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DECISION NOTE

Advice to Deputy Minister

DATE: December 9, 2020

CLIFF#: 114235

ISSUE: Request for Information related to the NextGen Telecommunications Procurement Project.

BACKGROUND:

In July 2011, the Telecommunications Deal was signed between TELUS and twelve Greater Public Sector Entities which include core government, crown corporations and health authorities. Three agreements comprise the Telecommunications Deal – Telecommunications Service Master Agreement (TSMA); Strategic Relationship Agreement (SRA); and Connecting British Columbia Agreement (CBCA). The Deal has recently entered into the optional extension period and will come to an end in July 2023.

The NextGen Telecommunications Procurement Project team is working closely with the Buyers Group Entities to determine what core telecommunication services will need to be procured to satisfy their future business requirements. In alignment with direction received from the Deputy Ministers' Committee on Procurement and Strategic Contracts (DMCPSC), the team continues to work in collaboration with Legal Services Branch, Procurement Services Branch and the Strategic Partnerships Office to obtain these services through a future procurement and to ensure that this procurement aligns with the Province's policies and strategies.

To meet the Buyers Group Entities' future business requirements, the project team needs to consider available telecom services in the marketplace, some of which are new services and are based on advancing technology. These services should be included in the scope of the procurement. The project team is also considering a new contract model that could be used to acquire these services.

The project team has determined that engagement with the marketplace prior to entering a formal procurement process will validate its assumptions on these services and help gauge interest in the new contracting model.

The information gathered through the Request for Information (RFI) can be used in the Business Case that will go to Treasury Board.

DISCUSSION:

A Request for Information (RFI) is a mechanism to engage with the marketplace prior to the start of a formal procurement. It is a non-binding engagement and does not commit the Province to any potential future contract(s).

The RFI is not a pre-qualification step, rather it enables the information obtained through this process to be used to inform potential competitive process(es) conducted by the entities either collectively or individually.

Although the RFI will provide opportunity for the marketplace to provide feedback, there is a possibility that, due to confidentiality concerns, the information received may not be complete.

OPTIONS:

Option 1: Post the RFI (earliest target is mid-December, latest target is mid-January)

Pros:

- Will receive input from the marketplace about telecom services, service delivery and contracting models; this information can inform the business case.
- May be used to inform competitive processes conducted by the Buyers Group.
- Valuable marketplace information, including confidence that the market will respond to a potential Request for Proposal; will be available to inform the business case, and the marketplace will be aware of a potential future procurement.

Cons:

- Project resources will be diverted to the RFI process.
- Possibility that the feedback provided by the marketplace may not be complete due to vendors' confidentiality concerns.
- Condenses future timeline available to complete the project.

Note: If posting after mid-January, contract transition services will be needed at the end of the TSMA term to provide additional time for the procurement process. A Notice of Intent may be required.

Option 2: Do not post an RFI

Pros:

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Cons:

- Will not receive input from the marketplace about telecom services, service delivery and contracting models; this information can inform the business case.

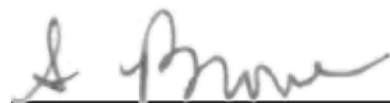
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RECOMMENDATION:

Option 1: Post the RFI (earliest target is mid-December, latest target is mid-January)

(please circle)
APPROVED

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Shauna Brouwer
Deputy Minister

December 10, 2020

Date

Attachment: RFI Objectives and Timelines (PPT)
Contact: Roman Mateyko, Executive Director NextGen Telecommunications Project, ICT 250-952-9559

OCIO – ICT

NEXTGEN TELECOMMUNICATIONS PROCUREMENT PROJECT

RFI – Objectives and Timeline

November 25 2020



Ministry of
Citizens' Services

RFI Objectives

Inform the business case of the following

- Garner market interest in a potential NextGen Telecom procurement
- Validate the core telecom service scope and the service categories
- Gauge interest in the three contracting models, especially the multiple vendor per service category and the related call up process
- Implication of technological changes and Industry trends
- Validate that the criteria used to distinguish potential suppliers is supported by the market place

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RFI Objectives cont'd

Obtain market feedback on the following:

- the proposed MSA structure
- the term , an initial 6 year term and a single 2 year extension
- the use of service catalogues and price book, and ability to update their currency over the term
- the approach to early cancellation fees

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Next Steps

- ✓ Buyers Group Governance Complete – December 3, 2020
- Forward through eApprovals – December 4, 2020
- DN signed, approval to post – December 11, 2020
- RFI go-live – December 16, 2020
- Discovery Day – January 19 , 2021*
- RFI Closes – January 29, 2021

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* working with PSD on the details

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INFORMATION NOTE

Advice to Minister Beare

Date: December 16, 2020

CLIFF#: 114303

ISSUE: Community Connectivity Communications & Engagements

BACKGROUND:

In 2018, the Ministry created a program area called Connected Communities with the specific purpose to support rural, remote and Indigenous communities plan for and navigate funding, programs, technologies and Service Providers needed to increase internet speeds to their residents, visitors and businesses.

In addition to overseeing connectivity funding programs and regulation, the Network BC Branch provides ongoing technical advice and expertise to Local Governments and other stakeholders that promote connectivity to rural, remote and Indigenous communities province wide.

Since its creation, the types of community engagements and supports have diversified. An overview of Connected Communities tools is available on the [Connectivity in BC](#) web page. Examples of engagements include the following:

Proactive work with regional districts, local governments and Indigenous communities to support connectivity planning and uptake of available capacity supports and tools.

- Provide ongoing support to regional district led connectivity collaboration - *Regional Connectivity Knowledge Network (RCKN)* to enable capacity building through peer-to-peer knowledge-sharing, training, mentoring, relationship building and collaboration, with an emphasis on inclusive relationships with Indigenous connectivity leads.
- Established a CITZ/FLNRORD MoU with the Rural Development Unit (RDU) to ensure connectivity is integrated into rural development planning and programs, and support the RDU with connectivity expertise and community transition response requirements such as mill curtailments.
- Support Indigenous organizations such as, Coastal First Nations, Carrier Sekani Tribal Council, First Nations Technology Council, and the BC Assembly of First Nations, in identifying digital priorities and accessing key resources/planning supports.
- Support Southern Gulf Island engagements (Mayne, Pender, Saturna, Galiano) with the Capital Regional District (CRD) to develop connectivity plans to attract investment and access funding.
 - **Key Result** - [Phase 1 of CRD's report](#), a comprehensive community-led report, was published January 2020. CRD is now working on Phase 2, which is infrastructure-based and funding focused.
- Provide ongoing support for Connected Coast Network community engagements promoting the importance and value of regional and community-led connectivity planning (Kyuquot, Quadra Island, Zeballos, Sayward, Cortes Island, Tahsis, Gold River). Engagement is ongoing.

- Continue to provide input to Strathcona Regional District (SRD) and CityWest community engagement plans and work with communities on regional priorities.
 - While SRD and CityWest focus on implementing the Connected Coast Network project, Connected Communities focuses on assisting communities with their last-mile planning, to ensure communities are positioned to access and benefit from funding.

Connected Coast Network Engagement Support:

The Connected Coast Joint Venture Partnership (“CCP”) is a partnership between CityWest & Strathcona Regional District with a mandate to deliver the Connected Coast Network Project.

- CCP is releasing a Communications Strategy and Plan for Communities (see Appendix 2), along with a video, to update and engage communities. The Strategy highlights the CCP has met with 8 regional districts to promote and advance last mile interests. It states a community engagement model has been developed to support the process of expediting permitting approvals.
- UBCM has confirmed they are going to distribute the Connected Coast Communications Strategy and supporting video in their upcoming Compass Newsletter.

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Strategic Engagement with Coastal First Nations for Connectivity

- Coastal First Nations (CFN) is a unique alliance of nine Nations living on British Columbia’s North and Central Coast and Haida Gwaii. Each Nation has its own distinct culture, governance and territory.
- Connected Communities program has been working with CFN to support its member communities’ digital readiness and capacity through comprehensive connectivity planning to support Last Mile priorities and solutions in preparation for the Connected Coast Network.
- As part of CFN’s updated Reconciliation Protocol Agreement with the Province, a Memorandum of Understanding (MoU) has been developed between CFN and CITZ, which includes a Connectivity Schedule.
 - Terms of Reference and Workplan has been endorsed by CFN leadership to optimize the wellbeing benefits of the Connected Coast Network project.
 - Work directly with CFN member Nations to advance digital priorities through 7 Generations Partnership Gathering initiative.

