with revenues of \$8billion. These services are provided on behalf of the Ministry of Finance to support more than 28 programs across government and include all Provincial taxation programs, as well as many non-tax programs.

JOB OVERVIEW

Reporting to the Senior Director, BC Mail Plus, the Director, MPDP, is accountable for the efficient delivery of services in support of clients in the various program areas across government. The Director consults closely with the Director, MPDP Information Technology, with other lines of business and with stakeholder groups, Public Sector partners and 3rd party service providers to address and resolve critical operational issues and to drive innovation, growth and development of this line of business. The position provides leadership to a team consisting of unionized professional, technical and administrative staff and contracted resources.

ACCOUNTABILITIES

- Manages a team of professional, technical and administrative staff including overseeing assignment of work, performance management, and managing human resources and labour relations issues; acts as the designated representative for Step 2 of the grievance process.
- Defines vision, strategic direction and operational goals and objectives to align with those of BC Mail Plus, to ensure cost effective and efficient operational performance and to drive continuous improvement; establishes internal policies and procedures and ensures Standard Operating Procedures (SOP's) are adhered to.
- Leads and develops strategic sourcing initiatives and procurement solicitations; leads contract negotiations and the creation of MOU's and acts as the primary contact for suppliers; negotiates best value and ensures fair and open procurement practices.
- Identifies business growth opportunities, through on-going customer outreach and relationship building and in close consultation with the Director, MPDP Information Technology; collaborates on researching/pursuing other/emerging technologies to meet customer business requirements; assesses business risks, identifies risk mitigation options and provides recommendations to senior management.
- Contributes to executive decision-making by providing expert advice to the senior leadership team on emerging operational issues, risks and opportunities as well as policies, standards and best practices;

Date: February 11, 2021

provides subject matter expertise to resolve complex business issues and/or recommend alternative solutions.

- Leads the development and management of the annual internal business plan related to document processing; monitors progress to ensure strategic objectives are met cost-effectively and efficiently and takes corrective action where required.
- Develops briefing notes, background documents, issue and discussion papers, Cabinet and Treasury Board Submissions and other materials for the Deputy Minister and senior government officials.
- Manages financial resources including developing budget submission, and overseeing the monitoring of expenditures, revenues and balance sheets to ensure sound financial management; collaborates with Finance/Accounting teams on items including accounting treatments, accruals, and actuals against budget.
- Develops and maintains professional relationships with business partners as well as with vendors and manufacturers to negotiate best value for products and ensure fair and open procurement practices are followed.
- Represents MPDP on client oversight committees, with Branch Executive, and provides client and stakeholder on-site operational tours.
- Develops and implements strategies to control costs, drive service excellence, mitigate risks and gain increased value from vendors and contractors.
- Supports the business continuity program by developing, managing and overseeing the execution of local emergency procedures and communications acting as the area lead.
- Manages standards, policies and processes regarding data management in relation to government standards. Works with internal audit, compliance, and other key control functions for integrated control reviews.

JOB REQUIREMENTS

- A related degree or diploma.
- A minimum of 5 years related work experience in combined operational and management roles, which must include:
 - Project management and strong organizational skills
 - Developing and implementing complex vendor contracts and vendor management strategies
 - Developing key performance metrics and service level agreements
- Preference may be given to applicants with the following:
 - Experience leading teams in a unionized environment
 - Financial management experience

A combination of equivalent education and experience may be considered.

BEHAVIOURAL COMPETENCIES

- **Holding People Accountable** involves setting high standards of performance and holding team members, other government jurisdictions, outside contractors, industry agencies, etc., accountable for results and actions.
- **Leadership** implies a desire to lead others, including diverse teams. Leadership is generally, but not always, demonstrated from a position of formal authority. The "team" here should be understood broadly as any group with which the person interacts regularly.
- **Managing Organizational Resources** is the ability to understand and effectively manage organizational resources (e.g. People, materials, assets, budgets). This is demonstrated through measurement, planning and control of resources to maximize results. It requires an evaluation of qualitative (e.g., client satisfaction) and quantitative (e.g., service costs) needs.
- **Planning, Organizing and Coordinating** involves proactively planning, establishing priorities and allocating resources. It is expressed by developing and implementing increasingly complex plans. It also involves monitoring and adjusting work to accomplish goals and deliver the organization's mandate.
- **Problem Solving/Judgement** is the ability to analyze problems systematically, organize information, identify key factors, identify underlying causes and generate solutions.

APPENDIX C

Proposed Salary Approach

Recommended Approach from the Public Service Agency:

This approach follows the standard rules, no further approvals are required.

Information about the salary protection may be included in the appointment letter.

The employee's salary would remain the same at approximately \$125k for the first year. Then 50% reduction after the 2nd year (approximately \$116,400) and to the maximum of the salary range for band 3 in 3rd year (approx.\$107,800). Note the salary range maximum may change over time and the employee would move to the maximum of the salary range for band 3 in the 3rd year.

INFORMATION NOTE

Advice to Deputy Minister

DATE: January 19, 2021

CLIFF#: 114481

ISSUE: Update on *Declaration on the Rights of Indigenous Peoples Act* (DRIPA) Action Plan

s.12

BACKGROUND:

On November 28, 2019, the *Declaration on the Rights of Indigenous Peoples Act* ([Declaration Act](#)) received Royal Assent. The legislation requires, in consultation and cooperation with Indigenous peoples, for the government to:

- Align B.C.'s laws with the United Nations Declaration on the Rights of Indigenous Peoples;
- Develop and implement an action plan to achieve the objectives of the United Nations Declaration; and,
- Prepare an annual report on progress made to align laws and achieve goals in the action plan.

s.12

DISCUSSION:

The Ministry of Citizens' Services (the ministry) has made the following contributions for British Columbians and internally for employees:

- **Connectivity** – the Connecting British Columbia program has expanded access to high-speed internet in Indigenous, rural and remote communities throughout the province. Since July 2017, the program has invested funds to benefit 479 communities, including 83 Indigenous communities, and approximately 45,000 households.