ACTIONS and NEXT STEPS:

- Work with FLNRORD to update the collaborative MoU between CITZ/Connectivity and FLNRORD/Rural Development Unit to reflect respective connectivity mandates.
- Provide a status update on the joint work on connectivity per the MOU with the Coastal First Nations.

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- Continue to participate in negotiations with Carrier Sekani and Takla First Nations for the inclusion of connectivity in agreements in progress.
- Continue to work with UBCM to include connectivity updates into their communications.
- Follow up with the Capital Regional District and the Southern Gulf Islands on the status of their phase 2 connectivity plan.
- Monitor and report back on the progress of CityWest and Strathcona Regional Districts communication plan to communities expected to benefit from the Connected Coast Network.
- Seek additional opportunities to include connectivity into existing communications that support local governments leverage the provincial investments into expanding connectivity throughout the province.

Attachments:

Appendix 1: Connectivity Engagement and Communications

Appendix 2: CityWest's Communications Strategy & Community Plan to keep communities informed of progress to date.

Appendix 3: Connected Communities Engagements – by Region w Funding

Contact: Colleen McCormick, Connected Communities Lead 250-217-5337
Susan Stanford, ADM 250-580-7459

Appendix 1: Connectivity Engagement & Communications

Community Communications and Capacity Supports

Connected Communities continues to develop educational supports, including videos showcasing connectivity use-cases that are strengthening connectivity plans:

- Village of Kaslo – Kaslo InfoNet Society – Highlights community-led innovative fibre solutions, coupled with a learning package (news story, detailed technical guide) to supplement the video (September 2020)
- Village of Cumberland - Enhanced digital services help preserve and enhance the qualities that are earning this island community global recognition (Summer 2019)
- Heiltsuk First Nation - Revitalizing Language, Culture, and Place through Connectivity (Spring 2019)
- Haida Nation & Coastal First Nations – Unleashing the potential of a digitally-enabled Coast (Summer 2018)
- Developed Self-Assessment Tool as an educational engagement support for local governments, regional districts, and First Nations, outlining Success Factors and helping to identify connectivity gaps. (Oct 2019)
- Developed *Connectivity Fundamentals* manual as an educational engagement support for rural and Indigenous communities, summarizing the key steps to follow when entering a connectivity planning process. (July 2019)

Connectivity Panels as an Educational/Strategic Engagement Approach

- Panel discussion strategy to support connectivity being featured at three consecutive UBCM Conventions (2018, 2019 and virtually in 2020)
- 2019 Convention panel Enhancing Resiliency through Connectivity featured three community showcases (Village of Cumberland, Coastal First Nations, Canal Flats) as an opportunity to increase local government awareness of how connectivity can be used as an investment catalyst and well being enabler.
- 2019 CITZ sponsored the UBCM Hydration Lounge to present the Community Information tool (data integration) and profile community and regional connectivity.
- 2020 panel Digitally-enabled, Remote & Ready featured a virtual panel showcasing an international vision for transforming rural economies via digital (ReGen Villages), the federal regulatory perspective (Canadian Federation of Municipalities), a community-driven service delivery model (Village of Kaslo Internet Society) and featuring a regional district call for collaboration (Cariboo Regional District).
- Other panels include Vancouver Island Economic Conferences, UBCM Area Association Meetings, and BC Tech Conferences.

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Communications Strategy & Plan for Communities









Connectivity & Connected Communities

(Last Updated: November 20, 2020)

CONNECTED COMMUNITIES ENGAGEMENTS & CONNECTING BRITISH COLUMBIA PROGRAM FUNDING – BY REGION

Overview:

- Network BC facilitates the expansion of connectivity (high-speed internet and cellular services) throughout BC. The Branch provides leadership and support by working directly with governments at all levels (federal, provincial, Indigenous, local) and the private sector (large telecommunications companies and small internet service providers), to align strategies and actions that assist service providers with digital infrastructure investments; to help expand their telecom networks and allow rural, remote and Indigenous communities to fully participate in the digital economy.
- Connected Communities, working with Network BC and Rural Development brings together local governments, Indigenous communities, cross-sector partners and community development leaders to accelerate digital readiness using connectivity as a catalyst for diversifying and building resilient economies, attracting regional investment and talent and enhancing quality of life throughout rural BC.

Network BC Key Responsibilities:

- Lead provincial connectivity program development, industry and community support and monitors performance.
 - Manages the Connecting British Columbia program in cooperation with the program administrator Northern Development Initiative Trust.
 - Between 2015 and 2019, the Province granted \$100 million in connectivity funding to Northern Development Initiative Trust to administer the Connecting British Columbia program. In September 2020 an additional \$90 million was granted to expand the program under the StrongerBC Economic Recovery program funding.
 - Since July 2017, projects supported through the Province's Connecting British Columbia program are underway or completed in over 500 rural and remote communities, including 87 Indigenous communities.
 - Coordinates with federal funding programs such as the federal Universal Broadband Fund to expand connectivity and capture federal funding for BC-based projects
 - Tracks the progress of connectivity across 1,242 urban, rural and indigenous communities throughout the province.
 - Participates in the development of the national Connectivity Strategy through a Federal Provincial Territorial planning table.
 - Monitors federal government spectrum auctions, telecommunications policy and technology innovations impacting internet access including 5G and low earth orbit satellites.
- Act as the voice of the province on federal telecommunications regulatory issues including proceedings issued by the Canadian Radio-Television and Telecommunications Commission (CRTC).
 - Supports other ministries with CRTC interventions including internet affordability (SDPR), cellular bill transparency (PSSG) and attachment fees to hydro poles (EMPR/JEDC).
 - Responds directly to CRTC proceedings in support of the provincial priorities.
- Expand connectivity mapping and analysis capacity to include highways and other priority locales.

Connectivity & Connected Communities

(Last Updated: November 20, 2020)

Connected Communities Key Responsibilities:

- Proactively work with regional districts, municipalities and Indigenous communities on connectivity planning, including:
 - BC Coastal First Nations (CFN) MoU & Joint Connectivity Planning
 - Work directly with CFN to advance digital readiness and capacity through connectivity planning in preparation of the Connected Coast project.
 - Support indigenous communities in identifying digital priorities and connect community leaders to resources and planning supports.
 - Support advancing local government and regional district digital planning through the uptake of the Connecting Communities planning tools.
 - Connected Communities is supporting a province-wide regional district led connectivity collaboration hub with municipal, Indigenous and regional leaders to identify barriers, seek collective solutions and work towards integrated planning and co-investments in digital infrastructure (UBCM/FCM Connectivity Priorities & Resolutions).

Engagements and Associated Provincial Connectivity Investment

List of all Connected Communities Engagements (2019/20)

Community/Organization	Engagement	Activities	Value/Impact	Investment
Province-wide Regional Connectivity Knowledge Network (RCKN)	<p>Helped to facilitate and shape a regional district-led connectivity capacity building table to increase connectivity understanding, planning capacity and enable collaboration.</p> <p>Participants as of Nov, 2020: Cariboo RD, RDBN, RDKS (representing Columbia Basin), CRD, SLRD, TNRD, RDFFG, RDEK, UBCM and Coastal First Nations (representing alliance of 9 nations)</p>	<ul style="list-style-type: none">• Facilitated development of terms of reference to focus on building connectivity planning capacity through peer-to-peer learning, sharing and mentoring.• Co-developed a group of expert advisors to support and guide participants as they develop connectivity leadership capacity (FCM, CIRA)• Identified training needs and facilitating subject matter experts to provide training.• Training rollout commenced Nov 16th; next session December 9th, 2020.	<p>Participation includes local government connectivity planning leads and their Indigenous counterparts, creating a peer-to-peer forum to enable and encourage regional, integrated connectivity planning as a strategic catalyst for economic and community development.</p>	<p>Connected Communities-UBCM informal secretariat support.</p>

Connectivity & Connected Communities

(Last Updated: November 20, 2020)

Coast Region:

Connectivity Investments \$3.8M (Haida Gwaii, Connected Coast, Great Bear Initiative Society, Digby Island/Dodge Cove)

Connected Communities Engagements

Community/Organization	Engagement	Activities	Value/Impact	Investment								
Coastal First Nations	Supporting the Nations to plan for last-mile service delivery, to leverage the pending Connected Coast sub-sea fiber initiative through partnership-based digital capacity development initiatives.	<ul style="list-style-type: none">Co-organized and led the successful Inaugural 7 Generations Partnerships Gathering with Coastal First Nations in Haida Gwaii in October 2019.Facilitated Coastal First Nations participation in district-led province-wide, connectivity capacity building and collaboration.	<p>Connectivity has now been identified as a strategic priority in the MoU and Reconciliation Protocol Agreement between Coastal First Nations (CFN) and the Province</p> <p>Builds capacity to attract federal and provincial connectivity funding; Demonstrates active commitment to Reconciliation.</p>	<p>Investments in Region: \$3.8M</p> <p>Connectivity Projects:</p> <table><tr><td>Haida Gwaii FTTH</td><td>\$400,000</td></tr><tr><td>Connected Coast</td><td>\$3,161,701</td></tr><tr><td>Digby Island/ Dodge Cove</td><td>\$251,541</td></tr></table> <p>Other:</p> <table><tr><td>Great Bear Initiative Society (feasibility study)</td><td>\$15,000</td></tr></table>	Haida Gwaii FTTH	\$400,000	Connected Coast	\$3,161,701	Digby Island/ Dodge Cove	\$251,541	Great Bear Initiative Society (feasibility study)	\$15,000
Haida Gwaii FTTH	\$400,000											
Connected Coast	\$3,161,701											
Digby Island/ Dodge Cove	\$251,541											
Great Bear Initiative Society (feasibility study)	\$15,000											
Bella Coola Valley	Supporting local nonprofit ISP to problem-solve local barriers and to share their unique model to address digital literacy gaps in ways that support and reinforce service delivery and community education, training and economic interests.	<ul style="list-style-type: none">Facilitating relationships within and beyond the region.Seeking opportunities to share their model with other communities.	Unique model demonstrates a made-in-BC solutions to rural connectivity barriers and community capacity building which may be replicable in other remote unserved and underserved communities.									

Northern Region:

Connectivity & Connected Communities

(Last Updated: November 20, 2020)

Connectivity Investments \$2.3M (Boar Mountain, Vanderhoof to Fort St. James, Houston, Willowdale and various other locales with RDBN boundary)

Connected Community Engagements

Community/Organization	Engagement	Activities	Value/Impact	Investment
Bulkley Nechako Regional District	Support the RDBN Regional Broadband Committee as it develops knowledge and capacity to lead and integrate connectivity solutions in the north.	<ul style="list-style-type: none"> • Provided access to planning resources via the Connected Communities Collaboration Site • Facilitated participation in the district-led Regional Connectivity Knowledge Network • Facilitated RDBN involvement in federal regulatory reform 	Promote regional connectivity planning and coordination; encourage regional district and Indigenous collaboration on connectivity solutions; creates collective and coordinated participation in federal regulatory reform.	Investments in Region: \$2.3M Connectivity Projects: CityWest-RDBN transport \$1,934,709 Boer Mountain \$19,075 Vanderhoof \$250,000 Vanderhoof/Fort St. James \$45,294 Houston \$44,239 Willowvale \$19,075
Regional District of Kitimat Stikine, Peace River Regional District, Northern Rockies Regional Municipality, Regional District of Fraser-Fort George, Fraser Valley Regional District	Staff-level engagement to advise on approaches to connectivity strategy development	<ul style="list-style-type: none"> • Provided access to planning resources via the Connected Communities Collaboration Site 	Capacity building at staff level, to support board.	

Connectivity & Connected Communities

(Last Updated: November 20, 2020)

Southern Interior Region:

Connectivity Investments: \$6.8M (Jaffrey, East Kootenay various, West Kootenay various, Roosevelt Valley, Slocan Valley, Burton, St. Leon to Trout Lake, Edgewood/Fauquier area, Trail/Nelson area, North Kootenay Lake area, Wyndell, Creston and Valley, Arrow Lakes, Kimberley, Wasa, Six Mile, Field, Brisco, Spillimacheen)

Connected Communities Engagements

Community/Organization	Engagement	Activities	Value/Impact	Investment	
Columbia Basin Regional Last-mile Initiative	Support local Governments in the Columbia Basin Region through connectivity coordination efforts to accelerate the communities’ digital readiness.	<ul style="list-style-type: none">Facilitating peer to peer discussions with other regions	The regional broadband committee has expanded its mandate to plan end-to-end regional connectivity solutions. The Ktunaxa Nation is an active member of the regional broadband committee, demonstrating an effective local/Indigenous peer-to-peer collaboration model replicable in other regions.	Investments in Proximity: \$6.8M	
				Connectivity Projects:	
				Jaffray Upgrades	\$30,288
				East Kootenays Last Mile	\$24,249
				Roosville Valley Fibre	\$1,403,500
Slocan Valley	Support mayors of Slocan, Silverton new Denver and RDCK representatives to plan last-mile service delivery, to leverage Columbia Basin Broadband Corporation investments in high-speed backbone in the area and prepare for federal funding opportunities.	<ul style="list-style-type: none">Participated in local support team (FLNRORD, Columbia Basin Broadband Corporation, community Economic Development Officer) to help guide and support the mayors’ learning and planning process.Provided planning tools and resources.	Aggregating service demand via collaborative planning improves local connectivity investment business cases; mayors increase capacity to analyze options, recognize opportunities and collaborate with local service providers to attract investment. Local support team model proven effective to encourage and support	Connectivity Projects:	
				Slocan Valley Transport	\$3,378,000
				Burton Wireless Upgrades	\$33,086
				West Kootenay Region Transport Upgrades	\$35,498
				St. Leon to Trout Lake Upgrades	\$10,734

Connectivity & Connected Communities

(Last Updated: November 20, 2020)

		<ul style="list-style-type: none"> Facilitated access to subject matter experts as required. 	<p>local leaders to lead and achieve connectivity goals.</p> <p>Columbia Basin Trust investment in transport fibre, and recently expanded mandate of local broadband committee to include last mile solutions provides the basis for a regional, digital transformation envisioned by local mayors, who are collaborating to learn and embrace their role in digital transformation.</p>	<p>Edgewood, Fauquier Area Upgrades \$51,066</p> <p>Trail – Nelson Transport \$500,000</p> <p>North Kootenay Lake Transport/Last Mile \$120,322</p> <p>North Kootenay Lake Last Mile \$276,834</p> <p>Wynndel Upgrades \$105,212</p> <p>Creston Valley Upgrades \$391,819</p> <p>Arrow Creek \$18,025</p> <p>Creston \$19,075</p> <p>Kimberley – Wasa Transport \$300,000</p> <p>Kimberley, Six Mile \$41,002</p> <p>Field, BC Upgrade \$12,254</p> <p>Brisco, Spillimacheen \$29,775</p> <p>Kimberley \$19,075</p> <p>Spillimacheen \$19,075</p>
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Vancouver Island Region:

Connectivity & Connected Communities

(Last Updated: November 20, 2020)

Investments in Region: \$8.2M (Connected Coast, Alert Bay, Port Hardy, Port McNeill, Shelter Point, Hornby/Denman Islands, Mt. Blenheim)

Connected Communities Engagements:

Community/Organization	Engagement	Activities	Value/Impact	Investment
Strathcona Regional District/ Connected Coast Initiative	Supported Strathcona Regional District in initial community engagement for the Connected Coast project.	<ul style="list-style-type: none"> Supported 7 Connected Coast community engagements promoting the importance and value of regional and community-led connectivity planning. (Kyuquot, Quadra Island, Zeballos, Sayward, Cortes Island, Tahsis, Gold River) 	Connected Coast will enable high-speed connectivity to more than 150 communities from Haida Gwaii to, and including, coastal Vancouver Island. Regional collaboration and planning readies communities to leverage the value of Connected Coast as an economic development catalyst.	Investments in Proximity: \$8.2M Connectivity Projects: <div>Connected Coast \$7,036,138</div> <div>Connected Coast \$998,197</div> <div>Alert Bay \$19,075</div> <div>Port Hardy \$19,075</div> <div>Port McNeill \$44,239</div> <div>Shelter Point \$44,239</div> <div>Hornby and Denman Islands \$15,000</div> <div>Mt Blenheim \$50,000</div>
Village of Tahsis	Support planning to identify strategic value of high-speed connectivity in context of community assets and goals.	<ul style="list-style-type: none"> Provided guidance and resources to support community engagement phase of connectivity planning. Facilitated relationships 	Village of Tahsis is on the path to digital readiness and poised to reap value from investments in Connected Coast. A value proposition for last-mile connectivity, based on strength of community assets and planning, can help to unlock last-mile funding. Connectivity planning actively supports reconciliation initiatives (Mowachaht/Muchalaht First Nation).	
Southern Gulf Islands	Supported Southern Gulf Island and Capital Regional District (CRD) with community engagements (Mayne, Pender, Saturna, Galiano) to collaborate on a comprehensive connectivity plan for the islands.			