- **Procurement** – In partnership with MIRR, the ministry is working on the Indigenous Procurement Initiative, aiming to reduce barriers to Indigenous participation in government procurement. 2019/20 activities included a provincewide engagement process that concluded with the Report on What We Heard – a report of feedback about government procurement from over 300 Indigenous partners and business owners throughout British Columbia.
- **Public Engagement** – The ministry's Government Digital Experience (GDX) team engages directly with the public through GovTogetherBC and is developing guidance to support ministries in engaging with Indigenous peoples in collaboration with MIRR.
- **Public Information and Digital Systems** - Most, if not all of government systems do not recognize the fonts necessary to recognize Indigenous languages. In September 2019, GDX partnered with the First People's Cultural Council and Government Communications and Public Engagement to design a new customized font, BC Sans, tailor made to be fully compatible with all BC Indigenous languages and accessible on all digital devices. This font is now in use on government's main web presence www.gov.bc.ca.
- **Government Buildings** – The ministry is working to advance reconciliation by making government spaces more inviting for First Nations people and by fostering mutual respect between First Nations and public-service employees through building design, naming opportunities, creating partnerships with First Nations and encouraging Indigenous cultural participation in events.
- **Access to Information** – The ministry met with the Union of BC Indian Chiefs and other First Nations to get their perspectives on freedom of information and privacy practices following a six-week online public engagement process in 2019. The Ministry also sent out a mail survey asking for input and recommendations from around 200 First Nations communities. Ministry staff will follow up with First Nations when new legislation is introduced to advise how their feedback was incorporated.
- **Leadership** – The ministry launched RISE, a leadership development program that includes Indigenous cultural safety and cultural agility workshops, including: Learning for Truth and Reconciliation; Learning Circle and Indigenous Relations; Building Capacity in Indigenous Relations, and others.
- **Moose Hide Campaign** – The ministry plays a significant role in the Moose Hide Campaign through its presence in 65 Service BC Centres across the province. By sharing the campaign message and handing out Moose Hide pins to British Columbians, the Ministry of Citizens' Services (CITZ) is helping government increase awareness of this tremendously important movement.

**These were taken from 2019-20 annual reporting documents: CITZ Results-Highlights (attachment 4), and CITZ contributions to the annual reports on Multiculturalism and Poverty Reduction.*

NEXT STEPS:

- **January/February** – Cabinet direction on scope and focus of the Action Plan and the timeline for its release.
- **February** – Ministries validate and seek final Deputy Minister approval of Action Plan.
- **March** – Action Plan finalized and shared for engagement with Indigenous partners by the end of fiscal.
- **June** – 2020/21 Annual Report is expected to be published.

*These timelines are subject to change following the direction of Cabinet.

Attachments:

s.12; s.13

3. Economy Sector: s.12; s.13
4. 2019/20 CITZ Results-Highlights (GCPE)

Contact: David Hume, Assistant Deputy Minister,
ADM Reconciliation Table and Government Digital Experience
Ministry of Citizens' Services, Phone (250) 589-9043

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Withheld pursuant to/removed as

s.13

Page 044 of 127 to/à Page 068 of 127

Withheld pursuant to/removed as

s.12 ; s.13 ; s.16

Appendix A: RPE's List of Indigenous Economic Development, Sector and Business Service, and Political and Social Organizations

Aboriginal Financial Institutions, British Columbia	
NOTE: Some have additional roles as business development service providers and delivery agents for federal and provincial programs.	
<u>Aboriginal Business and Community Development Centre</u>	Prince George
<u>All Nations Trust Company (ANTCO)</u>	Kamloops
<u>Burns Lake Native Development Corporation (BLNDC)</u>	Burns Lake
<u>CFDC of Central Interior First Nations</u>	Kamloops
<u>Haida Gwaii Community Futures</u>	Masset
<u>Métis Financial Corporation of BC (MFCBC)</u>	Kelowna
<u>Native Fishing Association (NFA)</u>	West Vancouver
<u>Nuu-chah-nulth Economic Development Corporation (NEDC)</u>	Port Alberni
<u>Stó:lō Community Futures Corporation (SCF)</u>	Chilliwack
<u>Tale'Awtxw Aboriginal Capital Corporation (TACC)</u>	West Vancouver
<u>Tribal Resources Investment Corporation (TRICORP)</u>	Prince Rupert
<u>New Relationship Trust</u>	West Vancouver
<u>Coast Funds</u>	Vancouver
Indigenous Sector Organizations	
<u>Aboriginal Aquaculture Association</u>	Campbell River
<u>First Nations Energy & Mining Council</u>	North Vancouver
<u>First Nations Fisheries Council</u>	Vancouver
<u>First Nations Forestry Council</u>	West Vancouver
<u>First Nations Technology Council</u>	North Vancouver
<u>Indigenous Tourism BC</u>	West Vancouver
First Nations Business Development Association (for First Nations community owned businesses)	West Vancouver
Indigenous Business Development Services	
<u>Kootenay Aboriginal Business Development Agency (KABDA)</u>	Cranbrook
<u>Northeast Aboriginal Business Centre (NEABC)</u>	Fort St. John
<u>Canadian Centre for Aboriginal Entrepreneurship</u>	Nelson
Indigenous Professional Associations	

<u>Aboriginal Financial Officers Association BC (AFOABC)</u>	West Vancouver
<u>CANDO (Council for the Advancement of Native Development Officers)</u>	Edmonton
Indigenous Governance Organizations	
<u>First Nations Lands Advisory Board</u>	Kelowna
<u>First Nations Financial Management Board</u>	West Vancouver
<u>First Nations Tax Commission</u>	Kamloops
<u>First Nations Finance Authority</u>	Kelowna
<u>First Nations Major Projects Coalition</u>	
<u>First Nations Infrastructure Institute</u>	West Vancouver
Indigenous Provincial-level Political and Social Organizations	
<u>BC Assembly of First Nations (BCAFN)</u>	Prince George
<u>First Nations Summit (FNS)</u>	W. Vancouver
<u>Union of BC Indian Chiefs (UBCIC)</u>	Vancouver & Kamloops
<u>BC Association of Aboriginal Friendship Centres</u>	Victoria
First Nations Leadership Council (FNLC; a coalition of the above 3 organizations)	

MINISTRY RESULTS HIGHLIGHTS

April 2019 - March 2020

Citizens' Services

MINISTER: Hon. Anne Kang

MINISTRY: Citizens' Services

TOP 5 MINISTRY MESSAGES

What are the five things you want people to know about your ministry? In a year-end interview, what are the top five results would your minister highlight? Consider government's three key priorities – more affordable, better services, a strong and sustainable economy – when framing your message and make sure to put people first.