Connectivity & Connected Communities

(Last Updated: November 20, 2020)

Connected Communities Cross Government Collaborations (To support regional engagements):

Community/Organization	Engagement	Activities	Value/Impact	Investment
Future Cities Canada Community Solutions Network	Connected Communities is an advisory member of the Government of Canada's and Evergreen's Future Cities Canada Community Solutions Network, providing recommendations on how to better support and leverage digital capacity and readiness resources for BC's rural and Indigenous communities.	<ul style="list-style-type: none"> Monthly meetings to inform regional Smart strategies, profile BC connectivity planning leadership and attract national resources to support BC opportunities. 		
Federation of Canadian Municipalities (FCM)	Facilitating FCM involvement in rural connectivity planning to better address rural and Indigenous communities' digital capacity needs, and to leverage connectivity investments.	<ul style="list-style-type: none"> Included FCM 1st Vice President, Garth Frizzell in the JEDC UBCM 2020 Connectivity Panel. Assisted the Regional Connectivity Knowledge Network to leverage FCM in a coordinated approach to CRTC proceedings (opportunity to contribute to federal regulatory reform). 	<p>Harmonize UBCM/FCM connectivity priorities for informed advocacy efforts.</p> <p>Support Local Government in CRTC consultation hearings as needed.</p>	

Connectivity & Connected Communities

(Last Updated: November 20, 2020)

National, Provincial, and Regional parties of interest	<p>Identifying and engaging with an array of organizations and interests to better address rural and Indigenous communities' digital capacity needs, and to leverage connectivity investments.</p>	<p>Engagements include but not limited to:</p> <ul style="list-style-type: none"> • Federation of Canadian Municipalities (FCM) • Union of British Columbia Municipalities (UBCM) • UBCM Area Associations (NCLGA, AVICC) • Canadian Internet Registration Authority (CIRA) • Coastal First Nations Great Bear Initiative Society (CFN) • First Nations Technology Council • Future Cities Canada • Innovation Island, Innovate BC • Develop NS (provincial broadband lead) • Ontario Rural Caucus (local government led regional connectivity consortium) 		
FLNRORD/JEDC	<p>Memorandum of Understanding between JEDC and Rural Development to collaborate on building connectivity capacity among rural leaders, recognizing connectivity as catalyst for building sustainable rural economies.</p>			

Connectivity & Connected Communities

(Last Updated: November 20, 2020)

MIRR/JECD Joint Office	<p>Work with JO to support UNDRIP/DRIPA initiatives given connectivity is seen as significant lever for economic reconciliation.</p> <ul style="list-style-type: none"> • Current DRIPA focused engagements include Coastal First Nations and Carrier Sekani Tribal Council 			
Transitioning Communities Impacted by Mill Closures	<p>Connected Communities has been providing guidance, sharing knowledge and insights with Rural Development colleagues to support transitioning communities impacted by mill closures.</p>		Coordinated, cross-government collaborations help to fill local government capacity gaps while building local capacity to use connectivity as an economic catalyst.	
Union of BC Municipalities	<p>Engaging UBCM in regional connectivity planning, to support and strengthen local leader capacity building efforts, while enabling UBCM to increase its knowledge and understanding of connectivity as an economic investment catalyst and the role it can play to support members.</p>	<ul style="list-style-type: none"> • Invited to participate in UBCM Area Associations (NCLGA, AVICC) to increase their understanding of connectivity planning • Engaged UBCM to participate in, and support, the district-led Regional Connectivity Knowledge Network. 		

INFORMATION NOTE

Advice to Deputy Minister

DATE: December 21, 2020

CLIFF#: 114320

ISSUE: Connectivity Policy Framework

BACKGROUND:

Connectivity, through both broadband internet and cellular service, is foundational to several government priorities for rural and First Nations communities. It is also interdependent with multiple sectors, organizations and stakeholders that all point to connectivity as an underlying requirement, to advance the socio-economic and wellbeing benefits of communities across the province.

To ensure that connectivity investments are optimized, stronger linkages to ministries and some sectors are required. As such, in December 2019 and January 2020, Assistant Deputy Ministers' Committee on Sustainable Shared Prosperity (ADMCSPP) and Deputy Ministers' Committee on Sustainable Shared Prosperity (DMCSPP) were engaged respectively for input to the development of a provincial Connectivity Plan for Highways that would include expanding the Connecting British Columbia program to include funding for highway cellular. DMCSPP endorsed the development of the plan and requested that the Ministry of Citizens' Services return to DMCSPP in June 2020 with a refined Connectivity Plan for Highways.

Given the importance of broadband and cellular service to a number of different ministries and stakeholders, DMCSPP members asked for the opportunity to provide input into how highway segments are prioritized for connectivity. Responding to DMCSPP's request for input into the strategy, connectivity consultations were conducted across government from March – December 2020 to understand 1) how connectivity impacts ministry operations, and 2) how connectivity impacts British Columbians from the perspective of each ministry.

In March 2020, the role of connectivity for government operations, small and medium business resiliency and the intense need to work and learn from home province-wide became an urgent priority due to the COVID-19 pandemic. By early summer, funding for highway cellular was being contemplated as part of the StrongerBC Connectivity. As a result, the consultation discussions evolved from focusing on prioritizing highway connectivity investments to a broader discussion on key areas across the province that would benefit from investment for both cellular and high-speed internet service.

The consultation results highlight that connectivity is a cross-ministry priority and findings have been rolled up in the Connectivity Policy Framework Consultation Summary Report (see Appendix 1) ^{s.13}

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DISCUSSION:

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Attachments: ATT 1 - Connectivity Policy Framework
ATT 2 - Connectivity Policy Framework Cabinet Submission

Contact: Susan Stanford, ADM, Phone #250-580-7459

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Page 107 of 178 to/à Page 132 of 178

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INFORMATION NOTE

Advice to the Premier's Office

Date: December 8, 2020

CLIFF#: 114190

ISSUE: Lenovo Canadian President Inquiry of Procurement

BACKGROUND:

An email was sent to the Office of the Premier from Lenovo (Canada) Inc. on December 4, 2020, raising concerns about "unfair business practice in which the Province has been engaged" and makes reference to NTT Data Canada, Inc. issuing a hardware contract on behalf of the Province "through unfair business practices."

In February 2017, a public procurement was issued under the Ministry of Health (HLTH) on behalf of BC Health Organizations for workplace technology services (e.g., workstations, helpdesk), including the provision and refresh of workstation hardware. Ministry of Citizens' Services (CITZ) participated in the creation of the procurement documentation and administered the process; the procurement documentation was reviewed by Legal Services Branch prior to release.

The procurement contained contract requirements that workstation hardware must be provided by a high-quality "Tier 1-type" supplier (e.g., Lenovo, Dell, Apple, HP, etc.), as these companies would all use high-quality components. The procurement did not prescribe how workstation hardware was to be supplied and left that responsibility to the vendor, as an element of their proposed solution. It also did not include a preference or requirement for a specific supplier; that decision/selection was the responsibility of the vendor. There were three vendors that submitted responses to the procurement.

Upon completion of the public procurement process, Provincial Health Services Authority (PHSA), on behalf of the Health Organizations (i.e., PHSA and the Regional Health Authorities), entered into a contract in March 2019 with NTT Data Canada, Inc., the successful vendor. IBM was one of the unsuccessful vendors; Lenovo owns IBM's workstation hardware line.

The contracted services include NTT's provision of, and financial responsibility for, all deliverables, including workstation hardware. As per the contract language, all costs and expenses of contracts with suppliers are the sole responsibility of NTT.

After signing the contract with PHSA, NTT initiated its own procurement process for workstation hardware. Upon completion of this procurement process, NTT entered into a sub-contract with Dell Canada Inc. to supply workstation hardware. The Province was not a party to this process.

CITZ currently has its own contract with IBM Canada to supply workplace technology services to core government. As part of the services provided in this contract, Lenovo supplies the workstation hardware.