1. The Ministry of Citizens' Services is the face of government, with 65 Service BC offices and a Provincial Contact Centre that connect more than one million people each year to the services and supports they count on.
2. CITZ is the engine of government, supporting other ministries to provide high-quality services that British Columbians need by providing oversight and guidance on procurement, connecting people to services via the Province's website, and engaging directly with citizens through GovTogetherBC.
3. CITZ is the backbone of government, providing the facilities, information technology infrastructure, and security and privacy policies that ensure ministries can provide timely, high-quality services for people.
4. The ministry plays a critical role in driving innovation and supporting government's overarching priorities, including building a sustainable and innovative economy by connecting people to high-speed internet, making it easier for businesses of all sizes to work with government and making government buildings greener and more sustainable.
5. British Columbians expect and deserve improvements to the province's Freedom of Information (FOI) system. CITZ oversees all government records and access to information legislation, policy and practices across government.

MINISTRY RESULTS HIGHLIGHTS

April 2019 - March 2020

TOP 10 MINISTRY RESULTS

List the 10 best results for people from your ministry listing by date, government action and the result for people.

	TIME FRAME (can be a date range or date announced)	ACTION (what is government doing to solve a problem, or fulfill a commitment we made)	RESULT (what is the impact on people? Be specific about who will benefit and how that affects people's daily lives)
1	March 29, 2020	<p>Order enables broader use of tech in COVID-19 response: https://news.gov.bc.ca/releases/2020CITZ0005-000588</p> <p>The protection of privacy is a top priority for the B.C. government, and so is protecting the health and safety of British Columbians during the novel coronavirus (COVID-19) pandemic.</p> <p>A new ministerial order under the <i>Freedom of Information and Protection of Privacy Act (FOIPPA)</i> enables the broader use of communications tools for health-care workers and other public-sector staff who are responding to the COVID-19 state of emergency.</p> <p>This order supports the people working on the front lines to protect the health and safety of British Columbians by ensuring they have access to vital software and technology that can help in this fight.</p>	<p>This order supports teachers to offer K-12 online learning; post-secondary institutions to move to online teaching platforms; doctors, nurses, first responders and other front-line health-care providers to access broader tools to help them improve their ability to share information quickly, follow up remotely with patients and respond effectively to emerging challenges.</p>
2	March 23, 2020	<p>Service BC centres remain open, ready to serve citizens: https://news.gov.bc.ca/releases/2020CITZ0004-000543</p> <p>Service BC centres are remaining open throughout the province to connect people to core services and supports during this uncertain time. In order to ensure people's health and safety, staff at Service BC centres are taking extra steps to regularly sanitize public and office spaces and are modifying reception areas to support social distancing.</p> <p>During the first hour of business, vulnerable citizens – including seniors and people who have underlying health conditions or compromised immune systems – will now receive priority service by calling their local Service BC centre to make an appointment.</p> <p>Many government organizations are modifying their face-to-face supports due to the pandemic. Service BC is working closely with its</p>	<p>With the temporary closure of federal Service Canada locations and provincial front counter offices, Service BC remains one of the main providers of face-to-face government supports and services for vulnerable people, especially in rural and remote communities.</p>

MINISTRY RESULTS HIGHLIGHTS

April 2019 - March 2020

		<p>partner agencies – including the Ministry of Social Development and Poverty Reduction and the Insurance Corporation of BC (ICBC), among others – to identify the core programs and services that will continue to be available at Service BC centres. From March 23 to now, more than 100,000 citizens have received access to in-person services across BC.</p> <p>There 65 Service BC locations throughout the province. In addition to serving more than one million citizens a year, Service BC staff also helped British Columbians start more than 36,000 businesses in 2019-20.</p> <p>The Service BC Contact Centre received more than one million inquiries in 2019-20, including more than 800,000 phone calls and 20,000 emails.</p> <p>Citizen satisfaction for 2018/2019 was 91.7%. Business satisfaction for 2018/2019 was 85.5%. The next survey will be available next fiscal.</p>	<p>Adapting its approach will help Service BC support its employees, while also ensuring that citizens throughout B.C. – especially those most vulnerable – continue to have access to the core services they need most.</p>
3	Launched: March 16, 2020	<p>Provincial COVID-19 site: www.gov.bc.ca/COVID19</p> <p>The Government Digital Experience (GDX) Division mobilized a content team to support the ongoing development of COVID-19 provincial support and information, which has been updated daily as new information, supports and processes become available across government.</p> <p>The provincial COVID-19 site has become a single source of truth for British Columbians, driving to content from B.C. ministries responsible for all aspects of the pandemic response, as well as to the BC Centre for Disease Control and Government of Canada supports and services. Content has been translated into multiple languages to best support B.C.'s diverse population.</p>	<p>The COVID-19 site has had 1.86 million page views and 1.29 million sessions since launch.</p>
4	March 16, 2020	<p>Provincial Non-Medical COVID-19 Call Centre: 1-888-COVID19</p> <p>The COVID-19 call centre, run by Service BC, provides a much-needed alternate channel to the health-related 8-1-1, run by HealthLink BC.</p> <p>Citizens can call the COVID-19 line to receive information on non-medical government and community supports, including tax deferrals, benefits for business owners and those facing unemployment, and more.</p> <p>These options are available from 7:30 a.m. to 8 p.m., seven days a week. The call centre can help citizens in 110+ languages.</p> <p>SMS Texting is also available (English only) at 604 603-0300.</p>	<p>People are scared and confused. It's a difficult time for individuals, families and businesses.</p> <p>Service BC staff answering the COVID-19 line can connect people to the information, supports and services that they need, quickly and efficiently.</p>

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		<p>Service BC staff have answered more than 53,700 calls and 13,500 texts on the 1-888-COVID19 line since it launched on March 16. That's a total of more than 67,200 citizen inquiries answered.</p> <p>Top 5 General COVID-19 Questions:</p> <ol style="list-style-type: none"> 1. Financial assistance questions, including eligibility for Employment Insurance, the BC Workers' Benefit and the Canada Emergency Response Benefit (CERB) (federal). 2. Travel questions, including self-isolation plans, interprovincial and international travel, essential and non-essential travel qualifications. 3. Questions about the provincial Restart BC Plan. 4. Questions about where to get tested for COVID19 and vaccine inquiries. 5. Quarantine and self-isolation procedures. 	<p>Service BC works closely with the provincial Joint Information Centre to ensure that Q&As and scripts are updated daily to support staff who are answering citizen calls.</p>
5	March 2020	<p>IM/IT and Telecommunications – COVID-19 response</p> <p>The COVID-19 pandemic and the Provincial Health Officer's orders for physical distancing led to unprecedented demand on government and telecommunications systems throughout the province.</p> <p>Being able to connect to government programs is vital for citizens – in order to do this, government needed to build capacity for its own networks to support the influx of public servants working remotely, while also working with telecommunications companies to build external capacity in communities to support the rapid growth of businesses and educational institutions moving to online platforms.</p> <p>VPN Capacity – Prior to the pandemic, the record for VPN usage within government was about 8,000 users (Eg. Snow day); during the pandemic, that rose to more than 25,000 users.</p> <p>Help Desk Calls – The average number of calls the OCIO 77000 Help Desk takes during a normal period is about 800 per day. During the first four weeks of the pandemic, the OCIO Help Desk was averaging double that – about 1,600 calls a day.</p> <p>Emergency Orders – The average monthly volume of Emergency Orders processed by Enterprise Services is about 200 per month. During the first four weeks of the pandemic, that jumped to over 100-200 per week.</p> <p>The Province is using tools, like Skype and Microsoft Teams, to conduct face-to-face meetings via videoconferencing. To date, there have been 20 million chats via Skype and 30 million minutes of video meetings.</p> <p>Each hour, 541 terabytes of information is shared within government. This is equal to the information in 12,000 encyclopedia sets passing between ministries each hour.</p>	<p>Citizens depend on government supports and services, especially during this pandemic when people faced job loss, shuttered businesses and other hardships.</p> <p>Supporting a mobile workforce within government means programs and services can continue at a time when people need them most.</p> <p>Building capacity outside of government (via telecom companies) means people have more reliable internet connectivity to connect remotely to the programs and services government provides, whether online, by text or by phone.</p>

MINISTRY RESULTS HIGHLIGHTS

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6	March 6, 2020	<p>Update on B.C.'s procurement strategy shows progress: https://news.gov.bc.ca/releases/2020CITZ0001-000400</p>	<p>The B.C. Government purchases about \$7 billion in goods and services that benefit British Columbians each year.</p>
		<p>The <u>B.C. Procurement Strategy Update 2020</u> outlines work the Province has been doing – in collaboration with businesses and communities, as well as Indigenous peoples – to modernize its procurement system. This provides updates from the initial launch of the strategy in 2018.</p> <p>Key highlights in the update include:</p> <ul style="list-style-type: none"> • Advancing the Indigenous Procurement Initiative • Launching the Procurement Concierge, a collaborative way for vendors to engage with government and suggest innovative solutions to government's business challenges • starting user testing on the new BC Bid system • Issuing more than 60 contracts to dozens of small- to medium-sized tech companies through Sprint With Us and Code With Us programs. <p>The <u>B.C. Procurement Strategy</u> is guided by four main goals:</p> <ul style="list-style-type: none"> • To realize best value and increased benefit to British Columbians. • To make it easier to do business with government. • To create more opportunity for businesses of all sizes. • To build greater capacity for procurement in the B.C. Public Service. 	<p>Modernizing procurement in B.C. will:</p> <ul style="list-style-type: none"> - make it simpler, faster and more affordable for companies to work with government - help small and medium-sized enterprises compete and succeed - harness made-in-B.C. innovation.
	January 8, 2020	<p>Indigenous Procurement Initiative</p> <p>A key commitment of the procurement strategy is to engage with Indigenous partners and businesses to develop a coordinated government approach to Indigenous procurement.</p> <p>The Province completed a provincewide engagement with more than 300 Indigenous partners and businesses.</p> <p>On January 8, 2020, the final <u>"Report on What We Heard"</u> was distributed via email to internal and external participants who contributed to its creation before being publicly shared as part of the <u>BC Procurement Strategy 2020 Update</u> on March 6, 2020.</p> <p>The Indigenous Procurement Initiative aims to increase Indigenous participation in the Province's procurement opportunities by:</p> <ul style="list-style-type: none"> • Increasing the capacity of government staff to conduct culturally safe and appropriate procurement processes • Increasing the capacity of Indigenous businesses to participate in the Province's procurement processes <p>Supporting the government goal of advancing reconciliation with Indigenous peoples.</p>	<p>The <i>Report on What We Heard</i> lays a foundation for greater collaboration with Indigenous organizations and businesses.</p> <p>The initiative contributes towards meeting economic development-related articles in the UN Declaration on the Rights of Indigenous Peoples and the calls to action from the Truth and Reconciliation Commission of Canada.</p>

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7	2020	<p>The Province of B.C.'s website (www.gov.bc.ca) provides information on government's programs, supports and latest news, all with a view of helping people connect to funding, programs and services they count on.</p> <p>The Government Digital Experience (GDX) Citizen Engagement Team supported more than 122 engagement projects in 2019-20, including leading 82 engagement topics that were open for public feedback through GovTogetherBC and supporting 40 additional corporate and stakeholder engagement projects.</p> <p>There were more than 578,232 visits to the engagement sites. Here are some highlights:</p> <ul style="list-style-type: none"> • 356,511 citizens completed surveys or feedback forms • 7,208 people participated in face-to-face events • 1,734 people submitted emails and letters providing feedback • 1,500 citizens participated in telephone surveys • 507 people submitted comments to online discussion forums 	<p>Government Digital Experience (GDX) directly engages the public to improve the supports and services people need.</p> <p>People searched the gov.bc.ca website 6.6 million times since January 2019. During that same period, the site saw over 20 million clicks from Google searches.</p> <p>The govTogetherBC web site doubled in site visits from last fiscal, with total visits increasing 130% to 101,011.</p>
8	<p>Soft launch: Spring 2019</p> <p>Official launch: June 2020 (TBC)</p>	<p>BC Services Card channel expansion: verifying citizens via Verify by Video and Send by Video</p> <p>The Province's network of Service BC Centres helps connect British Columbians to the supports and services they count on, including drivers' licensing, income assistance, MSP, fishing and hunting licences and provincial taxation information.</p> <p>The BC Services Card ensures British Columbians can access in-person and online services from the government in a timely, secure manner. Our government is moving forward with technology that will make it possible for people to verify their identity using a video chat service, or by sending a video of themselves that they can film on their smartphone and having a Service BC representative confirm their identity remotely. These channels are especially helpful given the physical distancing measures that are necessary under the COVID-19 pandemic.</p> <p>Verify By Video and Send by Video functions make it easier for people to verify their identify using their mobile device, like iPhone or Android, saving time and making it easier and less stressful to access government services.</p> <p>These new service channels will be announced publicly in June 2020 (TBC) with the Ministry of Advanced Education, Skills and Training to</p>	<p>Since the soft launch of the Verify by Video channel in 2019, over 70,000 residents have used the new video services to access government online programs, including Student Aid.</p> <p>The Send by Video channel launched during the pandemic, and Service BC is receiving an average of 500 videos/day for verification.</p>