DISCUSSION:

The contract between PHSA and NTT is outcomes-based, with a pricing model based on cost pass-through. Under this form of contract, not only is there no incentive for the vendor (NTT) to drive up costs but the vendor has incentives to reduce costs. The contract is designed to be win/win - the vendor (NTT) procures the best deal for workstation hardware, which reduces NTT costs, and allows more room for services within the budget for the Health Authorities. The contract does not contain provisions that dictate how sub-contracts are established by NTT. NTT is free to enter into sub-contracts to support its contract. Therefore, PHSA was not a party to any NTT procurement of workstation hardware and was not involved in the assessment or selection of the supplier of workstation hardware.

PHSA has identified two instances where staff members were contacted by Lenovo regarding workstation hardware:

1. In December 2019 - Lenovo indicated they were interested in supplying the workstation hardware as part of the PHSA's contact with NTT. PHSA instructed Lenovo to contact NTT directly.
2. In July 2020 - PHSA met with representatives of Lenovo at Lenovo's request. At that meeting, PHSA informed Lenovo that PHSA was not a party to the NTT procurement of workstation hardware and could not comment on the process or outcome. PHSA clarified that they were not involved in the assessment or selection of the supplier of workstation hardware, and that any concerns Lenovo had about the process, should be directed to NTT through whatever means available to them under the private procurement process.

Contractually, any issues between NTT and one of their suppliers, is the responsibility of NTT. Lenovo is free to pursue actions to remedy its concerns as allowed through Canadian contract law.

However, regardless of the contract between PHSA and NTT, any perceived unfair business practices by NTT should be carefully considered by PHSA. The Province needs to maintain positive relationships with all vendors and suppliers.

No details have yet been provided by Lenovo to support the claim of "unfair business practice" by NTT in relation to their supplier contracting process. Lenovo's email indicates that further details will be provided to both CITZ and HLTH.

PHSA is reaching out to NTT for additional details, further to Lenovo's email to the Office of the Premier and may need to do so again once the "more detailed letters" from Lenovo are received by CITZ and HLTH.

NEXT STEPS:

- Responses to the concerns raised by Lenovo should be led by Provincial Health Services Authority, as the contract signatory and business owner.
- As the original procurement was issued by the Ministry of Health, and the Ministry of Citizens' Services administered the procurement, both ministries should be involved in supporting PHSA with responses on this topic.

Contact: Geoff Haines, 250-507-8739

INFORMATION NOTE

Advice to Minister

DATE: December 15, 2020

CLIFF#: 114275

ISSUE: Privacy Incident 2020-2104 (INC0170180): Queen's Printer (QP) Release of Information

BACKGROUND:

The Queen's Printer ("QP") publishes legislation to the Legislative Assembly of British Columbia website (www.leg.bc.ca) and to BC Laws (www.bclaws.gov.bc.ca) for ministries and the general public. The Clerk of the Legislative Assembly provides QP a certified copy of each Act of the Legislature as soon as the Act has received assent, or, if a Bill has been reserved, as soon as assent has been signified in accordance with the *British North America Act, 1867*.

The process for posting a bill to the websites begins with QP receiving the information via a secure webservice ("BillTracking system") from the Office of Legislative Counsel. The bills are then prepped by QP employees for print and digital distribution and held in a queue.

Once the bill is introduced in the House, the Clerk's Office sends a "Bill Release Form" via FAX to QP. At that time, QP posts the bill in the "Progress of Bills" table on leg.bc.ca and to the "Current Bills" on bclaws.gov.bc.ca.

DISCUSSION:

On the morning of Tuesday, December 8th, 2020, a bill was posted prematurely to the leg.bc.ca website in error. The bill contained no personal information; it pertained to an upcoming bill that is intended to be released on December 17th, 2020. This release was the result of an administrative error.

The error was noted internally shortly after it was posted, and the document was removed 20 minutes after it was uploaded.

SUMMARY:

An internal investigation began immediately, and all parties involved were notified. A ticket was assigned to the Investigations Unit of the Privacy, Compliance and Training Branch.

The Privacy Branch and Ministry of Finance have confirmed there is no sensitivity related to this bill. However, the Legislative Counsel office has informed the Queen's Printer that Cabinet and the House are being notified of the error. Therefore, the privacy incident [ticket: 2020-2104 (INC0170180)] is closed in regards to the breach of data concerns. The preventative measures to ensure this type of error does not happen in the future will be taking place in conjunction with the Clerk's office. Once this work is concluded the incident will be fully closed.



Legislative Assembly of British Columbia

CLERK'S OFFICE

Date: December 8, 2020

Supplementary Estimates No. 3

BILL RELEASE FORM

I hereby authorize the release of

Bill No. _____

to the Queen's Printer
and Sgt.-at-Arms



Clerk of the House

WHITE: Clerk's Office

CANARY: Sgt.-at-Arms

Queen's Printer Bill tracking system screen shot

Bill No. 02 - Supply Act, 2020?2021 (Supplementary Estimates No. 3)

Files	Type	Intro Date	Sent to QP	Delivered to Legis	Ready for Web	Special Instructions
	1st	Dec 8, 2020	shayna.horne Dec 4, 2020 4:30 pm	kim.hay Dec 7, 2020 11:12 am	joan.kew Dec 7, 2020 3:17 pm	<div>Update Comments</div>
<div> <div>Add Replacement Bill</div> <div>Add Report Bill</div> <div>Add 3rd Reading Bill</div> </div>						

INFORMATION NOTE

Advice to Minister Beare

Date: December 8, 2020

CLIFF: 114183

ISSUE: Information Security Meeting Background

BACKGROUND:

- Protection of government data and networks is a priority for the Office of the Chief Information Officer (OCIO) especially where it concerns British Columbians' personal information.
- Cyberattacks are increasing in frequency and are more sophisticated and targeted than ever.
- No organization globally is immune to attack though doing the basics well will stop 80% of attacks. Organizations cannot focus only on prevention but be prepared to detect and respond.
- Security is not just an IT problem; it is business enterprise risk of key importance.
- Cyber-attacks and climate change are the top two risks facing businesses and government globally according to World Economic Forum 2020 report.
- Global annual cybercrime will cost the world in excess of \$6 trillion annually by 2021, an increase from \$3 trillion in 2015. This is the single greatest transfer of economic wealth in history and is more profitable than the global trade of all major illegal drugs combined.
- Global spending on cybersecurity defence is projected to exceed \$1 trillion over next 5 years.
- There is presently a 3 million global shortage of cybersecurity talent.

DISCUSSION:

- British Columbians deserve to conduct their online transactions knowing the information entrusted to government are secure.
- Each year, the B.C. government upgrades IT security to increase protection for employees and citizens from constant malicious emails, websites and other threats.
- Over \$25 million is spent on IT security across government every year.
- The OCIO and every ministry have dedicated staff to monitor and respond to security issues.
- Individual ministries have responsibility for day-to-day security in their respective areas; the OCIO sets the protocols and standards for IT security across government.
- The OCIO is committed to strong privacy and security controls and to increasing awareness of best practices for information technology overall.
- Investing in the health and currency of IT infrastructure is key to ensuring a strong security posture.
- The OCIO constantly evaluates potential threats, with systems monitoring 24 hours per day, seven days a week.
- The OCIO regularly responds to security incidents ranging in sophistication.
- The OCIO holds regular events throughout the year aimed at increasing the awareness of the importance of information security such as twice annual Security Day webcasts and the Privacy and Security Conference held each February in Victoria.
- 51 OCIO employees are dedicated to protecting government systems from intrusions and security risks with additional security staff residing in ministries.

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- OCIO published "Defensible Security for Public Sector Organizations" framework to help organizations understand how to improve their security maturity.

- BC Government is unique across Canada with level of engagement for broader public sector in the area of security and provides complimentary services through an External Security Services program and has over 120 public sector organizations onboarded.
- BC Government published a Corporate Supply Arrangement (CSA) so that public sector organizations have access to skilled resources including 13 in-demand services including incident response.

NEXT STEPS:

- B.C. government continues to invest in upgrades to IT security and increase protection for employees and citizens from constant malicious emails, websites and other threats.
- The OCIO continues to evaluate and respond to threats, with systems monitoring 24 hours per day, seven days a week.
- B.C. government is pursuing improvements in education to employees, laptop security, email security, and strong authentication to catch up to the evolving threat landscape.

Attachment: Cybersecurity Briefing – December 2020m.pptx

Contact: Gary Perkins, Executive Director & Chief Information Security Officer, 250-387-7590

Cybersecurity Briefing

December 2020

Gary Perkins, MBA, CISSP
Chief Information Security Officer (CISO)
Executive Director, Information Security Branch

Cybersecurity has never been as imperative

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OCIO

OCIO
CIRMO

OCIO
DPD

OCIO
ES

SBC

GDX

RPD

ICT

PSD

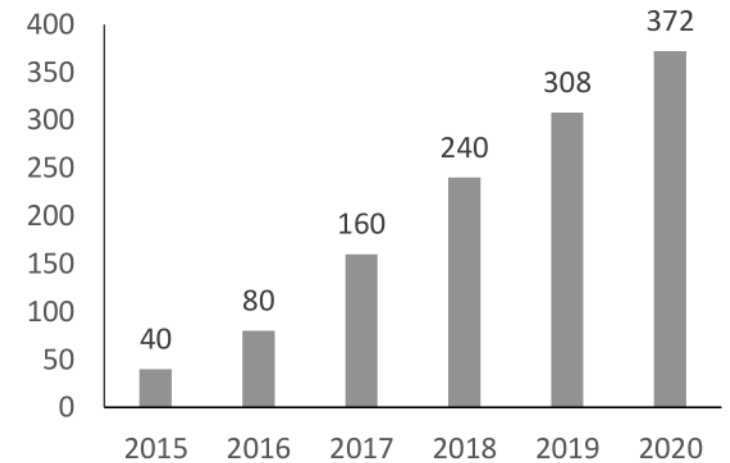
CSD

Threat Landscape

Cyber attacks are more:

- frequent
- effective
- targeted
- sophisticated
- profitable
- elusive

Unauthorized access attempts per day (millions)



BC Government network faces 372 million unauthorized access attempts daily

World Economic Forum states cyber attacks and climate change are the top 2 risks globally of concern to business leaders in advanced economies (WEF Global Risks Report, 2020)

Threat Actors

- juveniles
- insiders
- hacktivists
- organized crime
- nation-states
- cyber terrorists



Impacts

- direct impact to customers, employees
- financial, value loss
- litigation, regulatory
- data breach and loss
- brand and reputation
- lost/stolen intellectual property
- lost productivity

**\$6 trillion
by 2021**

In the news

Cyber attacks cost companies ~~\$400~~ billion every year

by Stephen Gandel @stephengandel JANUARY 23, 2015, 1:03 PM EST

Last year, the insurance industry took in \$2.5 billion in premiums on policies to protect companies from losses resulting from hacks.

Why Government is a Target

- gain economic advantage
- access to personal data (ie. health), fraud
- financial gain, ransom/extortion
- trusted launch point against others
- law enforcement, justice, court services
- surveillance

In the news

Personal info of 15,000 people accessed in B.C. government database breach



Virus shuts down B.C. government email

By Michael Mull, 24 Hours Vancouver
Thursday, December 18, 2014 12:57:08 PST PM

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Email servers for the B.C. government have been shut down. (FILE PHOTO)

CIRMO

CSD

ES

ICT

OCIO

PSD

RPD

SBC

Information Security Branch

- awareness & education
- vulnerability & risk management
- advisory services & consulting
- identity & access management
- investigations & forensics
- security operations & incident response



Security Operations Centre for BC Government

Questions?

Contact information:

Gary Perkins, MBA, CISSP

Chief Information Security Officer (CISO)

Email: gary.perkins@gov.bc.ca

Phone: 250-387-7590

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INFORMATION NOTE

Advice to Deputy Minister

DATE: December 16, 2020

CLIFF#: 114193

ISSUE: Digital Investment Board operations

BACKGROUND:

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The committee was responsible for prioritizing IM/IT investments based on overall risks and maximizing the value government derives from IM/IT investments. It was replaced in 2016 by the Digital Investment Board (DIB). Terms of Reference are available at Annex 1 and the IM/IT Capital Investment Framework is at Annex 2.

Government manages minor IM/IT capital investments as an envelope. The envelope approach is based on a model where the DIB reviews IM/IT Consolidated Revenue Fund (CRF) capital investments and Treasury Board approves the overall envelope size. The 2020/21 minor IM/IT capital envelope is valued at roughly \$110M and funds 90 projects (Annex 3).

The Ministry of Citizens' Services manages the envelope day to day through the Office of the Chief Information Officer. The minor IM/IT capital envelope funds projects valued at less than \$10 million in a fiscal year and up to \$20 million in total. Capital projects above these thresholds are classified as major projects and must be submitted to Treasury Board for approval. Capital projects valued at less than \$750,000 are, by convention, approved secretarily by either the Government Chief Information Officer (up to \$750,000) or by the Chief Digital Officer (up to \$500,000).

DISCUSSION:

The DIB is chaired by the Deputy Minister of the Ministry of Citizens' Services. The GCIO, supported by the Digital Investment Office, acts as the Secretary to the DIB.

The DIB is responsible for providing direction on how technology capabilities, infrastructure and investment in IM/IT will be leveraged to support government's strategic priorities and citizen expectations. This mandate includes setting principles and criteria for IM/IT investments. The DIB also ensures transparency across government and alignment with the Deputy Ministers Committee on Public Service Renewal (DMCPSR) and other Deputy Minister committees as required.

The DIB meets monthly to address demand for IM/IT capital across government. The DIB approves projects through a voting process. A quorum of 5 DIB members is required. The Terms of Reference (Annex 1) outlines responsibilities, processes and current membership of the board.

SUMMARY:

The Digital Investment Board continues to be a critical governance body that provides strategic direction and oversight in government's technology investment to advance government's strategic priorities.

Attachments: 1. Digital Investment Board Terms of Reference
2. IM/IT Capital Investment Framework
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Contact: Jaimie Boyd, Chief Digital Officer, OCIO

DIGITAL INVESTMENT BOARD

Terms of Reference

Mandate

The Digital Investment Board (DIB), a Deputy Ministers' Committee responsible for providing direction for how technology capabilities, infrastructure and investment in IM/IT will be leveraged to support government's strategic priorities and citizen expectations for government services. The DIB ensures alignment with the Deputy Ministers Committee on Public Service Renewal (DMCPSR) and other Deputy Minister committees as required.

DIB will operate under clearly defined accountabilities, providing regular updates to DMCPSR and the corporate executive to ensure transparency and alignment across government.

Specific accountabilities of DIB include:

1. As part of government's budget process, manage an envelope for IM/IT Capital based on a 10-year IM/IT capital investment plan and establishing criteria to prioritize projects within the envelope;
2. Approving annual IM/IT capital spending plans against the approved envelope, including re-prioritization as appropriate;
3. Establishing a governance framework to monitor project progress against approved submissions and ensure outputs and outcomes are realized, including project-specific conditions for major projects approved by Treasury Board;
4. As and when directed by Treasury Board, playing a formal governance role on specifically named initiatives;
5. Developing the strategic direction for the technology environment, including corporate infrastructure and technology enablers, to support our workforce and service innovation;
6. Ensuring value for money for existing and proposed Alternative Service Delivery deals by drawing linkages between IM/IT capital projects and solutions;
7. Identifying key success factors and opportunities to improve on the implementation of IM/IT projects to achieve the greatest value for government's investments; and
8. Working with the Citizens' Experience Board, ensure the evolving service delivery vision is embedded in the planning for future IM/IT projects both delivered by government and outsourced.

Linkages

DMC Capital, DMCPSR, Citizen Experience Board and DMC Procurement and Strategic Contracts and other Committees and Boards as appropriate.

Process

- The Board will meet as and when needed to fulfill its mandate.
- Board members will attend in person (rather than by phone) whenever possible.
- Agendas and meeting materials will be made available to members in advance of the meeting. Exceptions would be provided for urgent or unanticipated business (i.e. emergency response); and confidential business that would not be circulated through normal distribution.

December 8, 2020

- Other than the excepted items above, if materials are not circulated in advance, the item is to be deferred to a subsequent agenda.
- Delegates may only attend when the DM is traveling or on vacation. DMs are to make participation in the committee a priority.
- The Chair may invite non-members to participate based on topics being discussed.
- A meeting quorum of 5 Board Members will be required for any decisions.
- Meetings should be rescheduled if more than 3 DMs are unable to participate.
- The Chair or a designate will report out regularly to DMCP SR.
- Secretariat support for DIB will be provided by the Digital Investment Office in the Office of the Chief Information Officer.