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		coincide with the student-loan application process for secondary and post-secondary students.	
9	Ongoing	<p>Partnerships with the BC Tech Sector</p> <p>Sprint With Us and Code With Us, the digital procurement innovations for which the BC Government has received international attention and awards, continue to increase the speed, transparency and effectiveness through which the Province solves problems with technology.</p> <p>Having issued more than 92 opportunities, with a total value of nearly \$14 million to B.C.'s tech sector, these tools are helping government solve complex public challenges more quickly by partnering with tech companies to work on cutting-edge solutions. In 2019-20, B.C. issued 29 opportunities, with a total value of \$7.64 million.</p> <p>For example, right now, the Province is seeking help from the tech sector to <u>build a tool</u> to support communities throughout B.C. to rebuild, even stronger, following COVID-19.</p> <p>To date:</p> <ul style="list-style-type: none"> • 4 Procurement Concierge Discovery Day sessions have been held in 2019-20 for 15 RFIs with almost 200 attendees participating. • 15 Sprint With Us opportunities have been issued for a total value of \$11.97 million; this includes 8 opportunities totalling \$6.72 million in 2019-20. • 77 Code With Us opportunities have been issued for a total value of \$1.76 million; this includes 21 opportunities totalling \$917,000 in 2019-20. <p>In addition, the tech sector will play a large role in Restart BC, the Province's economic post-pandemic plan. For example, the COVID-19 Supply Hub was developed through a partnership between the Digital Technology Supercluster, the Province (including CITZ, EMBC, JEDC and the Provincial Health Services Authority), and Traction on Demand, a leading B.C. tech company. The Supply Hub is helping the Province to source and manage donations of personal protective equipment (PPE).</p> <p>Freshworks, a Victoria-based company, supported the development of virtual care services to support continued mental-health supports for kids across the province.</p>	<p>These programs reduce project and problem-solving timelines from more than three months down to six weeks.</p> <p>This gives the Province the ability to develop business solutions quickly and effectively, while maintaining rigorous procurement standards.</p> <p>CITZ is providing overall project leadership for the Hub, as well as managing the purchase and delivery of goods to support front-line and other essential workers in B.C.</p>
10	Announced: Dec. 2, 2019	<p>Launch of connectivity fund creates opportunity for communities: https://news.gov.bc.ca/releases/2019CITZ0117-002304</p>	The launch of this latest phase of the program is expected to benefit people

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	<p>CITZ announced \$50-million investment in the Connecting British Columbia program, which provides grant funding that will bring high-speed internet connectivity to hundreds of B.C. communities.</p> <p>Rural, remote and Indigenous communities and internet service providers can access grants for high-speed internet projects, which will help people get connected, learn, do business and get the vital services they count on. Internet projects will also enable communities to diversify and strengthen their economies.</p> <p>Combined with the launch of the recently released federal government's \$750-million broadband fund, underserved rural communities can now access even more funds and benefit from much-needed local infrastructure that will deliver high-speed internet.</p>	<p>living in approximately 200 rural and Indigenous communities throughout the province.</p> <p>Since July 2017, projects (both underway and completed) are benefitting 479 communities, including 83 Indigenous communities, throughout the province.</p>
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PRIORITIES / MANDATE LETTER COMMITMENTS

List your minister's priority actions, as listed in your ministry's mandate letter, and its current status.

Mandate	Progress
Institute a cap on the value and the length of government IT contracts to save money, increase innovation, improve competition and help our technology sector grow.	<ul style="list-style-type: none"> On June 25, 2018, the Province announced a new procurement strategy to modernize B.C.'s approach to purchasing. The strategy is removing barriers for small and medium-sized businesses and making it easier for companies of all sizes to work with government. The focus is on providing best value, while also creating social, environmental and economic benefits that are returned to British Columbians. A new framework has been introduced to assess options for high-value strategic contracts that includes prioritizing citizen and employee value, aligning contracts with government priorities and taking a coordinated approach to evaluating sourcing options. In March 2020, the ministry released the B.C. Procurement Strategy Update 2020, which outlines work the Province has been doing – in collaboration with businesses and communities,

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	<p>as well as Indigenous peoples – to modernize its procurement system.</p> <ul style="list-style-type: none"> As part of that update, the ministry publicly shared the final <u>“Report on What We Heard”</u> which summarizes the feedback the Province received as part of their engagement with more than 300 Indigenous organizations and businesses.
Ensure government IT and software development procurement work better for companies that hire locally and have a local supply chain.	<ul style="list-style-type: none"> On June 25, 2018, the Province announced a new strategy to modernize B.C.’s approach to purchasing. The ministry published Social Purchasing Guidelines as a first step in creating social value and supporting the achievement of social policy objectives from government procurement. In December 2017, the ministry awarded a contract to replace the BC Bid application and launched the first public pilot to test the new system. The work to transform the BC Bid platform continues. CITZ is supporting the Province’s COVID-19 Supply Hub with technology, procurement and supply delivery in order to triage vendor offers related to personal protective equipment (PPE) and other vital. The Hub is a partnership between the Digital Technology Supercluster; Traction on Demand, a leading BC tech company; and the Province, including Citizens’ Services, the Provincial Health Services Authority, Emergency Management BC and Jobs, Economic Development and Competitiveness.
Improve access to information rules to provide greater public accountability.	<ul style="list-style-type: none"> FOI requests continue to grow in number, size and complexity. CITZ has met with a wide variety of stakeholder groups, including media, academics and school officials, legal experts, health authorities and many others. CITZ held a six-week public engagement in 2018 and contacted Indigenous communities across the province to get their feedback on how to

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	<p>improve access to information to better serve the needs of Indigenous people.</p> <ul style="list-style-type: none"> • Journalists and other requestors now have at least twice as much exclusive time with the records they obtain through FOI. • Reporters can now file FOIs without worry that others can see a description of their request before the records are published to Open Information. • Recent changes to the <i>Freedom of Information and Protection of Privacy Act</i> ensure peoples' information is protected when staff use tools like email or spam filtering. • As stakeholder engagement continues, CITZ is considering what potential changes to legislation and policy may be needed to fulfill this mandate. • In March 2020, A new ministerial order under the <i>FOIPPA</i> enables the broader use of communications tools for health-care workers and other public-sector staff who are responding to the COVID-19 state of emergency. This order supports the people working on the front lines to protect the health and safety of British Columbians by ensuring they have access to vital software and technology that can help in this fight.
Improve response and processing times for Freedom of Information requests.	<ul style="list-style-type: none"> • British Columbia receives a high volume of FOI requests – more than Alberta, Saskatchewan and Manitoba combined: <ul style="list-style-type: none"> ○ Over 10,000 FOI requests are processed by ministries each year. ○ Nearly 5.5 million pages were processed during over the last three fiscal years. ○ Government received 10,471 FOI requests in 2017/18, 12,247 in 2018/19, and 13,063 in 2019/20. ○ This is the highest number of requests ever received by the government in a single fiscal year. • Since July 2017, the timeliness of FOI responses has improved by 3%, despite a 31% increase in request volume over the last three fiscal years.

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	In fiscal 2019/20, the B.C. government's on-time FOI response rate was 83%.
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ACTION TO SUPPORT CROSS-GOVERNMENT PRIORITIES

List 2-3 examples of how your ministry is meeting each of these cross-government priorities.

CLEANBC

- **CleanBC Government Buildings Program** – In June 2019, CITZ launched the CleanBC Government Buildings Program to make provincial facilities smarter, greener and more energy efficient. Renewable energy, smart technology, vehicle charging stations, energy retrofits and new construction will be used to cut greenhouse gas emissions and energy use at government buildings. The goal is to reduce green house gas emissions from our buildings by 80% by 2050, when compared to 2010 standards. As part of the five-year plan, in 2019/20, CITZ implemented more than 18 energy retrofit projects, one smart technology pilot, one climate risk assessment, one clean energy study, and installed new electric vehicle charging stations, keeping the program on track to achieve the 2030 target of a 50% reduction in GHG emissions over 2010 levels.
- **Electric Vehicles** – More British Columbians are choosing electric cars, thanks in part to CleanBC, which provides incentives for buyers and invests in more public charging stations. Work under CleanBC is underway to add more electric vehicles to public-sector fleets. The CleanBC Government Buildings Program will ensure that the Electric Vehicle Charging infrastructure keeps pace with the acquisition of these electric vehicles.
- **Electric Vehicle Charging Stations** – CITZ plays a key role in supporting the expansion of electric vehicle (EV) charging stations and reducing green house gas emissions at public facilities. This initiative supports these efforts by installing new charging stations at provincial public buildings for employees and our clients. By 2021, all new government facilities will include EV stations. For existing buildings, this equipment is being added based on levels of user demand. The program began in 2018-19, and 49 charging stations have been installed at 36 sites, providing a total of 98 parking spaces specifically for electric vehicles (each charging station comes with two charging points). Of these, 76 spaces are for employee/visitor use and 22 spaces are for government fleet vehicles. The 36 sites include six at correctional centres, nine at courthouses and 21 at other government offices. At least 20 EVCS installations for employees/visitors are planned for 2020-21, to support an additional 40 parking spaces. Similarly, another 20 stations/40 parking spaces are planned for fleet vehicles.
- **Retrofitting/renovating public buildings** – As part of CleanBC, CITZ was tasked with retrofitting public buildings to make them more energy efficient. The Real Property Division in CITZ is responsible for the maintenance of more than 1,500 owned and leased government buildings throughout B.C. This includes budget in 2019-20 to support: the new Abbotsford Courthouse complex; the expanded Surrey Courthouse and City Hall; the lease on the 2nd Capital Park building in Victoria; construction of the Nanaimo Correctional Centre; renovations to support segregation and accommodation in correctional centres; and facility improvements for the Ministry of Social Development and Poverty Reduction's service delivery offices.

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RECONCILIATION

- **Procurement** – In 2018, CITZ launched a procurement strategy to remove barriers for small and medium-sized businesses and make it easier for companies of all sizes to work with government. As a key action under the procurement strategy, the ministries of Citizens' Services and Indigenous Relations and Reconciliation engaged with more than 300 Indigenous-owned businesses and organizations across the province to inform the development of a coordinated approach to increasing Indigenous participation in government procurement. A "What We Heard" report, which was finalized in January 2020, summarized the feedback government received through its engagement, along with immediate next steps for this initiative. This was shared more publicly in March 2020, with the release of the Procurement Strategy Update 2020. The Ministry of Indigenous Relations and Reconciliation (MIRR) is working with Indigenous partners to identify members for an advisory committee that will provide insight and support for further developing the Indigenous Procurement Initiative in B.C.
- **Website** – The Province is committed to making it easier for all British Columbians to access the supports and services they need, when and where they need them. The ministry's Government Digital Experience (GDX) team engages directly with the public through GovTogetherBC and works to improve the online experience for all citizens. Indigenous users often face barriers when trying to render their language accurately online. In September 2019, GDX led a project for the Province's website – www.gov.bc.ca – to implement a new customized font, B.C. Sans, that is tailor made to be fully compatible with all B.C. Indigenous languages and accessible on all digital devices.
- **Connectivity** – CITZ is working to expand high-speed internet services to First Nations communities throughout B.C. in order to increase opportunities to learn, do business, access services, respond to emergencies and stay connected. Many Indigenous communities are underserved: an estimated 22% of Indigenous people in B.C. live on reserve and there are 203 First Nations primary reserves in B.C. Only 38%, or 101 of the primary reserves (compared to 36% (or 315) of the rural communities) have access to internet speeds of a minimum 50 Mbps download and 10 Mbps that enable full participation in the digital economy. Articles 20, 21 and 24 of the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) support the requirement for Indigenous peoples in B.C. to have meaningful access to the internet to support economic activities and have access to health and social services. Connectivity has been identified as one of the key elements to First Nations self-government. Funding is available through the Connected Coast project and the Connecting British Columbia program, which is currently accepting applications under its current \$50-million funding phase, its largest to date. CITZ is also working with the First Nations Technology Council to create an Indigenous-specific version of the Connected Communities Toolkit.
- **Provincial Properties** – CITZ is working to advance reconciliation by making government spaces more inviting for First Nations people and creating a feeling of mutual respect between First Nations and public-service employees through:
 - *Building Design* – providing culturally inclusive spaces in the layout of government buildings by considering input from local Indigenous communities; creating graphics in buildings that refer to or are inclusive of local First Nations' interests and using Indigenous knowledge to guide building design, artwork choices and signage translations. (e.g. Capital Park 1 in Victoria at 525 Superior Street; Healing Spirit House in Coquitlam).