Membership

- Shauna Brouwer, Deputy Minister, Citizens' Services (Chair)
- Allison Bond, Deputy Minister, Children and Family Development
- David Galbraith, Deputy Minister, Social Development and Poverty Reduction
- Bobbi Plecas, Deputy Minister, Jobs, Economic Recovery and Innovation
- Mark Sieben, Deputy Solicitor General, Public Safety and Solicitor General
- Peter Pokorny, Associate Deputy Minister, Health
- CJ Ritchie, Associate Deputy Minister & Government Chief Information Officer
- Heather Wood, Deputy Minister, Finance



Updated March 2017

IM/IT Capital Investment Management



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Treasury Board Decision

In December 2012, Treasury Board mandated the Deputy Ministers' Committee on Transformation and Technology (DMCTT) (now the Deputy Ministers' Committee on Public Service Innovation (DMCPSI)) with the responsibility for all of government's IM/IT capital investments. DMCPSI has delegated responsibility for executing and reporting on IM/IT priorities to the IM/IT Capital Investment Board (IM/IT CIB).

In support of this, the IM/IT CIB is responsible for:

- prioritizing government's IM/IT investments from a total cost of ownership perspective, and;
- maximizing the life cycle value government derives from its IM/IT investments.

IM/IT Capital Investment

Intention

Government will manage IM/IT capital investments as an envelope. The envelope approach is based on a model where the DMCPSI, through the IM/IT CIB provides recommendations to government on all IM/IT Consolidated Revenue Fund (CRF) capital investments, and Treasury Board approves the overall envelope size. To manage the envelope, the Government Chief Information Officer (GCIO) develops a detailed three-year investment plan that includes infrastructure and line of business initiatives that require capital. This plan will incorporate contemporary strategic thinking on what the information technology environment should be, and ensure government does not miss opportunities presented by emerging technologies.

Financial and performance oversight has been consolidated within the IM/IT Capital Investment program, and the IM/IT Governance Framework.

Principles

Principles and criteria for IM/IT investments are set annually as part of the IM/IT planning instructions issued by IM/IT CIB on behalf of DMCPSI. Selection of appropriate IM/IT investments consider relevant aspects of the BC Government Strategic Plan. Using the Copperleaf C55 Asset, Investment and Planning Management System, the value provided by each investment is assessed and optimized by considering the financial benefit, impact on other benefits, risk mitigation, and cost. Some investments are strategic and some more tactical; all contribute to ensure that IM/IT sustenance of core systems support business and mission-critical services for government.

Annual Process

IM/IT capital investments align with the annual budget process. The IM/IT planning process is the primary path for IM/IT investments and involves two stages:

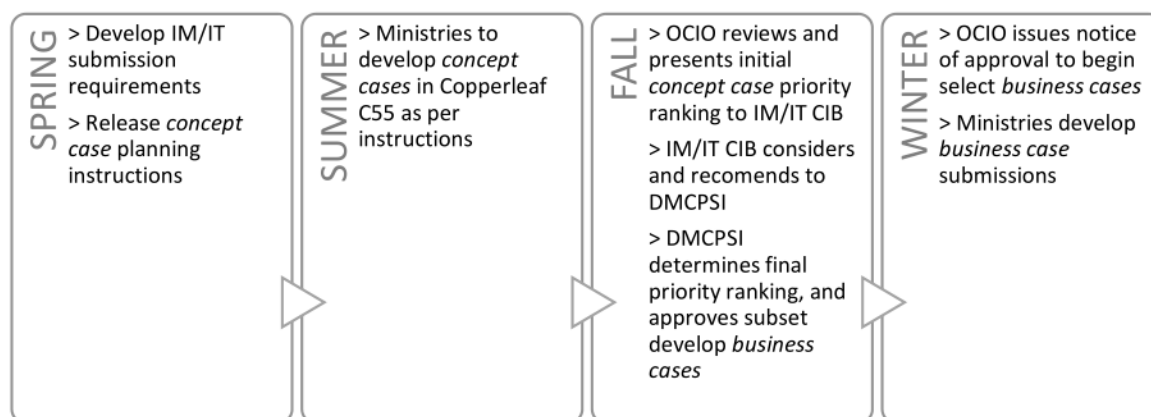
- 1) **Concept Case** - a three-page document which focuses on refining the business problem, specifying change drivers and identifying the outcomes to be realized. It includes approximations of scope, schedule, and budget.
- 2) **Business Case** - a comprehensive document that includes a significant level of effort and great detail across scope, schedule, and budget.

Each stage of the process requires formal signoff by business area, financial, and IM/IT Executive. Concept cases are reviewed by DMCPsi and IM/IT CIB and only approved cases proceed to business case development. Similarly, only business cases approved by DMCPsi are recommended for envelope funding. This two-step, gated approach helps focus ministry efforts on cases with a higher likelihood of being approved.

Timeline

1. Concept Case

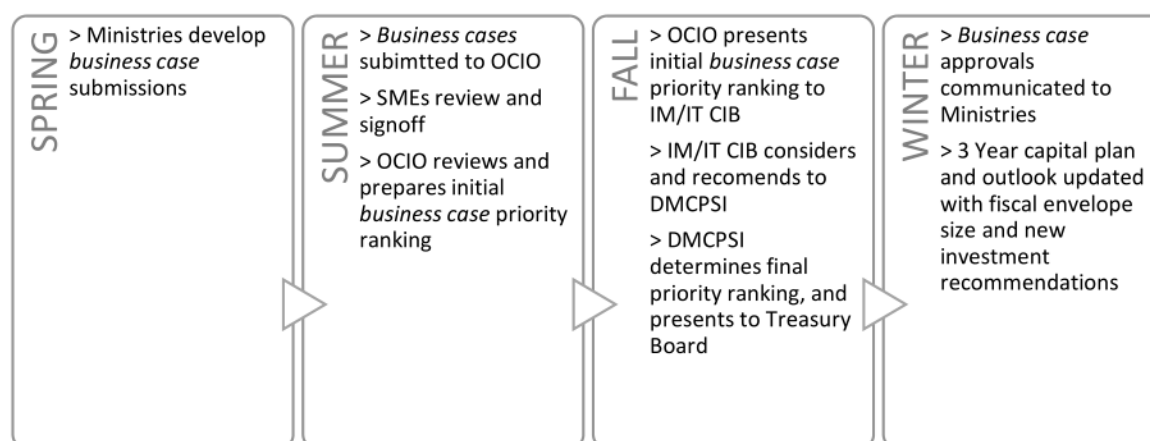
Instructions, including principles and criteria for concept case development, are issued to ministries in the spring of each year. Ministries develop concepts that reflect their IM/IT priorities and readiness. These cases are assessed by the Office of the Chief Information Officer (OCIO) using Copperleaf C55 and an initial priority ranking is presented to the IM/IT CIB for consideration and recommendation to DMCPsi for direction and decision. DMCPsi determines the final priority ranking of the concept cases, and based on the size and current utilization of the IM/IT envelope, approves a subset of investments to proceed from concept case to business case development. The OCIO issues notice of approval to ministries and development of business cases begin.



2. Business Case

Through the spring, ministries develop business cases based on approved concept cases. The development includes engaging and consulting with stakeholders and subject matter experts (SME) across government. Business cases are submitted to the OCIO and proceed through a formal review and signoff by SMEs. They are assessed by OCIO using Copperleaf C55 and an initial priority ranking is presented to the IM/IT CIB for consideration and recommendation to DMCPsi for direction and decision.

DMCPSI determines the final priority ranking of the business cases, which in turn, informs the annual IM/IT investment plan. This plan is presented in the fall to Treasury Board, who decide on the size of the IM/IT envelope.



Governance & Accountabilities

Body	Role
Treasury Board	<ul style="list-style-type: none"> Approves annual overall capital targets Makes decisions on major IM/IT projects (e.g., NRPP-class projects)
DMCC	<ul style="list-style-type: none"> Reviews capital priorities and the DMCPSI 3 Year IM/IT Capital Investment Management Plans
DMCPSI (replaces DMCTT)	<ul style="list-style-type: none"> Sets IM/IT priorities against corporate direction within the approved envelope Makes trade-offs as required to stay within the envelope and other corporate priorities Endorses the annual 3 Year IM/IT Investment Plan Endorses annual IM/IT capital, including any new projects
IM/IT CIB	<ul style="list-style-type: none"> Reports to DMCPSI and has delegated authority for IM/IT priorities Oversight of the annual IM/IT planning process with Ministries Recommends trade-offs as required to stay within the envelope and other corporate priorities Endorses the annual 3 Year IM/IT Investment Plans Endorses annual IM/IT capital, including any new projects
GCIO	<ul style="list-style-type: none"> Develops the detailed 3 Year IM/IT Capital Investment Management Plan with a 10-year outlook IM/IT Capital Investment Management Plan Recommends IM/IT projects to DMCPSI Manages the annual IM/IT planning process for IM/IT investments Makes trade-offs as required to stay within the categories Reports back to DMCPSI regarding performance against plans/approvals
Ministry of Finance/TBS	<ul style="list-style-type: none"> Work with the OCIO to review IM/IT proposals/funding recommendations to determine fiscal plan impacts (impacts on corporate capital and operating plans) and providing analysis/advice to executive, as appropriate. Integrates this process into the annual budget process Takes the recommendations from DMCPSI to DMCC which informs TB on the overall IM/IT capital process

Ministry	<ul style="list-style-type: none"> ▪ Develops plans, concept cases and business cases ▪ Responsible to GCIO for financial reporting and investment outcomes on IM/IT capital ▪ Signs-off on operational funding ▪ Has enhanced accountability to the GCIO for DMCPPI-endorsed projects
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Core Policy

Chapter 5 in the Core Policy and Procedures Manual provides guidance on Capital Asset Management and identifies the IM/IT Capital Investment Management Framework (this document) as the source for the roles, responsibilities and processes for all CRF IM/IT capital investments.

Chapter 12 in the Core Policy and Procedures Manual provides a policy framework on Information Management and Information Technology Management, including providing guidance for key legislation and defining authorities, responsibilities and accountabilities for information and technology management. Over the next 12-18 months Chapter 12 will be reviewed and updated to reflect recent changes in authorities, responsibilities, and accountabilities including those of the Government Chief Records Officer.

IM/IT is a continuously changing field and therefore both Core Policy and the IM/IT Capital Investment [website](#) should be referenced to ensure the most up to date information.

Categories of Capital

IM/IT Capital

IM/IT capital will be allocated as either major or minor.

Major Capital

A major capital IM/IT initiative is defined as one that is more than \$10 million capital in one fiscal year and/or more than \$20 million capital for the initiative (multiple years).

Minor Capital

Minor capital is for all other initiatives and projects that are not major. IM/IT capital funds corporate infrastructure, ministry line of business purchases, and projects. Minor capital can be used for new capital initiatives, as well as for IM/IT asset improvement projects to maintain or improve the useful life of the asset.

Hybrid Capital Projects

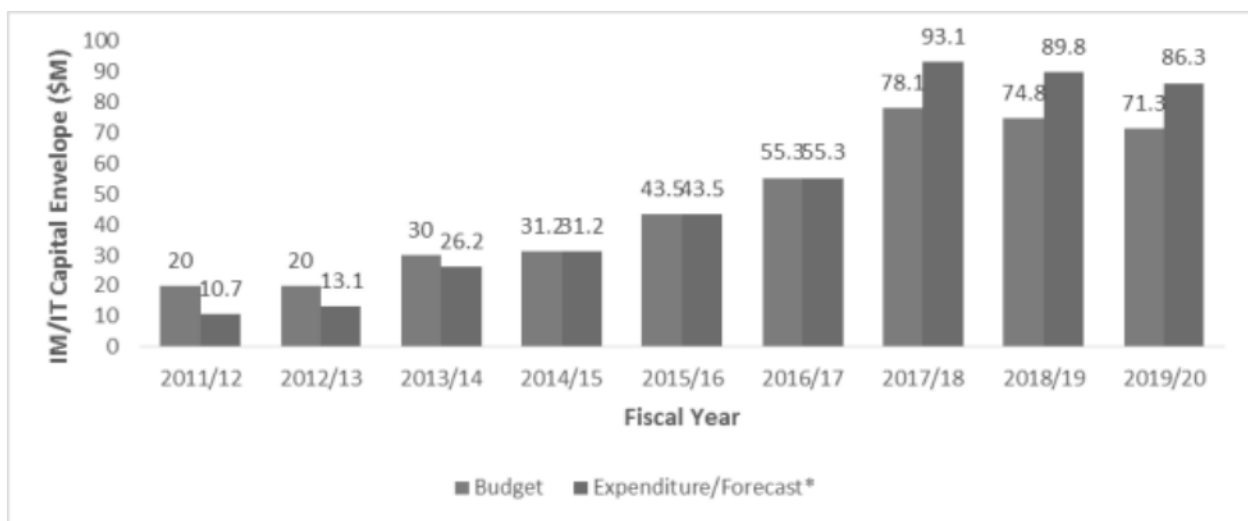
There can be broad projects and initiatives which are not solely IM/IT but that include a component of IM/IT. These projects may primarily leverage a different capital category such as facilities; however, require technology systems or infrastructure; it is expected that they are reviewed by OCIO and meet the same standards and conditions as all IM/IT projects.

Funding & Approval Processes

IM/IT Investment Target

Part of the IM/IT Governance Framework is the concept of a sustainable IM/IT capital envelope for core government. Included in the FY2012/2013 10 Year Capital Investment Plan was the request for Treasury Board to support a base funding commitment (approval-in-principle of the CRF IM/IT capital envelope approach, funding level decision deferred). The table below shows current investments (in blue) and proposed budget for planning (in red). Funding levels will grow to historical levels with government's affordability.

IM/IT Minor Capital Envelope



Envelope Management

The OCIO manages investments within the Treasury Board approved envelope, with IM/IT CIB recommending and DMCPST approving the annual IM/IT Capital Investment plan. Initiative funding requirements often change during the year, or require access to approved funding in different years than originally planned. All ministry requests are managed within the prescribed and accepted thresholds, consideration of risk to government (micro and macro), and impact to the envelope. Other direct project criteria, such as the relative size of the request to the project, will be considered.

The GCIO and the OCIO work within the minor capital category, the approved initiatives, and funding thresholds. The following thresholds can be confirmed annually or as required:

- IM/IT CIB recommends and DMCPST approves the IM/IT plan annually
 - An approved list of minor initiatives/projects is developed from the IM/IT planning process intake
 - Upcoming major initiatives are included in IM/IT plan

- TB approves the IM/IT envelope and major initiatives list
- GCIO manages the annual minor capital category (cash flow) within 15 per cent of approved initiative budgets
 - Regular reports on project budgets and accelerations and decelerations will be reviewed by the core government Ministry CIOs Council.
 - Requests to re-profile funds to future years, and any other changes are formally submitted through a change control process and will be assessed against other projects approved for that ministry and the ability to afford the request within the envelope
- Exceptions go through IM/IT CIB to DMCPSP

Reporting

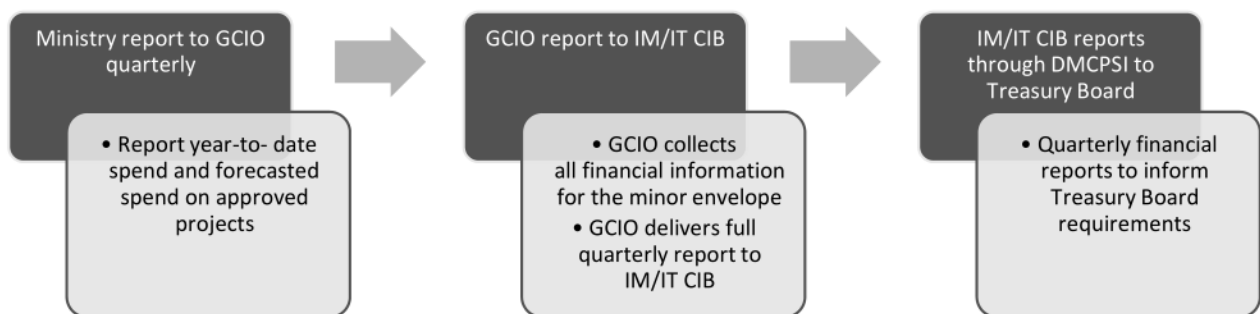
GCIO delivers reports to IM/IT CIB, DMCPSP and Treasury Board staff detailing the financial and performance targets as scheduled.

Performance Measurement

Ministries are required to have GCIO-approved investment outcomes complete with performance measures and targets by initiative. Quarterly, ministries must provide the GCIO with a status update on results achieved to date, and expected progress within next reporting period.

Financial Reporting

As per Core Policy and Procedures Manual (CPPM), ministries must report to the GCIO financial management branch for routine reporting on planned versus actual initiative capital spending.



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