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- *Naming Opportunities* – seeking opportunities to partner with local First Nations to find appropriate place names (e.g. həyχ^wət k^wθə šx^whəli? leləm (Healing Spirit House) in Coquitlam).
- *Pursuing Partnerships* – creating partnerships with First Nations in areas where provincial government facilities are located (e.g. the Osoyoos Indian Band’s lease agreement for the Okanagan Correctional Centre).
- *Cultural Inclusion* – encouraging Indigenous participation in ceremonial events like smudging of the land and building openings or building naming (e.g. smudging ceremony at MCFD space in Kelowna, and the naming ceremony at Valleyview).
- **Access to Information** – Some Indigenous groups have told CITZ that they feel that Articles 13 and 31 of UNDRIP call on government to make changes to the *Freedom of Information and Protection of Privacy Act (FOIPPA)* and to other information-sharing and information-management policies to strengthen the protection of Indigenous knowledge. Other Indigenous groups have said Indigenous people are uniquely affected when their information rights are stymied or access to information is delayed. Notably, the Union of British Columbia Indian Chiefs has requested that CITZ “engage in meaningful, direct dialogue with Indigenous Nations” about any proposed changes to *FOIPPA*, in alignment with Article 19 of the UNDRIP, which “requires governments to consult and cooperate in good faith with Indigenous peoples to obtain their free, prior and informed consent before adopting and implementing legislative or administrative measures that may affect them.” The Ministry met with the Union of BC Indian Chiefs and other First Nations to get their perspectives on FOI and privacy practices following a six-week online public engagement process in 2019. CITZ also sent out a mail survey asking for input and recommendations from around 200 First Nations communities. Ministry staff will follow up with First Nations when new legislation is introduced to advise how their feedback was incorporated.

EQUITY, DIVERSITY AND INCLUSION

- **Accessible and inclusive government buildings** – CITZ is working to make sure B.C. government buildings are accessible and inclusive for all British Columbians regardless of gender, ability, age, culture, education level or economic status. CITZ has partnered with the Rick Hansen Foundation to assess the accessibility of many provincially owned and leased facilities through the Rick Hansen Foundation Accessibility Certification (RHFAC) Program. The RHFAC assessment results have been received for 73 facilities: one building was Certified Gold (the highest level of certification) and another 55 buildings received certification. Plans are underway for achieving certifications for more and more government buildings in the future. CITZ is also working to ensure that washrooms in government buildings are more inclusive and serve the diversity, safety, hygiene and access needs for BC Public Service employees and citizens. These changes have been incorporated into CITZ’s technical building standards for future projects.
- **Virtual Town Halls** – Two of this year’s GovTogetherBC engagements included virtual townhalls, which brought together people from across the province as far as Prince Rupert, Fort Nelson and Terrace, to discuss the modernization of the Royal BC Museum and accessibility legislation. These townhalls allow citizens to engage from the comfort of their own homes, which removes barriers to transportation, childcare and accessibility.

INFORMATION NOTE

Advice to Deputy Minister

DATE: January 11, 2021

CLIFF#: 114395

ISSUE: Office of Auditor General Audit of Information Technology Asset Management

BACKGROUND:

- The Office of the Auditor General (OAG) announced plans to conduct an audit on Information Technology Asset Management in August 2016.
- Information Technology Asset Management refers the processes by which an organization plans, identifies, documents, and manages the assets (including applications and devices) in the organization
- The audit was conducted to determine whether government is performing asset management 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 and Natural Resource Operations and Rural Development.
- The OAG provided the final draft of the audit report on November 3, 2020 with plans to publish the report publicly on November 24, 2020.
- The OAG delayed publishing the report due to the election and the new date to publish the report is January 19, 2021 and Government Communications is aware.

The OAG concluded:

- The Office of the Chief Information Officer's (OCIO) Enterprise Services Division and the Ministry of Education managed IT assets in accordance with good practices that provide the foundation for building strong defences against cybersecurity threats, with exceptions
- "selected ministries did not manage IT assets in accordance with good cybersecurity practices, as there were gaps in the way their IT assets were managed"

The OAG made seven recommendations in the report:

- 1) Recommendation 1: OCIO, ministries and, when applicable, third-party providers work together to identify, establish and document cybersecurity roles and responsibilities for employees and for third-party stakeholders, including where those persons have a role in managing IT assets.
- 2) Recommendation 2: OCIO and the ministries collaborate to review and update core government policies and standards and ministry-specific guidelines in accordance with good cybersecurity practices regarding IT asset inventories.
- 3) Recommendation 3: OCIO and the ministries collaborate to adopt a consistent approach for identifying and tracking their IT assets to ensure the completeness and accuracy of inventories of IT assets.
- 4) Recommendation 4: OCIO and the ministries collaborate to ensure that inventories are complete and accurate, based on the assets' risk and the ministries' risk appetite.

- 5) Recommendation 5: OCIO and the ministries collaborate to establish formal periodic reviews and/or adopt an automated tool for ensuring that records of IT assets are kept accurate, complete and current.
- 6) Recommendation 6: OCIO and the ministries collaborate to develop specific guidelines and procedures for ensuring that maps of key organizational communication and data flows include key information and are kept accurate, complete and current.
- 7) Recommendation 7: OCIO and ministries collaborate with their related organizations and third-party providers to ensure that IT asset inventory records meet the expectations established in government standards and guidelines for classification, criticality and business value information based on risk assessments.

DISCUSSION:

- Since August 2016, the OCIO and the five selected ministries have participated in the audit with OAG.
- The OCIO agrees that the audit is risk-based, the audit findings are factual, and the audit recommendations are actionable.
- The OCIO accepted the audit recommendations on behalf of government.

NEXT STEPS:

- The OAG audit report will be published on January 19, 2021 and OCIO will be notified they will receive a future invitation to attend the Public Accounts Committee (PAC).
- The OCIO will work with ministries to develop a detailed action plan and presentation and attend the future PAC meeting.
- The OCIO will lead the IT Asset Management Audit Remediation project to ensure the audit recommendations are implemented.

Attachments: 1. Confidential DMX Draft Report_IT Asset Management.pdf
 2. DM & GCIO Letter Response to IT Asset Management Report.pdf

Contact: Gary Perkins, Executive Director, Information Security Branch, 250-387-7590

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Withheld pursuant to/removed as

s.3

INFORMATION NOTE

Advice to Minister Beare

Date: January 13, 2021

CLIFF#: 114433

ISSUE: The BC Legislature has requested the Office of the Chief Information Officer (OCIO) to continue providing IT support.

BACKGROUND:

On the morning of January 12th, 2021, the Clerk made a request to the Ministry of Citizens Services' Office of the Chief Information Officer (OCIO) for support with:

- Materials to support reporting to the Legislative Assembly Management Committee (LAMC), including status, priorities and budget implications;
- General oversight of service and project management efforts;
- Service management and operations; and
- Daily communications to caucus contacts and weekly communication to all Members of the Legislative Assembly (MLAs), Constituency Offices, and Caucus contacts.

Through subsequent discussions it became clear that additional support is also required from a technical stewardship perspective to ensure that the Legislative Assembly (LASS) is making technical decisions that will facilitate quick resolution and a good user experience.

DISCUSSION:

- OCIO Enterprise Services Division (OCIO-ES) has had several conversations with the Clerk and team and have identified actions the OCIO can take to assist.
- OCIO-ES's primary advice was for the team to focus on five critical technical issues that are resulting most of the challenges for members and staff, and many of the service desk requests.
- Mobilizing resources to address these issues will reduce service desk activity and provide opportunity for the team to ensure high levels of support for members and staff still experiencing issues.

NEXT STEPS:

The OCIO has also taken the following actions to provide additional support:

1. **Convene Major Incident Team:** In order to expedite the identification and resolution of issues impacting services, we are convening the Major Incident Team. This team will meet daily and coordinate to run through the issues, provide direction for the LASS teams to complete the items most urgent and invoke support and expertise from across the OCIO as required.

s.15; s.17

s.15; s.17

These additional resources are already being mobilized and the OCIO will monitor over the coming days to confirm whether service gaps have been sufficiently addressed.

Contact: ADM Alex MacLennan, OCIO Enterprise Services Division, 250 507-6361

INFORMATION NOTE

Advice to Minister Beare

DATE: January 6, 2021

CLIFF#: 114422

ISSUE: Office of Auditor General Audit of Information Technology Asset Management

BACKGROUND:

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- The audit was conducted to determine whether government is performing asset management 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 and Natural Resource Operations and Rural Development.
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The OAG concluded:

- The Office of the Chief Information Officer's (OCIO) Enterprise Services Division and the Ministry of Education managed IT assets in accordance with good practices that provide the foundation for building strong defences against cybersecurity threats, with exceptions
- "selected ministries did not manage IT assets in accordance with good cybersecurity practices, as there were gaps in the way their IT assets were managed"

The OAG made seven recommendations in the report:

- 1) Recommendation 1: OCIO, ministries and, when applicable, third-party providers work together to identify, establish and document cybersecurity roles and responsibilities for employees and for third-party stakeholders, including where those persons have a role in managing IT assets.
- 2) Recommendation 2: OCIO and the ministries collaborate to review and update core government policies and standards and ministry-specific guidelines in accordance with good cybersecurity practices regarding IT asset inventories.
- 3) Recommendation 3: OCIO and the ministries collaborate to adopt a consistent approach for identifying and tracking their IT assets to ensure the completeness and accuracy of inventories of IT assets.
- 4) Recommendation 4: OCIO and the ministries collaborate to ensure that inventories are complete and accurate, based on the assets' risk and the ministries' risk appetite.

- 5) Recommendation 5: OCIO and the ministries collaborate to establish formal periodic reviews and/or adopt an automated tool for ensuring that records of IT assets are kept accurate, complete and current.
- 6) Recommendation 6: OCIO and the ministries collaborate to develop specific guidelines and procedures for ensuring that maps of key organizational communication and data flows include key information and are kept accurate, complete and current.
- 7) Recommendation 7: OCIO and ministries collaborate with their related organizations and third-party providers to ensure that IT asset inventory records meet the expectations established in government standards and guidelines for classification, criticality and business value information based on risk assessments.

DISCUSSION:

- Since August 2016, the OCIO and the five selected ministries have participated in the audit with OAG.
- The OCIO agrees that the audit is risk-based, the audit findings are factual, and the audit recommendations are actionable.
- The OCIO accepted the audit recommendations on behalf of government.

NEXT STEPS:

- The OAG audit report will be published on January 19, 2021 and OCIO will be notified they will receive a future invitation to attend the Public Accounts Committee (PAC).
- The OCIO will work with ministries to develop a detailed action plan and presentation and attend the future PAC meeting.
- The OCIO will lead the IT Asset Management Audit Remediation project to ensure the audit recommendations are implemented.

Contact: Alex MacLennan, Assistant Deputy Minister, OCIO Enterprise Services, (250) 507-6361
Gary Perkins, Executive Director, Information Security Branch, (250) 387-7590